

2024-2027 Local Plan

Local Workforce Development Area #15 - Ramsey County

The 2024-2027 WIOA Local Plan draft is open for public comment through April 4. Submit comments to Rebecca.Milbrandt@ramseycounty.us For a paper copy call 651-266-6004.

SECTION A: LOCAL BOARDS VISION, GOALS AND STRATEGIES

A1: Describe the local area board’s strategic vision for preparing a skilled workforce and how it aligns with the State’s Vision, Goals and Strategies.

The Workforce Innovation Board of Ramsey County (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.

Mission Statement: The WIB 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’s work plan reflects the Ramsey County [Economic Competitiveness and Inclusion Plan](#) as one of the key drivers of strategy for the local area. This plan outlines the economic and community development objectives that Ramsey County will pursue over the next decade. The plan’s recommendations are shaped through a lens of racial equity and have been informed by extensive community engagement.

Ensuring systems alignment and leveraging of resources are key to supporting the WIB’s priorities.

The WIB is focused on implementing inclusive workforce strategies to ensure those with barriers to work are included in the economy. As the most diverse county in the state, it is our economic imperative to support employers navigate the shifting demographics of our community. The WIB has a strong focus on creating a more inclusive, equitable and accessible workforce system recognizing that while many employers have good intentions, the capacity to do the deep transformational culture work can be difficult, particularly for small to mid-sized employers. The WIB has dedicated time, resources and focus to developing intentional strategies to support employers to work on their policies, practices, and procedures toward becoming more inclusive workplaces. The WIB will continue to expand on these efforts through its deep collaboration with chambers and economic development organizations serving as “trusted messengers” to the business community, sharing about the public workforce system. In particular, these efforts continue to invest in strategies such as the [Inclusive Employer Toolkit](#) and Inclusive Workplaces Cohort, both designed to support employers to work on short and long term strategies to become more equitable employers.

The WIB is committed to increasing coordination and alignment of programs and encourages systems integration through a variety of efforts in alignment to the State Plan. As a result, the Local Workforce Development Area (LWDA) created a local workforce ecosystem that is interwoven and interconnected through communications as well as shared efforts and service delivery coordination among the different partners. Examples include efforts to optimize knowledge and awareness of our workforce partners led by the One-Stop Operator (OSO) Consortium. While there is specific emphasis to engage mandated and funded partners, significant efforts are made to align and support all workforce development entities in the LWDA whether or not the WIB or Ramsey County has any direct relationship. Internally as a large systems organization, Ramsey County Workforce Solutions (WFS), which serves as the WIB's operational arm, leverages its connections between workforce services and other county systems to ensure that residents who access county services have an ability and opportunity to connect to employment and training supports.

The WIB is committed to having its work be employer led through its industry driven committees, which include a Tech Committee and a Construction-Green Jobs Committee. This aligns with the State's Plan to build employer-led industry-sector partnerships across the state to create or expand responsive and equitable workforce development programs and career pathways. The WIB also collaborates with chamber and economic development partners to coordinate employer led sector strategies in a variety of industries beyond those committees, including the manufacturing and healthcare industries. While supporting employers to meet their talent needs, the WIB emphasizes the opportunity to close talent gaps through investments and opportunities to untapped pools of residents. The aim is to increase upward mobility for residents who have traditionally been excluded from economic opportunity through the work of its Partnership and Outreach Committee and Equity Committee.

A2: Describe the local area board's goals for preparing an educated and skilled workforce, including youth, individuals with barriers to employment, and individuals underrepresented in the local labor force.

The WIB 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 several local education and training providers. Through a competitive solicitation process, WFS developed 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.

Federal and state funding received by the WDA are measured for outcomes against goals the local areas set in partnership with the state and performance metrics are outlined for all programs which measure skill and credential attainment. Performance and other measures are shared regularly with

the Policy and Outreach committee and shared back with the Executive Committee and full board as needed. In addition, the American Rescue Plan Act (ARPA) has allowed the Ramsey County to invest in new and innovative training programs leveraging labor market information to support those who are aged 18-30 years to aim toward [gateway occupations](#) which are identified as:

- \$42,000+ average annual wage.
- Minimal negative impact to employment during the COVID-19 pandemic.
- Strong current demand (unemployment below 3% and/or higher than average job posting volumes in the past 12 months).
- Strong forecasted demand (higher than average forecasted growth through 2026 and/or will likely replace 50% or more of the existing workforce in the next five years).
- Focus on middle-skill jobs with opportunity for advancement into high-wage, high-demand Target occupations through additional experience or educational advancement.
- Focus on roles typically requiring an associate degree or less that offer opportunity for immediate employment or early Earn and Learn activities.

Examples of gateway occupation area include Solar Photovoltaic Installers (Licensed Trade), Health Information Technologists, Computer User Support Specialists, Bus and Truck Mechanics and Diesel Engine Specialists Community and Social Services Specialists.

Most recent partnerships that have include community-based organizations, training providers and employers have included Emergency Medical Services, software developers, cybersecurity specialist, and construction training to name a few.

As part of the ARPA effort, significant evaluation is happening on these project and learnings will be shared both to the WIB and other stakeholders for future visioning and investments.

Education and Training Requirements of Occupations of Employment in Ramsey County, 2023Q3

Short-term OJT, no exp, no award



Moderate-term OJT, no exp, no award



Long-term training, no exp, no award



Previous work experience, no award



2-year degree or certificate



Bachelor's degree



Postgraduate degree



Data for Total - All Occupations, Ramsey County, Minnesota
Source: JobsEQ®. Data as of 2023Q3.

It is critical that there is an alignment between the 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 367,861 in 2022. Of this population, approximately 8.8% had less than a high school diploma, 20.3% had a high school diploma or equivalent, 26.2% had some college or an associate degree, and 44.7% had a bachelor's degree or more. It should be noted that at the regional level, in 2022, 58.8% of jobs (966,190 jobs) required a high school diploma or less, 5.1% of jobs (83,670 jobs) required vocational training, 5.2% of jobs (84,740 jobs) required an associate degree, 26.4% of jobs (433,810 jobs) required a bachelor's degree, and 4.4% of jobs (71,730 jobs) required a graduate or professional degree.

Poverty rates and median earnings are highly correlated with educational attainment. In Ramsey County, in 2022, 27.7% of those ages 25 years and over with less than a high school diploma lived below the poverty level. Poverty rates decreased to 15.3% for those with a high school diploma or equivalent, to 9.9% for those with some college or an associate degree, and to 3.9% 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 \$51,221 in 2022. Such earnings equaled \$29,535 for those with less than a high school diploma, \$36,589 for those with a high school diploma or equivalent, \$44,817 for those

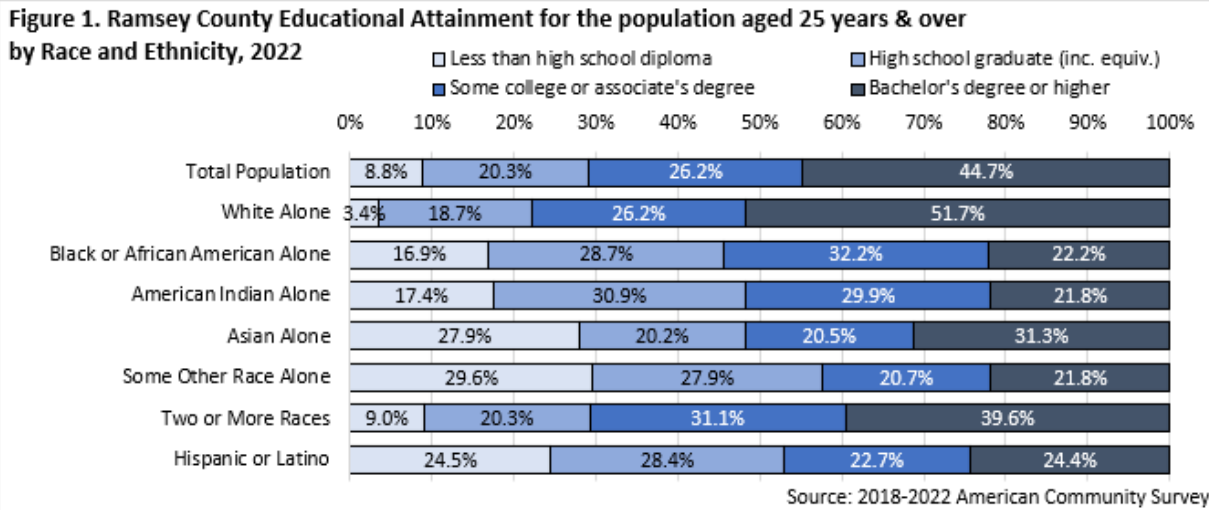
with some college or an associate degree, \$62,721 for those with a bachelor’s degree, and \$81,957 for those with a graduate or professional degree.

Table 1. Ramsey County Educational Attainment for the Population Aged 25 years and Over by Race or Origin, 2022

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	367,861	32,406	74,521	96,374	164,560
White Alone	257,645	8,837	48,145	67,486	133,177
Black or African American Alone	37,620	6,368	10,793	12,104	8,355
American Indian Alone	1,818	317	561	543	397
Asian Alone	45,732	12,776	9,258	9,383	14,315
Some Other Race Alone	8,998	2,666	2,510	1,860	1,962
Two or More Races	16,048	1,442	3,254	4,998	6,354
Hispanic or Latino	21,813	5,345	6,197	4,954	5,317

Source: 2018-2022 American Community Survey, 5-Year Estimates

Educational attainment does vary significantly by race and ethnicity. For example, where only 3.4% of those reporting as white had less than a high school diploma in Ramsey County in 2022, between 20% and 30% of those reporting as Asian, Some Other Race, or those with Hispanic or Latino origins reported having less than a high school diploma. Where over one half (51.7%) of those reporting as white had a bachelor’s degree or more, about one-fifth (22.2%) 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 89,481 students enrolled in all grade levels through 12th grade in Ramsey County during the 2021-2022 school year. Of these students, 35.3% identified as white, 20.4% as Black or African American, 0.7% as American Indian or Alaska Native, 24.0% as Asian or Other Pacific Islander, 7.3% as Two or More Races, and 12.5% as Hispanic or Latino. In all, 64.7% of Ramsey County students reported as a person of color or American Indian. For reference, 36.9% of students statewide reported as a person of color or American Indian.

- During the 2021-2022 school year, 45,410 students in Ramsey County (50.8% of total) were eligible for free or reduced-priced meals.
- During the 2021-2022 school year, 14,029 students in Ramsey County (15.7% of total) received special education services.

- During the 2021-2022 school year, 19,148 students in Ramsey County (21.4% of total) were identified as English language learners.
- During the 2021-2022 school year, 885 students in Ramsey County (1.0% of total) experienced homelessness.

Table 3. Ramsey County Student Enrollment Data, 2022

Grade	Total Students	White	Black or African American	American Indian or Alaska Native	Asian	Two or More Races	Hispanic or Latino	Percent BIPOC Students
Early Childhood Special Education	1,565	770	212	7	267	120	188	50.8%
Pre-Kindergarten	1,008	192	243	5	343	76	148	81.0%
Kindergarten	6,231	2,118	1,255	25	1,530	543	758	66.0%
1st Grade	6,404	2,090	1,372	27	1,643	500	769	67.4%
2nd Grade	6,386	2,062	1,336	28	1,681	508	766	67.7%
3rd Grade	6,568	2,087	1,394	56	1,722	540	760	68.2%
4th Grade	6,340	2,063	1,289	31	1,661	486	806	67.5%
5th Grade	6,334	2,097	1,339	33	1,594	493	775	66.9%
6th Grade	6,318	2,250	1,311	40	1,445	461	807	64.4%
7th Grade	6,652	2,336	1,328	43	1,575	486	882	64.9%
8th Grade	6,710	2,447	1,365	41	1,497	467	892	63.5%
9th Grade	6,879	2,542	1,308	53	1,585	490	898	63.1%
10th Grade	6,829	2,593	1,309	54	1,556	426	889	62.0%
11th Grade	6,883	2,735	1,343	59	1,592	375	775	60.3%
12th Grade	8,374	3,188	1,811	87	1,695	512	1,076	61.9%
Total Students	89,481	31,570	18,215	589	21,386	6,483	11,189	64.7%

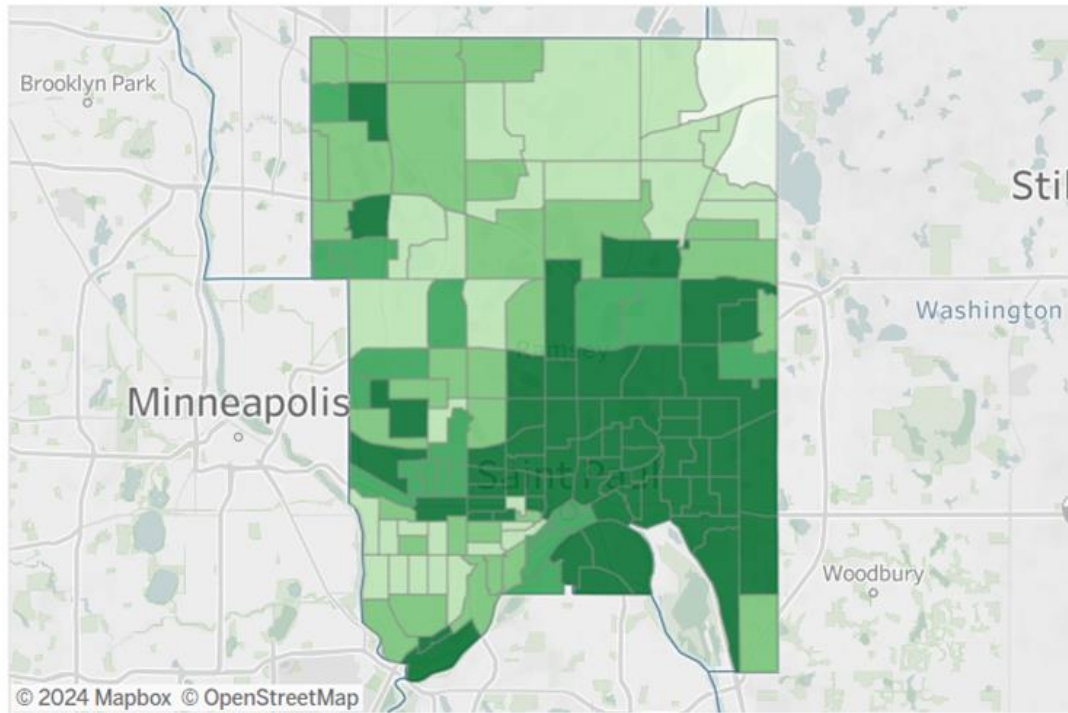
Source: Minnesota Department of Education Data Center

Diversity is Ramsey County’s competitive advantage, home to the youngest and most diverse population under 8 years of age, and between the ages of 25 and 44 of all Minnesota counties.

The map below shows Ramsey County census tracts by Diversity Index (DI). The DI is used to measure the probability that two people chosen at random will be from different racial and ethnic groups. The DI is bounded between 0 and 1, with a value of 0 indicating that everyone in the population has the same racial and ethnic characteristics. A DI of 1 indicates complete diversity, meaning everyone is of a different race and/or ethnicity. In 2010, there was a 54.9% chance that two Ramsey County residents chosen at random would be from different racial and ethnic groups, while in 2020 there was a 61.1% chance. The census tracts shown in darker green are where we have a higher DI in Ramsey County. Ramsey County has the highest DI seen in any county for people seven and under or between the ages of 25 and 44.

Racial and Ethnic Diversity Index All Ages

Ramsey County, Minnesota: 61.4%



Racial and ethnic diversity index

- 60.0 or more
- 50.0 to 59.9
- 35.0 to 49.9

15.8% of Ramsey County residents were born outside the country (86,600 people), second highest share (after Nobles County) and second highest volume (after Hennepin County) among Minnesota counties.

Another goal for the board is to reduce barriers to employment.

Research has identified that driver's licenses are being used as a requirement for employment to a greater degree in Ramsey County than in a typical Minnesota county. Driver's licenses continue to rise as a hiring credential used by employers, as evidenced in their presence as a listed requirement for employment in job postings. Specifically, the requirement of a driver's license as listed in online job postings has increased in Ramsey County by 7% over the past two years, while the volume of job postings overall has declined by about 9%.

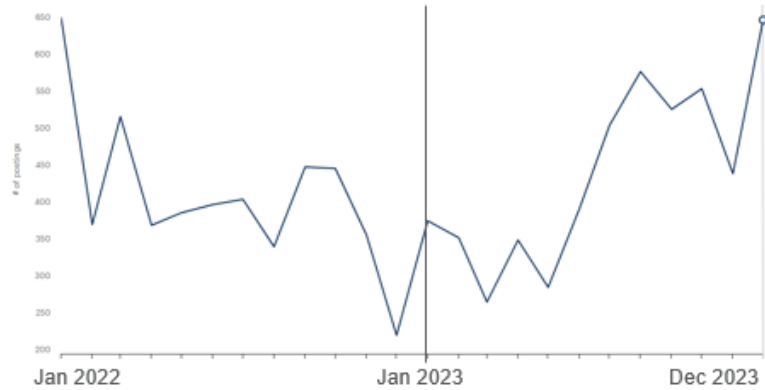
Positions requiring a commercial driver's license (CDL) rose by 31% over the past two years in Ramsey County. December 2023 had the highest volume of job postings requiring a driver's license, with a large share of those being for CDLs. The list of occupations that typically require a driver's license may be surprising to many. It's not just delivery jobs and automotive service mechanics, but also

ambulance drivers, social and human service assistants, and healthcare and social services support workers, as well as security guards.

Volume of Job Postings in Ramsey County by Driver's License Requirement

	2023	1-Yr % Change from 2022	2-Yr % Change from 2021
All Jobs	58,161	-5%	-9%
Any Driver's License	5,324	+7%	+7%
CDL	1,170	+19%	+31%

Job Postings in Ramsey County Requiring a Driver's License, Monthly



It is critically important to ensure that these requirements are not a barrier to access to employment, and that WFS focuses on ensuring that youth and adults in our community are able to obtain their driver's license to access these local careers. Deepening our understanding of this data and leveraging the systemic barriers to obtain a driver's license identified by Youthprise, Ramsey County invested American Rescue Plan funding and formed the Ramsey County Driver's License Academy. The Academy funds young people ages 18-24 who need a driver's license as a work credential. The Academy provides:

- Support obtaining Class D Instruction Permit.
- Tutoring for Class D Instruction Permit.
- Six hours of Behind-The-Wheel instruction.
- Vehicle for Class D road test.
- Fees for Class D driver's license. *Cannot be used to pay fines and fees related to a suspended license.
- Incentive for reaching goals.

Another goal of the WIB is to support more residents having access to services in order to be able to achieve their full potential. This aligns with the State Plan's goal of creating a more inclusive, equitable, accessible, and proactive workforce system. We do this in a variety of ways through the many programs that are offered by Workforce Solutions for residents to learn about and receive services. Over the past few years, we've leveraged technology as a tool for those that can connect for services as well as having in person services. Social media and other advertising are used to ensure that residents have information about programs. Work has been done to streamline the inquiry process through the What's Next campaign, recognizing that it is often too complicated to about precise programs that may have varying eligibility and fit. Rather, a one door approach is much better at giving residents the assistance they need while being program-neutral to discuss what is next for them.

A3: Describe how these goals relate to the performance accountability measures based on the primary indicators to support regional economic growth and economic self-sufficiency.

Ramsey County is committed to a regional economy that is inclusive of all residents in alignment with our county goals of opportunity and prosperity to ensure all residents have what they need to thrive. To achieve this, it is critical that the WIB's work is data-informed with market responsive actions and policies and procedures that center equity. A key strategy will be a commitment to Good Jobs principles and will ensure that efforts are made to support knowledge and resources for employers in the areas of:

- Recruitment and Hiring.
- Benefits.
- Diversity, Equity, Inclusion, and Accessibility (DEIA).
- Empowerment and Representation.
- Job Security and Working Conditions.
- Organizational Culture.
- Pay.
- Skills and Career Advancement.

This will start with Good Jobs principal highlights to educate WIB members and cascade through our channels to develop programming and supports for all employers.

The WIB will use the [Center for Economic Inclusion's Indicators of an Inclusive Economy](#) to assess progress toward regional economic growth and economic self-sufficiency. 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 continues to challenge our thinking and acts as a guide to more deeply understanding economic inclusion. In addition, the county does substantial work around [community indicators](#) as part of its budget and strategic planning process. Community indicators are measurements that provide information about past and current trends impacting the quality of life in Ramsey County. These measures assist planners and community leaders in making decisions that affect future outcomes and show community progress toward achieving the county's vision, mission, and goals. Current indicators include items like median household income, low-income households experiencing severe rent burden, low-weight births, rates of juvenile justice arrests, and share of residents with debt in collections. Most indicators are disaggregated by race and ethnicity to highlight disparities and help the county focus its efforts on improving outcomes for all.

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

1. Employment rate.
2. Percent of full-time workers earning a living wage.
3. Percent of Minnesotans who report having experienced workplace discrimination.

[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 (CBOs).

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.

A4: Describe the strategy to work with the entities within your local workforce development area that carry out the core programs to align resources available to the local area to achieve the strategic vision and goals of the local area board and the state.

The WIB has identified a need to utilize Ramsey County WFS Planning Team to assist with the complexity of the Workforce Innovation and Opportunity Act (WIOA) implementation and to build integrated service strategies between core partners. The work intentionally focuses on the integration of services across the LWDA. 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 OSO Consortia is made up of Job Service, Temporary Assistance for Needy Families, and State Vocational Rehabilitation Services (VRS), with Ramsey County Workforce Solutions serving as the lead entity, coordinating service delivery among the required core partners including coordination of services at the comprehensive One-Stop location. These services are executed through a Memorandum of Understanding (MOU) with the required One-Stop partners.

Other strategies include:

- Inform and integrate racial equity initiatives including getting input from the community advancing the county's [Racial Equity Policy](#) and ensure that measurement around key indicators to demonstrate intentionality and progress. 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.

A5: Describe a best practice or area of strength of the local area as it relates to the State's Vision, Goals and Strategies that should be considered for replication or scale across the state.

Our local area has committed deeply to connecting more employers to the publicly funded workforce system. Over the past couple of years, we have strengthened and leveraged a significant partnership with our local chambers and economic development organizations. We currently have contractual relationships with the [St. Paul Area Chamber](#), [Midway Chamber of Commerce](#), [Vadnais Heights Economic Development Corporation](#), [Minnesota Black Chamber of Commerce](#), [Saint Paul Port Authority](#), [Minnesota Hmong Chamber of Commerce](#), [Rice Larpenteur Alliance](#) and the [Latino Chamber of Commerce](#). Through what is called the Inclusive Employer Champions (Champions) program, these organizations:

- Help facilitate relationships.
- Create two-way communication channels.
- Disseminate information.
- Engage members to provide input.
- Convene members to share resources.
- Implement best practices to close gaps.
- Identify shared opportunities.
- Support innovative, inclusive workforce strategies.

These relationships with the Champions has deepened our intentional work with our business partners. The WIB has significantly increased its opportunities to share about public workforce resources. Events have been held to connect job seekers with employers and to have deep conversations about eliminating hiring barriers and more. One particular highlight is through our Champions' partnerships. The WIB hosted over 100 employers at its [2024 Inclusive Hiring Connections Summit](#). At this event, employers learned about skills-based hiring, heard a panel on fair opportunities hiring, engaged in presentations from Vocational Rehabilitation and Adult Basic Education (ABE) and also met over 25 local training partners.

Investments in our Champions partnerships bring intentional collaboration and resource sharing across all workforce services and programming in the county to benefit Ramsey County employers.

A6: Describe the sectors or occupations of focus for the local area board, including:

- a. How those sectors compare to the sectors of focus within your workforce region;
- b. The demographic makeup of the labor force in those sectors as compared to the local labor force, and how the local area will work to close any identified gaps;
- c. How the local board will make opportunities in these areas known to customers, including employers and job seekers, and how the local board will create, modify or expand responsive workforce development programs and initiatives.

The WIB is founded on the belief that everyone who wants to work deserves the dignity of having career choices. The WIB is the catalyst in Ramsey County that helps meet the needs of employers and job seekers and is committed to:

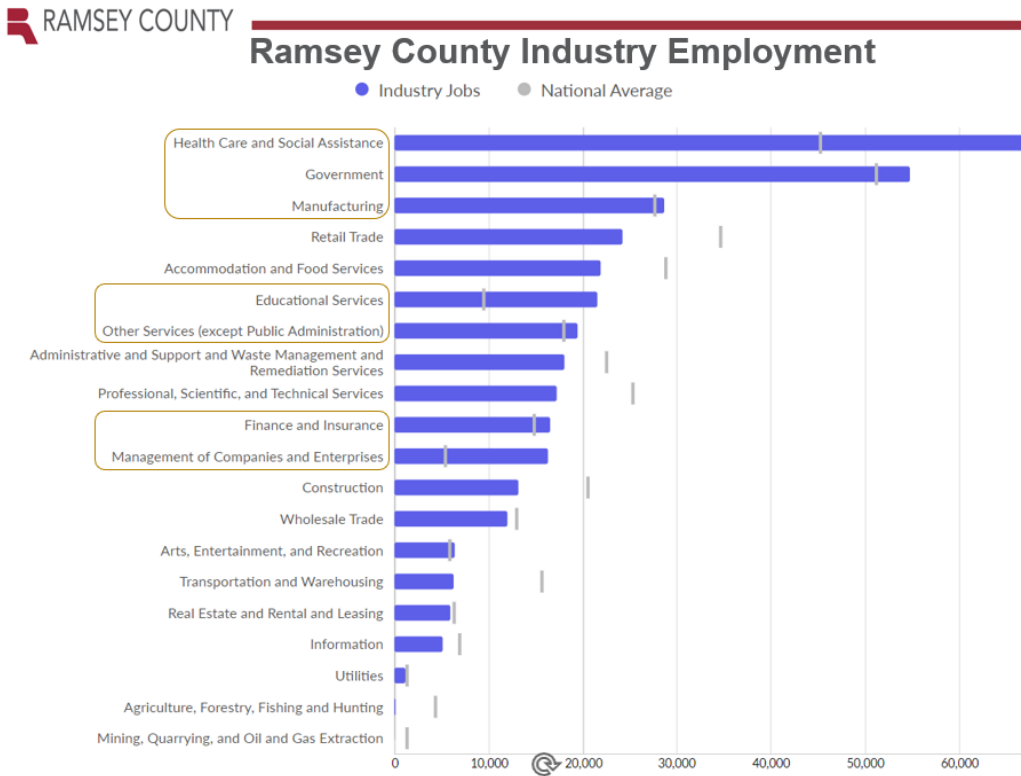
- building meaningful partnerships.
- identifying emerging workforce needs.
- maintaining economic health in our county.

With a mission to address both employer and job seeker needs, the WIB is committed to the prioritization of interventions that expand equity of access and diversity within our workforce and

promote good jobs paying living wages for Ramsey County residents. Facing a significant talent crisis both locally and statewide, the WIB prioritizes career pathways for investment based on a number of criteria, including demand (growth, replacement needs, job openings, unemployment, and job posting volumes), local concentration (aka Location Quotient), and contribution to local GDP. The WIB also considers early indicators of emerging technologies, outside investments, and other external impacts that may change the future of work.

According to the Minnesota Department of Employment and Economic Development (DEED) Cost of Living tool ([published 2022](#)), the hourly living wage for a household of two adults (one working full-time, one part-time) and one child is about \$21.56 per hour, or \$67,269 annually split between the two working adults (or approximately \$44,846 full-time wage plus \$22,423 part-time wage). Hence, the threshold of \$45,000/year has been used for the minimum living wage threshold for occupations of focus for Ramsey County Workforce Development programming. Occupations and career pathways that are accessible to individuals with a high school diploma, certificate, or two-year degree and have average wages that exceed the county’s overall average annual wage of \$68,400 are classified in our tables as high wage—fitting the narrative of being family-sustaining for a Ramsey County family of three with only one full-time wage-earner.

Seven industries are uniquely concentrated in Ramsey County compared to the national average concentration. Each of these industries have critical sub-sectors and career pathways with living wage jobs which WFS is prioritizing for local workforce initiatives to maintain a healthy local economy. These seven industries are illustrated below.



Further detail on the prioritization of sectors and related career pathways can be found in the table below.

The region's *Drive for 5* sectors of focus, identified by Governor Walz and Lieutenant Governor Flanagan for statewide focus (technology, the trades , caring professions, manufacturing, and education) fit closely with four out of the six WIB's priority sectors of focus, identified by their local demand, living wages, and significant opportunities to support youth, people with disabilities, people of color, and those facing systemic barriers into career paths with rising opportunities. These sectors of focus include:

1. Information Technology
2. Health Science
3. Public Administration and Education
4. Business and Finance*
5. Manufacturing and Engineering
6. Construction and Architecture*

**Indicates local sectors not found among the Drive for 5 statewide sectors*

Career Clusters	Demand	Local Concentration	GDP Contribution	Emerging/ External Impacts	Wages	Talent Diversity	Final Score (max=8)
Information Technology	High	High	Mod.	High	High	R: High G: Low	7
Health Science	High	High	High	Mod.	High	R: High G: Low	7
Public Administration and Education	High	High	High	Low	High	R: Low G: Mod.	6
Business and Finance	High	Mod.	High	Mod.	Mod.	R: Low G: Mod.	6
Manufacturing	Mod.	Mod.	High	High	Mod.	R: High G: Low	6
Construction and Architecture	Mod.	Low	High	High	High	R: Mod G: Low	5

Here, "demand" is comprised of five measures of demand, including:

1. Total 5-Year Employment Demand Forecast (Replacement + Growth).
2. Average Annual Employment Growth Forecast.
3. 30-day job posting volumes.
4. Unemployment rate.
5. Posting: Unemployment Ratio.

A career field is considered high-demand (shown in green) if at least three out of the five demand indicators are high, or two out of five demand indicators are high plus shortages are forecast through 2028Q3; A career field is considered moderate-demand (shown in orange) if one or two of the five demand indicators are high, or significant shortages are forecast through 2028Q3; A

career field is considered low-demand if none of the five demand indicators are high and there are not significant shortages forecast through 2028Q3, or if there are three or more low demand indicators out of the five total.

“Local Concentration,” also known as “Location Quotient” (LQ), this measures how unique a career cluster is to the Ramsey County community compared to a typical community at the national level.

1. **High:** The local concentration of employment in the cluster exceeds a typical community by 20% or more (LQ 1.20 or higher)
2. **Mod.:** The local concentration of employment in the cluster is close to averages seen nationwide (LQ between 0.91-1.19).
3. **Low:** The local concentration of employment in the cluster is lower than a typical community (LQ 0.91 or less)

The “GDP Contribution” measure is an evaluation of the importance of the career cluster to the county’s economic engine, as measured by contribution to county-level GDP estimates.

1. **High:** Essential occupations in one or more of the top seven industries of highest GDP contribution in Ramsey County
2. **Mod.:** Essential occupations in one or more of the 8-12 top industries of highest GDP contribution in Ramsey County
3. **Low:** Occupations primarily contributing to one or more of the bottom (<12) contributing industries in Ramsey County

The Talent Diversity analysis for pathway prioritization is based on Race/Ethnicity (R) and Gender (G):

1. **R- High:** Higher representation of BIPOC demographics* across the career cluster as a whole than the average for the county by at least 2 percentage points, or at least one BIPOC demographic having a 5 percentage point overrepresentation in the cluster
 2. **R - Mod.:** Overall share of BIPOC talent employed in the cluster is within 2 percentage points of the overall county share of BIPOC employment**
 3. **R - Low:** Overall share of BIPOC talent employed in the cluster is more than 2 percentage points below the overall county share of BIPOC employment**
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1. **G- High:** Share of employment of male and female talent is within 5 percentage points of the overall county shares of employment by gender (M=50.5%; F=49.5%)
 2. **G - Mod.:** Share of employment of male and female talent is between 5-10 percentage points of the overall county shares of employment by gender, OR show moderate variations by pathway, seniority, or experience level
 3. **G - Low:** Share of employment of male and female talent is more than 10 percentage points different from the overall county shares of employment by gender, OR show significant variations by pathway, seniority, or experience level

Information Technology: Careers in Information Technology have high forecasted employment growth (0.3% on average annually through 2027Q4), have high replacement demand, have high volumes of job postings, are uniquely concentrated in Ramsey County (LQ 1.17), and have low unemployment (1.3%, or 140 unemployed). Currently, about 12,903 people work in Information Technology functions within Ramsey County (2022Q4). Over the next five years, another 4,738

people will be needed to fill new and replacement job needs in Information Technology roles. Average entry level wages sit at \$62,800 annually, and overall average wages are around \$103,500 annually.

The following occupations are forecasting high local talent shortages in Ramsey County. Note that only one occupation is considered a Gateway Career (requiring a two-year degree or less and limited years of experience), but many occupations in the Information Technology cluster are possibilities for skills-based hiring approaches that would expand opportunity for job seekers without a college degree (more information on the most promising pathways for skills-based approaches in the table below):

1. Software Developers
2. Information Security Analysts
3. Software QA Analysts and Testers
4. Computer Network Support Specialists
5. Computer User Support Specialists (Gateway)
6. Network and Computer Systems Admins
7. Web and Digital Interface Designers
8. Web Developers
9. Database Administrators
10. All Other Computer Occupations

The following pathways and target populations are potential priorities for WFS strategies based on demand and opportunities for improving equitable access to living wage career paths:

Trending Information Technology Pathways in Ramsey County, 2022Q4			
Pathways of Focus	Summary Statistics	Top Demand Indicators	Populations to Target for Increased Diversity
Programming and Software Development	Empl: 7,215 Unempl: 1.0%, 64 people LQ: 1.15 Forecast Avg. Ann. Growth: +0.7%	Unempl / growth / job postings / replacement demand / concentration	21.5% Female 3.3% Black 0.1% American Indian 2.0% Hispanic/Latinx
Cybersecurity	Empl: 348 Unempl: 0.8%, 2 people LQ: 0.96 Forecast Avg. Ann. Growth: +1.9%	Unempl / growth / job postings / emerging demand / pathway expansion	16.0% Female 6.5% Black 0.1% American Indian 9.1% Asian 3.5% Hispanic/Latinx
Artificial Intelligence (AI)	12-Month Job Postings: 848 (-8%) Avg. Posted Wage: \$117,000	Emerging pathway / high innovation / high interest field	Top Advertised Roles: AI Machine Learning Engineer; AI Scientist; Solution Architect

Health Science: A critical career cluster for the well-being of the entire region, Health Science careers represent nearly 11% of all employment in Ramsey County. About 35,369 people work in Health Science careers (as of 2022Q4 estimates) with another 415 people skilled but currently unemployed (a 1.4% unemployment rate for the career cluster). Health Science careers are uniquely concentrated in Ramsey County (LQ 1.17) and forecast average annual employment growth of about 0.6% through 2027. A total of about 16,531 new Health Science workers will be needed to meet growth and replacement demand needs in Ramsey County through 2027. Average entry-level wages in Health Science careers sit at \$36,100 annually, while overall average annual wages are \$81,400 for Health Science careers in the County.

The following occupations are forecasting high local talent shortages in Ramsey County:

1. Registered Nurses
2. Medical and Health Services Managers

3. Licensed Practical Nurses
4. Nurse Practitioners
5. Medical Assistants (Gateway)
6. Medical Secretaries / Assistants (Gateway)
7. Nursing Assistants (Origin)
8. Physician Assistants
9. Speech-Language Pathologists
10. Physical Therapists

The following pathways and target populations are potential priorities for WFS strategies based on demand and opportunities for improving equitable access to living wage career paths:

Trending Health Science Pathways in Ramsey County, 2022Q4			
Pathways of Focus	Summary Statistics	Top Demand Indicators	Populations to Target for Increased Diversity
Nursing	Empl: 13,520 workers Unempl: 1.4%, 154 people LQ: 1.19 Forecast Avg. Ann. Growth: +0.2%	Unempl / growth / job postings / replacement demand / retirement risk	12.9% Male 0.3% American Indian 3.1% Two or More Races 3.5% Hispanic/Latinx
Biomedical (Techs)	Empl: 3,363 workers Unempl: 0.9%, 21 people LQ: 1.13 Forecast Avg. Ann. Growth: +0.4%	Unempl / growth / job postings / replacement demand / retirement risk	34.3% Male 0.3% American Indian 3.8% Hispanic/Latinx
Mental Health	Empl: 7,454 workers Unempl: 1.3%, 86 people LQ: 2.05 Forecast Avg. Ann. Growth: +0.7%	Unempl / growth / job postings / replacement demand / retirement risk	29.3% Male 6.4% Asian 3.4% Two or More Races 4.5% Hispanic/Latinx

Public Administration and Education: Despite Public Administration and Education not being listed as industry sectors of focus for the region or state, Ramsey County prioritizes career pathway development into these jobs due to their high concentration (LQ) locally and the critical shortages of talent that will impact the ongoing quality of our local talent pipeline. A total of 28,353 people are employed in Public Administration and Education roles in Ramsey County (as of 2022Q4 estimates) with approximately 23% more people working in these roles than in a typical community nationwide (LQ 1.23). Unemployment across these positions is estimated at about 1.5% (or 367 people unemployed) as of 2022Q4 estimates, and average annual growth is forecast to be higher (0.5%) than the overall county average employment growth through 2027. An additional 14,177 workers are likely to be needed to fill replacement and growth demand needs.

The following occupations are forecasting high local talent shortages in Ramsey County:

1. Elementary School Teachers
2. Secondary School Teachers
3. Preschool Teachers (Origin)
4. Self-Enrichment Teachers (Gateway)
5. Health Specialties Teachers, Postsecondary
6. Middle School Teachers
7. Interpreters and Translators (Gateway)
8. Instructional Coordinators
9. Nursing Instructors, Postsecondary
10. K-12 Education Administrators

The following pathways and target populations are potential priorities for WFS strategies based on demand and opportunities for improving equitable access to living wage career paths:

Trending Public Administration and Education Pathways in Ramsey County, 2022Q4			
Pathways of Focus	Summary Statistics	Top Demand Indicators	Populations to Target for Increased Diversity
Early Childhood Education and Childcare	Empl: 3,537 workers Unempl: 2.4%, 77 people LQ: 1.20 Forecast Avg. Ann. Growth: +0.6%	Growth/ job postings / replacement demand / concentration / Family, Friend, and Neighbor care prevalence	7.8% Male 8.8% Asian
Government and Public Administration	Empl: 4,994 workers Unempl: 0.9%, 30 people LQ: 1.91 Forecast Avg. Ann. Growth: -0.7%	Unempl / job postings / retirement risk / concentration	41.3% Male 7.6% Asian 5.6% Hispanic/Latinx
Interpreters and Translators	Empl: 257 workers Unempl: 2.9%, 6 people LQ: 1.53 Forecast Avg. Ann. Growth: +1.3%	Unempl / growth / replacement demand / concentration	26.0% Male 5.6% Black 0.3% American Indian

Business and Finance: Business and Finance careers are about as concentrated in Ramsey County as the average community nationwide, but both the Finance and Insurance industry and the Management of Companies and Enterprises industry—which rely heavily on this career cluster’s talent—have significant local concentration of employment and industry activity in Ramsey County. With 141,059 total workers employed in Business and Finance cluster careers, this is the cluster with the largest volume of total current employment and forecast five-year total demand: about 86,682 new Business and Finance professionals will be needed through 2027 to meet replacement demand needs. Unemployment is estimated at about 2.5%, or 9,683 people in Ramsey County who are unemployed and actively seeking work in this cluster. Average entry-level wages are close to the minimum living wage threshold for a family of three with a single full-time wage-earner, at \$43,000 annually; Overall average wages for the cluster are \$65,900 annually.

The following occupations are forecasting high local talent shortages in Ramsey County:

1. General and Operations Managers
2. Financial Managers
3. Research Analysts and Marketing Specialists
4. Management Analysts
5. Administrative Services Managers
6. Operations Research Analysts
7. Managers, All Other
8. Personal Financial Advisors
9. Business Operations Specialists, All Other
10. Accountants and Auditors

The following pathways and target populations are potential priorities for WFS strategies based on demand and opportunities for improving equitable access to living wage career paths:

Trending Business and Finance Pathways in Ramsey County, 2022Q4			
Pathways of Focus	Summary Statistics	Top Demand Indicators	Populations to Target for Increased Diversity
Banking, Accounting, and Personal Finance	Empl: 18,221 workers Unempl: 1.2%, 185 people LQ: 1.09 Forecast Avg. Ann. Growth: -0.4%	Unempl / job postings / retirement risk	6.8% Black 0.2% American Indian 3.3% Two or More Races 4.2% Hispanic/Latinx
Insurance	Empl: 3,394 workers Unempl: 1.6%, 41 people LQ: 1.30 Forecast Avg. Ann. Growth: -0.8%	Unempl / concentration / job postings / retirement risk	0.3% American Indian 8.1% Asian 4.0% Two or More Races 5.1% Hispanic
Entrepreneurship	Empl: 12,815 workers Forecast Avg. Ann. Growth: -0.7%	Emerging pathway / high innovation / high interest field	Black American Indian Asian Hispanic/Latinx

Manufacturing and Engineering: The MSP Metro is a hub for several specialized Manufacturing industries, and Ramsey County is no exception. Although overall the Manufacturing industry is only slightly more concentrated in Ramsey County than an average community nationally, there are high local concentrations of Medical Device Manufacturing (Electromedical and Electrotherapeutic Apparatus Manufacturing, LQ 42.56 and 6,677 employed; Surgical Appliance and Supplies Manufacturing, LQ 5.27 and 1,164 employed; Surgical and Medical Instrument Manufacturing, LQ 5.02 and 1,489 employed) and several sub-industries related to paper, cutting, and milling industries. Overall, Manufacturing and Engineering jobs are held by about 30,016 workers in Ramsey County, with an unemployment rate of about 2.2% (589 people unemployed). Despite a forecast of declining employment growth at an average rate of -0.7% on average annually through 2027, at least 13,621 new Manufacturing and Engineering workers will be needed over the next five years to meet local demand for talent. Entry-level roles in Ramsey County pay an average wage of \$48,000 annually, while overall averages for Manufacturing and Engineering jobs at all levels of experience are \$60,300 annually.

The following occupations are forecasting high talent shortages in Ramsey County:

1. General Maintenance and Repair Workers (Gateway)
2. Industrial Engineers
3. Industrial Machinery Mechanics
4. Supervisors of Mechanics and Installers
5. Statisticians
6. Machinists (Gateway)
7. Data Scientists
8. Welders and Solderers (Gateway)
9. Installation and Maintenance Workers (Gateway)
10. Industrial Engineering Technicians

The following pathways and target populations are potential priorities for WFS strategies based on demand and opportunities for improving equitable access to living wage career paths:

Trending Manufacturing and Engineering Pathways in Ramsey County			
Pathways of Focus	Summary Statistics	Top Demand Indicators	Populations to Target for Increased Diversity
Med Tech Manufacturing	Empl: 2,670 Avg. Wage: \$92,380 Establishments: 51 LQ: 4.41 Forecast Avg. Ann. Growth: -0.2%	Concentration / replacement demand *\$20-30K Gender Wage Gap	3.5% Black 0.2% American Indian 1.2% Two or More Races 3.0% Hispanic/Latinx
Semiconductor Production	Empl: 624 Avg. Wage: \$102,327 Establishments: 10 LQ: 0.72 Forecast Avg. Ann. Growth: -0.3%	Job postings (+229%) / replacement demand *\$30K Gender Wage Gap	40.8% Male 2.8% Black 0.1% American Indian 0.9% Two or More Races 2.8% Hispanic/Latinx
Cannabis Production	12-Month Job Postings: 179 (+56%) Avg. Posted Wage: \$58,000	Emerging industry / job postings (+56%) / high interest field	Top Advertised Roles: Inventory Specialist; Material Handler; Maintenance Tech

Construction and Architecture: The Construction industry has significant potential for innovation and expanding opportunity over the next three to five years in Ramsey County; despite Construction and Architecture cluster careers being about as concentrated locally as a typical community nationally and forecasted employment change anticipated to fall by about -0.3% on average annually through 2027, nearly half of the 17,953 workers currently employed in Construction and Architecture careers locally will need to be replaced with new talent by 2027 due to job changes and career exits (total five-year demand is about 8,366 workers). Unemployment in Construction and Architecture careers is estimated at about 3.1% (or 556 people unemployed) as of 2022Q4 estimates, with local entry-level wages at \$49,900 annually and overall cluster wages at \$72,400 on average annually.

The following occupations are forecasting high talent shortages in Ramsey County:

1. Construction Managers
2. Supervisors of Construction Trades Workers
3. Carpenters (Gateway)
4. Electricians
5. Construction Painters (Gateway)
6. Heating, AC, and Refrigeration Mechanics
7. Plumbers, Pipefitters, and Steamfitters
8. Civil Engineers
9. Operating Engineers
10. Drywall Ceiling Tile Installers

The following pathways and target populations are potential priorities for WFS strategies based on demand and opportunities for improving equitable access to living wage career paths:

Trending Manufacturing and Engineering Pathways in Ramsey County			
Pathways of Focus	Summary Statistics	Top Demand Indicators	Populations to Target for Increased Diversity
Building and Grounds Maintenance*	Empl: 13,398 workers Unempl: 3.2%, 413 people LQ: 0.93 Forecast Avg. Ann. Growth: +0.0%	Replacement demand	34.1% Female 10.9% Asian
HVAC and Building Systems	Empl: 2,066 workers Unempl: 1.3%, 18 people LQ: 0.82 Forecast Avg. Ann. Growth: +0.0%	Unempl / job postings / retirement risk	3.5% Female 9.6% Black 0.3% American Indian 8.9% Asian 2.8% Two or More Races
Clean Energy Infrastructure (Wind/Solar/Biofuel/Hydro)	Empl: 4,992 workers Unempl: 1.0%, 43 people LQ: 1.03 Forecast Avg. Ann. Growth: -0.2%	Emerging pathway / high innovation / high interest field	6.7% Black 3.7% Two or More Races

In looking to the future, WFS will be leveraging the WIB as well as community members to further expand on work to support how entrepreneurship intersects with workforce development. In addition, with the legalization of cannabis in Minnesota, there will be new entrepreneurship and workforce development opportunities that should be explored while ensuring the programs should have strong equity components and trauma informed supports.

The WIB works closely with Ramsey County through its Partnership and Outreach committee to ensure that all workforce stakeholders are kept up to date on new programming and opportunities. For employer, the Ramsey County Means Business is a critical conduit to share information as well as leveraging our formal Inclusive Employer Champions program with our local chambers and economic development organizations. In addition, information is shared widely with the county Community and Economic Development (CED) department and to all the cities in Ramsey County. Monthly meetings are held between WFS and the city of Saint Paul’s communication’s team. In addition, WFS shares information at every Ramsey County Economic Development Summit which is attended by economic developers from every community in Ramsey County multiple times a year.

For job seekers, work has been done to expand traditional outreach. Recognizing the need to reach young people differently, efforts have been made to use more county social media. Exploration is being one on leveraging possibly social influencers. Most recently, there is a new effort to do direct mailing to the families that live in Saint Paul Public Housing dwellings.

A7: Describe the process used by the local area board to provide opportunity for public comment, including comment by representatives from businesses and comment by representatives of labor organizations, and input into the development of the local plan, prior to submission of the plan.

Prior to plan development, a survey was created to gather input on local workforce development strategies and needs. The opportunity to take the survey was promoted at an event attended by over 150 employers and community organizations, featured in the workforce board newsletter which has over 2,500 subscribers, and emailed to representatives from business, labor organizations, community organizations, elected officials, educational organizations, job seekers and other stakeholders.

Additional processes followed to provide opportunities for public comment include:

- enlisting a team of reviewers to read and give input to the draft plan. These reviewers include a member of Ramsey County’s Racial Equity Circle as well as representatives from economic development, workforce partners and a Ramsey County Race and Health Equity Administrator.
- posting the plan draft on the Ramsey County website.
- issuing a public notice announcing that the draft plan is available for a 30-day public comment period. The notice includes the dates and the process to submit comments, as required.
- notifying all WIB members 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 is forwarded to DEED. Local One-Stop partners, key stakeholders and community members assist in the development and review of the Local Plan.

A8: Describe how the local area is working together to prepare the workforce for state and federal investments in the Bipartisan Infrastructure Law (BIL), the Creating Helpful Incentives to Produce Semiconductors (CHIPS) and Science Act, and the Inflation Reduction Act (IRA) (collectively referred to as Investing in America (IIA)).

Convening key stakeholders and partners together has been a critical part of ensuring that the local area is ready for significant new state and federal investments. This has included several convening events and strategies such as:

- “Growing the Infrastructure Workforce through Federal Investments” which brought together a panel that included the Minnesota Department of Commerce, Minnesota Department of Transportation, the Metropolitan Council and LIUNA representatives.
- Ongoing convening and providing leadership for our local area CBOs to discuss how to leverage federal funding through more intentional partnerships and collaboration in applications.
- Leadership through a “Future of Work” series focused on emerging workforce needs being generated through these new state and federal investments.
- Planning a new Semi Camp focusing on exposing 18-24 year olds to semi-conductor fields in partnership with employers and Saint Paul College which will happen in July 2024. We hope to regularly support this plan.

A large part of these funding investments involves having a robust construction workforce. For the past several years, the WIB has had a Construction-Green Jobs Committee which has spent time strategizing and staying informed on state and federal infrastructure opportunities. The committee has worked on strategies to amplify construction related events to expand the local communities access and understanding to construction career pathways. As part of that work, the WIB has been coordinating information about the construction industry to ensure broader awareness for job seekers in our community. This has taken the form of an emerging campaign, “Build Your Own Future” which has included a centralized [webpage](#) as well as an outreach strategy which the WIB’s Construction-Green Jobs Committee is responsible for executing. The initiative serves as the foundational communications and outreach campaign to connect a more diverse workforce to an emerging talent needs as a result of the federal funding opportunities.

Partnering and supporting other statewide initiatives and bringing them to action in our local communities is an important additive strategy. Many of our school districts and businesses have leveraged the MN Department of Labor and Industry's Youth Skills Training program which has been key for connecting young people to opportunities in manufacturing which connects closely with regional efforts to apply for CHIPs.

WFS, serving as the administrative entity of the WIB, is also finalizing a Green Jobs Plan that can be adapted and leveraged by organizations applying for federal or state funds if they hope to include workforce development strategies into their applications. This and other aligned strategies are outlined in the county's Climate Action Framework, which has Green Economy as one of the key areas of investment for the county over the next couple of years.

In addition, the WIB's Executive Director is an active participant in GreaterMSP and the Governor's Workforce Development Board's efforts related to the CHIPs Coalition as well as MedTech 3.0.

Lastly, the area has submitted for two federal grant opportunities including the Good Jobs Challenge and the Recompete through the Economic Development Administration. Though unsuccessful thus far, we continue looking for opportunities to apply for future opportunities.

SECTION B: PROGRAM OPERATIONS

CareerForce Operations – Connection to Services

B1: 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.

DEED designated Ramsey County as LWDA 15. Also, pursuant to section 107 of WIOA, LWDA 15 is designated to be included in the Regional Workforce Development Area 4 as a regional planning area which includes Hennepin County, Dakota County, Scott County, Anoka County, Washington County, Carver County, and the city of Minneapolis. The Regional Board Governance Structure includes Local Workforce Development Board (LWDB) Directors and Local Elected Officials from each of the six metro workforce boards. These LWDBs, 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 LWDB directors meet weekly to align efforts, many of which are outlined in the Regional Plan).

The WIB, also known as the LWDB, sets the strategic direction of workforce development initiatives under the workforce development legislation passed into law in 2014, known as WIOA. 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 LWDA.

Our LWDA is comprised of nineteen cities, including the capital city of Saint Paul, and has one CareerForce Center (CFC) in Saint Paul. In addition, WFS has invested in local [Career Labs](#) which

are delivered through the county's [Service Centers](#). Currently they are strategically located downtown Saint Paul at Metro Square, at Ramsey County libraries and also the Maplewood Mall to broaden accessibility for residents. Recently, the WIB decided to relocate the CFC to the county's Metro Square Service Center, recognizing the opportunity to intentionally co-locate the CFC to have more proximity to the thousands of residents who come for other county services each month such as financial assistance, SNAP, MnSure and many others.

The CFC site is comprehensive and core partners who provide services and resources share the space to make it easier to access. 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. The comprehensive site is 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.

Although the current Ramsey County CFC location is shifting, we continue to serve our demographic targets through partnerships with libraries, CBOs 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 (MAWB). Through this network, we can 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 LWDA 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 Plan. The plan was implemented in 2021 and is the guiding effort for economic development and embeds inclusive workforce development as a critical strategy.

Ramsey County has a significant focus on ongoing, authentic community engagement. 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 stays up to date on labor market information and monitors trends that guide results-driven service-delivery including lessons learned from newer models and strategies derived from the pandemic response as well as other city, county, state and federal level initiatives on racial equity aimed at eliminating racial employment disparities.

B2: Describe the strategies to ensure proper connectivity and coordination among the physical sites within the local workforce development area.

The CFC is located in the city of Saint Paul and serves as the One-Stop physical and operational location for all required core title programs and universal job seeker services offerings. It is operated by DEED and is in the Griggs Midway Building with a lease that ends in January 2025. In an effort to better align with resident needs, relocation of this site is occurring at the end of 2024 to the county-owned Metro Square Building in downtown Saint Paul. This site includes the WFS offices and the county Service Center which sees heavy traffic of resident service needs. Input from stakeholders, including residents, amplified the need to offer integrated services for residents. The proximity of a CFC to where residents are receiving other public benefits is integral in streamlining access for those that need workforce services.

This decision was a comprehensive WIB-led process that included the creation of two ad hoc WIB committees (the CareerForce Operations and Service Delivery Ad Hoc Committee and the CareerForce Relocation Ad Hoc Committee), a series of partner and stakeholder meetings, data driven review of resident needs and input from the Ramsey County Board of Commissioners. A county operated model will include resource savings, improved service coordination and strengthened opportunities for meeting resident needs.

The OSO Consortium, as selected by the WIB, 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. An 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 CFC and Ramsey County provides operational oversight in county run Career Lab locations, in alignment with 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, local convenings and events, through ongoing dissemination of resources and at staff trainings. The CF physical site serves to support accessibility and overall community needs along with leveraging county resources and tools as “place based” only service offerings are now seen through a new lens since the pandemic. With the core services consolidated at one Saint Paul location, access to a broad set of services and resources are also available by phone, virtual, and community partner sites. Additionally, Ramsey County increased access to employment and education services by leveraging local resources through county Service Centers. Through an active OSO and alignment with the WIB, all efforts have timely coordination and information dissemination among job seekers and employers alike.

The following key strategies are in place to ensure access and connectivity which includes but is not limited to:

- 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 continued 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.

The Saint Paul CFC offers services in person and in phone/virtual platforms to both the universal customer as well as enrolled program participants during the week – Monday through Friday from 8 a.m.-4:30 p.m. The CFC 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.

B3: 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 CBOs, 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. The service delivery areas of focus, in alignment with WIOA One-Stop requirements, includes services to meet local needs, delivery methods that supports self-guided, staff-assisted and facilitated support, an emphasis on the customer experience ranging from diversity, accommodations coordinated referrals and a welcoming positive environment; and adequate Staff Support to carry out these elements, including training and proper ongoing connection to resources. Core title providers coordinate on the delivery of the following services:

- WIOA Title I: 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 its 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 LWDA 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 DW 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: 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 39 consortia comprising all Minnesota school districts as well as other partners including the correctional system and CBOs. 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 for employers with job vacancies.

- WIOA Title IV: The mission of 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 those customarily paid by the employer for the same or similar work performed by non-disabled individuals. All the individuals served by VRS have disability-related barriers to employment. 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 offers services to adults with disabilities as well as focuses on providing services to both potentially eligible students and students that have been determined eligible for the full VRS program. Transition-aged youth services include 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 OSO Consortium meets every other month to review system coordination activities and implement plans and recommendations to bring to the core partners. An annual workplan is developed to ensure systematic and ongoing activities and resources remain relevant and responsive to the local partners and residents. These activities include staff learning opportunities such as program updates, industry trends and resource sharing, service delivery practices and relevant economic changes. Through annual convening of the partners, input is gathered from providers on strategic areas of focus to carry into the following year 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. A quarterly engagement report is submitted by the CFC manager to the OSO that highlights the number of in person, virtual and phone connections with job seekers, new or ongoing referral sources, engagement highlights, outreach and partnership, and state level opportunities that intersect with the local area. The report is also sent to the WIB as a dashboard to support the alignment and oversight of local services coordination and engagement.

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 strengthen outreach, engagement, and placement activities to address and reduce racial employment disparities and poverty rates in LWDA 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. Staff conduct the monitoring of files and fiscal reports for compliance but make 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 CF location greeting and triaging walk-in customers; providing 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) phone calls 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 DW 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.

B4: Describe other strategies that will be used to maximize services and access to services, such as non-traditional hours or using partner facilities.

The CF physical location houses a consortium of partners with hours of operation between 8 a.m. - 4:30 p.m. 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. DEED pivoted efforts as was noted by DOL as a promising practice around the Good Jobs Now Campaign to connect those who are unemployed to services. DEED developed a "lemonade model" in reaching customers in unique ways based on local need. Ramsey County has leveraged a significant number of resources and services to better reach and connect customers in the Ramsey County local area in the form of county Career Labs, county websites, newsletters, county Service Centers and responsive engagement efforts at job fairs and other service areas. The evolving service model to meet the diverse needs in Ramsey County is of high priority, particularly in reaching those who may fall through the cracks when not accessing a single physical One-Stop site.

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 and Linked In 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 [Ramsey County Means Business](#), the Ramsey County [Job Connect](#) job board, Career Labs, Service Centers, 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, CBOs and educational partners that builds a continuum of information, access and service connections. When possible, onsite

collaboration efforts are made and 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. Three Service Centers are now strategically located throughout the county to meet the wide array of diverse resident services and needs. The Service Centers include embedded county partners and have navigators that assist residents with service options and connections. The philosophy of Service Centers is that any door is the right door so that service coordination, including to services within a CFC will occur. Included in this approach are two county Career Labs offering both in person and virtual assistance as well as additional community-based workshops and labs. These Career Labs were noted by DOL as a Promising Practice effort in implementing new and responsive service models in meeting local needs. These integrated solutions shift the complexity of a single site door to opportunities to connect residents with an array of service needs, including those of a CFC. The County Career Labs provide staff assisted job search assistance, resources and tools, computer use and internet/Wi-Fi access, employment and training program information and 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, Ramsey County partners with other metro areas on virtual job fairs to support employer and job seeker connections.

VRS has assigned staff to work with potentially eligible and 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. VRS provides person-centered services. VRS staff are available to meet individuals by phone, virtually, or anywhere in the local community that will meet their need. All VRS staff travel to community-based partner sites to meet with partner staff and customers in the effort to maximize access to services.

B5: 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 Service Centers, Ramsey County has bolstered the availability of access to services through phone, virtual and web-based methods. This was created in response to the pandemic

but has proven successful and will remain although it is now safer to access supports in person. This includes the creation of a 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 DW 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.

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, such as recreation centers, schools, coffee shops, laundromats, 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 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.

B6: 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.

Title I partners have invested in technology solutions including a new platform in partnership with the county's CED department. This web portal houses both economic development information for businesses as well as the county's Job Connect job board. In addition, WFS supports the Build Your Own Future webpage which provides a One-Stop connection to local construction pathways.

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

Text messaging and email is also utilized to inform youth and young adults 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 as many links to career exploration and job search tools.

The county and state websites meet all Americans with Disabilities Act (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 county Service Centers provide job search assistance, computer use and internet and/or free Wi-Fi access to assist job seekers. The library sites include evening and weekend 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 CFC alone.

B7: 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 WIOA and programs carried out by one-stop partners.

All LWDAs, 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 launched Workforce One Connect, the resident use 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 OSO Consortium, in conjunction with the One-Stop partners, established a resource of all contact and program information of core partners on the Ramsey County Means Business webpage for up to date core partner information. Additionally, Ramsey County has three 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.

B8: 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. These could include, but not limited to:

- Linkages to community services;

- Assistance with transportation;
- Assistance with child care and dependent care;
- Assistance with housing;
- Assistance with educational testing;
- Reasonable accommodations for individuals with disabilities;
- Legal aid services;
- Referrals to health care;
- Assistance with uniforms or other appropriate work attire and work-related tools
- Assistance with books, fees, school supplies, and other necessary items for students enrolled in postsecondary education classes; and
- Payments and fees for employment and training-related applications, tests, and certifications.
- Employer education and awareness on diversity, equity and inclusion – including racial disparities, fair opportunities hiring, understanding hidden disabilities and mental health, and gender identity and inequity.

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 ABE. Most 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.

CareerForce Operations – Accessibility

B9: 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 Ramsey County Means Business in partnership with the county’s CED department. This web portal houses both economic development information for businesses as well as our Job Connect job board and training dashboard.

Efforts are being made to extend the reach to younger residents, business and other stakeholders through utilizing familiar communication channels such as social media sites like Linked In, Facebook and Snapchat, in addition to the County’s website and the Ramsey County Means Business page, that includes a variety of resources. Text messaging is also utilized to inform youth and young adults of upcoming events and send reminders. In addition, efforts have been made to provide virtual orientations to share resources about Youth Works! the ongoing coordination hub

of youth and young adult employment in Ramsey County. These orientations are offered each month utilizing Zoom technology for anyone who support young people in our community who desire to learn more about services and programs.

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 CFC alone.

B10: Describe the replicated cooperative agreements (as defined in section 107(d)(11) of WIOA) 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.

As part of the regional coordination done by the metro area workforce 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 trifold; 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. Lastly, the OSO Consortium ensures dissemination of and support of best practices and resources with and for not only core partners, but CBOs as well.

Out of these three strategies comes a series of shared policies and practices for program administration as well as service delivery:

- Priority of Service policies that allow the metro to consistently and clearly recruit and enroll individuals into programs. 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.

- Technology access and literacy as a support service continues post pandemic as systems to moved virtual and remote.
- Ongoing learning and coordination in policies and practices concerning homeless populations, fair-chance hiring, youth services, and more. These are WIB sponsored and supported assistance with local area experts and impacted individuals alike.
- Trainings and resource sharing that optimize services to individuals facing various barriers to employment. Most recently this included educated providers on Assistive Technology, State of Minnesota Connect 700, Community Resource Advocates, Industry Specific Career Pathways both from local colleges and CBOs, wrap around comprehensive community resources, and more.
- Ramsey County sponsored Inclusive Employer Toolkit, Inclusive Hiring Connections Summit, and Inclusive Workplaces Cohorts all provide technical assistance in best practices for serving populations in the local area.

B11: Describe how entities within the one-stop delivery system will comply with section 188 of WIOA, 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 area LWDBs in partnership with MAWB and DEED. Our CFC location meets all accessibility standards.

CareerForce Operations – EEO Compliance

B12: 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

B13: The local workforce development area is aware of and conducts annually a physical and program accessibility review.

Yes

B14: Does the local workforce development area have in place an agreed upon WIOA Discrimination complaint process per the [regulations](#)?

Yes

B15: Does the local workforce development area have in place an agreed upon WIOA Program Complaint Policy per the [regulations](#)?

Yes X

B16: Does the local workforce development area have in place a [language access policy and plan](#)? Describe your local workforce development areas language access policy. If you do not have a policy in place, use the following link as a guide in creating your policy. [Language Access Assessment and Planning Tool for Federally Conducted and Federally Assisted Programs \(lep.gov\)](#). This link on pages 9-15 includes sample assessments, questions and information on: 1) Understanding how LEP individuals interact with your agency; 2) Identification and assessment of LEP Communities; 3) Providing language assistance services; 4) Training of staff on policies and procedures; 5) Providing notice of language assistance services. Should you have questions pertaining to your LWDAs language access policy contact the Office of Diversity and Equal Opportunity at DEED.ODEO@state.mn.us

Yes X

The local area currently references the state Limited English Proficiency plan as well as Ramsey County's Enterprise Services Policy in Language services protocol. This includes direct access to onsite interpreter services as well as a language line. The local area will use the sample assessments and information lep.gov tool to ensure and broaden where needed language access policy needs.

B17: Describe the affirmative outreach strategies your local workforce development area will employ to recruit participants that are representative of the populations in your region. (You may also attach an outreach or engagement plan if one exists for your LWDA).

Ramsey County has robust and engaging outreach strategies in the local area. This includes service access in multiple locations and communities. Site based operations include services at the Saint Paul Opportunity Center, county and city libraries, three Service Centers, and at the CFC. Additionally, services are available in partnership with CBOs, WIB sponsored events, and ongoing communications directly with and for various culturally specific communities. Ramsey County leverages dedicated county community engagement funds to conduct ongoing community engagement at job fairs, Career Labs and more.

CareerForce Partners

B18: Describe the roles and resource contributions of the one-stop partners.

See ATTACHMENTS H: Memorandum of Understanding and I: Infrastructure Funding Agreement

B19: 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.

WFS offers a support resource called Making Meaningful Connections to all youth employment providers. This is an ongoing effort to bring practitioners together to focus on specific topics that include panels of experts as well as panels of young people. Topics of focus have been targeted toward serving different populations of opportunity youth in our community.

B20: Describe the local workforce development area's processes to assure non-duplicative services and avoid duplicate administrative costs.

Continuity of Care, targeted program recruitment and referral, and well-coordinated co-enrollment or integrated programming is essential to ensuring resident needs are met. These approaches are not for service duplication, rather for enhancing service opportunity if and when there are gaps or limitations in meeting needs. As the second largest county by population in the state that houses a diverse array of CBOs alongside county, state and federally funded programming, enhancing but not duplicating services is key.

County Service Center coordination includes direct access to career service staff that can review referral or new enrollments checks in WF1, program vendors and WFS staff not only check WF1 but do a comprehensive intake to determine if residents are enrolled in other programming, and data management analysts and run and review reports as needed. The OSO oversight of service coordination also includes key information for program referral processes.

B21: Describe how the Memorandum of Understanding will be or has been developed and used to ensure commitment of resources from service providers and required partners.

WIOA provides opportunities to explore new strategies and partnerships within the service providers and required partners. The local board, through the 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, non-cash or third party in-kind contributions, to provide a stable and equitable funding stream for ongoing One-Stop delivery system operations;
- methods of referral of individuals between the OSO 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, in conjunction with the OSO, will continue to create more and deeper opportunities 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.

B22: Describe how local area boards will ensure state policies on infrastructure funding requirements are adhered to and the process for addressing any discrepancies or disagreements.

The local board follows the Infrastructure Funding Agreement (IFA) guidance and framework developed by DEED. This policy provides the guidance needed to offer optimum infrastructure to meet job seeker and business needs.

The local board, through the OSO, meets with all One-Stop partners to establish specific cash, non-cash or third party 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 MAWB. The WIB will rely on existing (or modified) MOUs and internal audit processes to address any serious compliance issues.

B23: 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 134(c)(3)(G) of WIOA.

The local board will inform and train contracted providers on infrastructure funding requirements and protocols for addressing discrepancies and disparities using guidance from DEED in partnership with MAWB. 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.

B24: 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 section 107(d)(16) WIOA

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 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 conduct business with 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:

- SBEQ: This method is used for anticipated contract values over \$10,000 up to and including \$250,000 when contracting with a certified Small Business Enterprise. Small Business Enterprise classifications include Small Business Enterprises, 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 a Small Business Enterprise is not available, this method is used for anticipated contract values over \$10,000 up to and including \$175,000.
- Request for Bids: 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: 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 an RFP. There are no contracts awarded from an RFQ process.

B25: Describe and identify the entity responsible for the disbursement of grant funds described in section 107(d)(12)(B)(i)(III) of WIOA.

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 by the WIB and county board, when required.

Levels of Performance

B26: 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 of WIOA and the One-stop delivery system.

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

- Anticipating serving higher numbers overall and higher number of racially and ethnically diverse participants in both Adult and DW.
- Planning for increased clients facing systemic racism impacting employment and wages.

- Dedication to a mission of reducing employment disparities and seeking to serve those residents most in need.
- Priority of Service will add additional high need target groups.
- Ramsey County has historically had the highest economic and employment disparities in the state, and these worsened and have not recovered from the pandemic 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 analytics 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 WIB.

B27: 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 WIB strives to be a high-performing board in a multitude of ways. Over the last several years, the WIB has grown its understanding of 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 WIB is invested in preparing residents through education and employment opportunities to build a skilled workforce. In addition to the WIB's Executive Committee, which reviews the financial reports, budget, and has decision making powers, the WIB has seven other subcommittees that work to address the need for a skilled workforce and the 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 increased information sharing and understanding within the local workforce ecosystem 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 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 racially and ethnically diverse individuals 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 continues to align 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 was formed to ensure that our job seekers are positioned for the future of work and 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. The committee has focused also on digital equity discussing solutions, trends and policies that impact residents' ability to actively participate in a digital life, including having a tech job or working remotely. The committee is committed to understanding hiring barriers in the tech industry and has taken a strong interest in educating employers on opportunities related to skills-based hiring and supporting employers to reduce hiring barriers. Lastly, having more alignment and collaboration to understand tech training and training providers continues to be part of the work of this committee as well.

The Construction-Green Jobs Committee focuses on uplifting the construction industry and the emergence of green career pathways in Ramsey County. This committee stays informed on state and federal infrastructure opportunities and amplifies construction related events to expand the local community's access to and understanding of construction career pathways.

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 meeting schedules.

Statewide, the MAWB has always been committed to supporting LWDBs' growth and strong performance. Board members statewide have access to training that has been developed by committees of the association. Recently, a series of policy training topics was provided to board members statewide. In addition, members in leadership roles have the opportunity attend the annual statewide association conference which provides speakers, panels and discussions on relevant and timely workforce topics.

Local Workforce Board Governance

B28: Briefly describe the local area board's policy and timetable for filling vacancies, replacing/reappointing individuals whose terms have come to an end. Include in your description any plans to fill the terms that will be expiring as of June 30, 2024.

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 WIB's targeted industry 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 interested in serving on the WIB 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. The reappointment process is started several months before the end of the term so the WIB is aware of any upcoming vacancies and can start the recruiting process before the end of the vacating members' term. This reduces the time that a seat could be vacant.

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. Membership Committee members hold positions that allow them to effectively tap 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. The WIB has several standing committees that have members who are not members of the full workforce board. If they meet the eligibility requirements for membership on the WIB, committee members are encouraged to apply for open seats.

B29: Is your local area board currently in compliance with WIOA?
Yes . See Attachment B.

Please include in Attachment B the composition of your board, including the sectors represented on the board, and to the extent practicable, the demographic makeup of your board.

SECTION C: PROGRAM AND SERVICE DELIVERY

Local Area Board Program and Service Delivery

C1: 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 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 the CFC. 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. The relocation of the CFC will deepen connections with county systems and those residents receiving public benefits.

Virtual service delivery, where and when possible, has also been recently implemented. Finally, leveraging the county’s strategic priority of a 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 CED, Public Health, Community Corrections and Foster Care.

C2: 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 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 the core programs have outlined support service policies and are compliant with state policy.

The WIB is committed to continuous innovative alignment between programs. Priority is placed on aligning and leveraging county resources and departments to support residents more holistically, particularly those that experience multiple barriers to employment. Areas for further alignment include Transit Planning, CED, Public Health, Community Corrections, Foster Care, the Ramsey County Attorney's Office, and Libraries.

The new Service Centers are a direct outcome of the county's Resident's Firsts strategic priority model for effective, efficient, and accessible operations. Three Service Centers are now strategically located throughout the county to meet the wide array of diverse resident services and needs.

C3: 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.

One priority of the local area is to expand access to the programs by:

- **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:** This 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.
- **Supporting high school partners in their development of career pathway programming by aligning and leveraging connections to employers and the larger workforce ecosystem.**

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 ABE 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.

C4: Describe and assess the type and availability of adult and dislocated worker employment and training activities in the local workforce development area.

Adult and DW 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, and interests. These include self-guided interest assessments, approved staff administered education level assessments, and career pathway discussions and referral. Approval for training activities is 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 or 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 pandemic, is necessary to address and respond to the impacts of racial disparities in employment, educational attainment and income for Ramsey County residents.

C5: 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 the state and other resources, are provided to youth and young adults ages 14-30.

WFS has contracted out the provision of [WIOA Youth and Minnesota Youth Programs](#) services to eight local community partners. These services include recruitment, assessment, goal setting, paid internships, occupational training 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. Additionally, these partnerships provide specialized services to support the specific needs of some of the most vulnerable young people in the community, including Black, Indigenous and other young people of color, youth experiencing homelessness, and youth impacted by the criminal legal system.

One of the most successful models that has been identified in serving youth and young adults is using cohorts. Often, when supporting and placing youth, many who are experiencing systemic barriers including racism, into programs individually, they experience loneliness and isolation. By supporting youth in groups, through culturally specific trainings, workshops, internships, etc., youth are able to increase their social connections and professional network without sacrificing ties to their communities and heritage. 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.

The other successful strategy WFS has implemented more specifically into youth and young adult programming is paying young people. The pandemic illuminated how many young people rely on employment to financially support themselves and their families. Many young people cannot take time away from their paid opportunities to pursue unpaid opportunities such as internships and occupational training. To address this, Ramsey County has partnered with the city of Saint Paul to create a new Learn & Earn initiative, in which young people receive stipends and wages to participate in training and internships/on the job learning opportunities. This work has expanded in limited options to WIOA Youth and Minnesota Youth Programs, where allowed. The additional financial resources, even in minimal amounts, help young people fully participate and engage in opportunities to further their career paths.

For youth experiencing challenges or barriers related to their disabilities, WFS leverages connections with employment and training partners and other workforce development organizations

specializing in serving this population. This includes strategic partnerships with VRS, Goodwill Easter Seals MN, Hired, and Face to Face.

These partnerships offer young people:

- a. Referrals from VRS counselors and placement of participants in subsidized summer work experiences.
- b. VRS management sit on both the WIB and the WIB's Youth Committee. These leaders provide continued guidance on best practices to support those with disabilities.
- c. Appropriate cross referrals to VRS to provide integrated employment supports.

Utilization of employment and training partners' initial needs assessment results of youth with disabilities is critical in identifying information about the participants' strengths and needs in determining career pathways and access.

C6: Describe how training services under chapter 3 of subtitle B of WIOA will be provided in accordance with section 134(c)(3)(G) of WIOA, 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 regularly utilized in the Adult and DW 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. The state Employment and Training Provider List is provided to help inform customer choice. When a training provider has been selected jointly by the 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 program can be identified as the best option to fill open positions for in-demand occupations or are necessary to avert a layoff at an existing business. In incumbent worker situations, the employer customer selects a training provider that meets the needs of their business. Cohort-based customized training programs may be offered to unemployed WIOA participants in response to industry demand. These customized training contracts are implemented with training organizations who have met the requirements of Ramsey County's thorough contract solicitation and vetting process.

C7: 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 CFC 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:

- WIOA Programs: WIOA Adult, Youth and WIOA and State DW, who will have program representatives on-site at least 2.5 days per week.
- Adult Basic Education: ABE 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 ABE 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.
- 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 providers will ensure that participants have resources to get to the CFC location and use services specifically related to the job search activities.
- If universal customers are interested in application for the public assistance programs, staff can direct them to a county Service Center 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.
- 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:

- 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;
- 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;
- 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 DW programs and Youth Programs under Title I; and
- 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 DW and other programs applicable to the needs of the individual UI participant.

Historically, Job Service/Wagner-Peyser has 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.

Interagency Coordination

C8: 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 with the MAWB, there will be a focus on specific occupational clusters and career pathways (outlined in the regional plan). Collective work with all 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 WIB will pursue appropriate steps, with its own Perkins consortia members, to ensure program alignment within the LWDA.

C9: 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, ABE, 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 WIB, Ramsey County has undertaken a number of efforts to enhance the services and avoid duplications.

The WIB has pursued increased partnerships with post-secondary education and training programs through Occupational Skills training programs. Through these contractual partnerships, WFS is able to work more closely with post-secondary providers, including the MinnState system, to develop and customize occupational training that 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. Initial feedback and outcomes showed that this class better prepared young people for their internships, and also provided exposure to college and post-secondary opportunities.

The WIB also works closely with all local school districts, including Saint Paul Public Schools' Public Pathways Program and other charter school partners, to ensure service alignment and fill gaps identified by students, staff, and community members. In addition to supporting residents through individualized supports with school partners, some examples of these programs in the past include:

- ABE Tutoring: Saint Paul Public Schools ABE has provided individualized tutoring support to participants in Certified Nursing Assistant, Paraprofessional, and Building Maintenance training programs, as well as more indirect job preparedness training, as needed.
- Outreach to Schools: WFS had a full-time staff member working in local high schools to support students with additional post-high school planning supports. Specifically, the Outreach to Schools Program Specialist is responsible for cultivating relationships with school staff, particularly guidance counselors, college and career specialists, and career and technical education personnel. They disseminated information about the Job Ready Supports program to schools, review applications received through the shared Outlook mailbox, and collaborate with finance staff to facilitate Job Ready Support requests, including the distribution of gift

cards and payments to vendors. Additionally, the specialist participates in school events such as career fairs and class presentations to link students with workforce programs.

C10: 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 LWDBs 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 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 can provide timely employment services in neighborhoods where job seekers are located.

C11: 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 of WIOA, and the review of local applications submitted under title II of WIOA.

There are two Adult Education Consortia that service Ramsey County residents. Saint Paul Community Literacy Consortium includes nine 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:

1. 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;
2. clarification or strengthening of protocol for assessing adult education needs at CFCs (and other points of service) and making appropriate referrals for services; and
3. 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 CFC and other workforce development programs.

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

- WIB representation at meetings, events and subcommittee participation to ensure the diverse needs of Adult Education learners and staff are present.
- ABE services targeted to basic digital literacy skills are advertised through the CareerForce website, attracting job seekers looking to skill up before they reenter the workforce.
- 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 GED, HiSET, and college readiness courses as well as certifications recognized by local employers.

Employer & Economic Development Engagement

C12: Describe how the local area board will ensure that eligible providers meet the employment needs of local employers, workers and job seekers.

The WIB 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, provides information regarding 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. Service 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 example of this is the nurse aide, EMT and IT training cohorts that have been offered since 2020. Providers frequently hear from job seekers that they desire healthcare or IT 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. 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.

C13: 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.

With a mission to address both employer and job seeker needs, the Ramsey County WIB is committed to the prioritization of interventions that expand equity of access and diversity within our workforce and promote good jobs paying living wages for Ramsey County residents. Facing a significant talent crisis both locally and statewide, the WIB prioritizes career pathways for investment based on a number of criteria, including demand (growth, replacement needs, job openings, unemployment, and job posting volumes), local concentration (aka Location Quotient), and contribution to local GDP. The WIB also considers early indicators of emerging technologies, outside investments, and other external impacts that may change the future of work.

Seven industries are uniquely concentrated in Ramsey County compared to the national average concentration. Each of these industries have critical sub-sectors and career pathways with living wage jobs which WFS is prioritizing for local workforce initiatives to maintain a healthy local economy. Industries include information technology, health science, public administration and education, business and finance, manufacturing and construction and architecture.

The WIB engages with local employers at various levels through:

- Sector specific project-based grants and provision of labor market information.
- Topic and sector specific events and cohorts such as Fair Opportunities hiring and inclusive workplaces.
- Career and employment opportunities through MinnesotaWorks.net.
- Employer and Trainer of the Day.
- Job Connect: Job postings, resources and events.
- Employment placements through employment counselors.
- Educational and training partnerships.
- The WIB's Partnership and Outreach Committee.
- WIB newsletters and other communication tools.

The Partnership and Outreach Committee works on marketing workforce services to multiple constituency groups, especially the business community, and raises 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.

C14: 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. 102(b)(4)(ii).

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, CBOs, ABE and post-secondary education, VRS, DEED, Temporary Assistance for Needy Families, 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 MAWB's Operations, Business Services and Job Seeker Services Committees. 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 CED department. Structurally, both WFS and CED are in the same Ramsey County 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 Job Connect job board. Events such as job fairs and employer education events are also promoted to businesses on this site.

C15: Describe how the local area board will better coordinate programs and services with local and regional economic development providers.

In 2023, WFS created formal partnerships with area chambers of commerce and economic development organizations who serve Ramsey County businesses and residents.

The Champions collaboration, continuing in 2024, provides intentional partnerships between Ramsey County and the Saint Paul Area Chamber, Midway Chamber of Commerce, Vadnais Heights Economic Development Corporation, Minnesota Black Chamber of Commerce, Saint Paul Port Authority, Minnesota Hmong Chamber of Minnesota, Rice Larpenteur Alliance, and the Latino Chamber of Commerce. This effort is designed to bring intentional collaboration and resource sharing across all workforce services and programming in the county to benefit Ramsey County employers.

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 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. Ramsey County's CED 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.

C16: 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 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.

Ramsey County created Ramsey County Means Business webpage which hosts various business, workforce, and community information to support an inclusive growing economy. Within it includes 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 can 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 Job Connect as a way to maximize resources to funnel job seekers and employers to one spot in Ramsey County. Ramsey County Means Business is also the home of a training dashboard that allows Ramsey County non-profit training partners to post free training opportunities for job seekers. Additional workforce resources on the Ramsey County Means Business website include a directory of workforce partner, information about fair opportunities employment, an Inclusive Employer Toolkit and labor market information. WFS also has a long-standing partnership in the construction trades and has a unique web-based tool for both job seekers and employers known as Build Your Own Future.

C17: 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 its 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. Our Young Adult Employment programs provide entrepreneurial skill training and resources for youth in the community. Identifying entrepreneur pathways is an effort of the Economic Competitiveness and Inclusion Plan and is incorporated into the workforce programming.

The local board has continued to see entrepreneurship as a significant opportunity pathway that intersects all other industries. As we look ahead, we recognize that entrepreneurship as powerful wealth-building strategy. Through our surveying of youth and young adults in particular, there is a strong interest in entrepreneurship, so it has served as a tremendous outreach and engagement opportunity to connect young people to workforce programming. Nonetheless, ensuring a strong connection to entrepreneurship as a workforce pathway provides an opportunity to re-evaluate human capital investment in a knowledge-based economy as we move toward a post pandemic economic reimagining in our community where the reskilling, upskilling and developing our diverse workforce. Through a recent [Transforming Cities Lab](#) opportunity with the Brookings Institution, Ramsey County Workforce Solutions dived deep to understand the skills that employers are seeking, which include: critical thinking, flexibility, adaptability, the ability to meet deadlines and manage others effectively, and creative in problem solving. These Skills cannot be “taught” in the traditional sense, but rather there is no other crucible that allows for the acquisition of these skills in a meaningful and rapid manner than the breathtaking, risky, all on the line field of entrepreneurship. This understanding led to Ramsey County and the city of Saint Paul making investments for entrepreneurship learn and earn workforce training programs with its American Rescue Plan Act Funding.

Lastly, every effort continues to be made to connect with the county’s CED department to fully leverage other investments that have been made in CEO Business Institute Programming which includes CEO Next and CEO Now, two programs that focus on nurturing existing small businesses and positioning them for growth. In addition, WFS regularly refers to the county’s Open to Business advisory program which provides direct technical assistance and other forms of support to small business owners and entrepreneurs at no cost. All current business owners and aspiring entrepreneurs intending to establish, purchase or improve a business within the county are eligible and encouraged to participate.

Dislocated Worker Supports

C18: How does the local workforce development area ensure staff comply with the policies and procedures for Rapid Response as communicated on DEED’s website?

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

Designated LWDA 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 MAWB or DEED sponsored meetings and/or trainings related to Rapid Response and engages in technical assistance as needed.

In the event that WFS staff are informed or becomes aware of a mass layoff, staff contact DEED's Rapid Response Team. WFS coordinates with statewide rapid response activities and responds to mass layoff competitive solicitations and emergency mass layoff requests.

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

C19: How does the local workforce development area inform the state Trade Act staff of companies that are potentially TAA certifiable?

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

Yes

Local LWDA 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.

WFS participates in TAA counselor and participant training.

C20: The local workforce development area has developed and implemented local Supportive Service policies that are consistently applied for all participants.

Yes

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.

Services to Military Service Members and Spouses

C21: Are all WIOA-funded partners complying with the guidance provided in [TEGL 10-09](#) regarding Priority of Service for Veterans and Eligible Spouses?

Yes X

C22: How do you identify current or former Military Service Members coming into your CareerForce Center?

Yes X

The Minnesota Veterans Questionnaire is used to identify Veterans. Staff ask all customers that come to the CF location if they ever served in the U.S. Military or are a spouse of a person in the military. If the answer is yes, staff 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.

When resident apply for WIOA Adult or DW services, this question is included on the interest and enrollment forms.

C23: How do you inform current or former Military Service Members coming into your CareerForce Center about “Veteran Priority of Service?”

Signage in the CF location advises Veterans and other eligible persons of Veterans Priority of Service. 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 Priority of Service and PL 107-288.

C24: If your CareerForce Center has a presence on the Internet (outside of your local DEED 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 CF 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.

C25: 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.

C26: 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 CF 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.

C27: 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.

C28: 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?

Are all WIOA-funded partners complying with the guidance provided in [TEGL 11-11, Change 1](#) and [TEGL 11-11, Change 2](#) regarding Selective Service?

Yes X

Clients and universal customers are informed and trained on how to access, update, and use MinnesotaWorks.net for job search and career exploration. Resources and information are also available on the CareerForce MN website.

C29: Are all WIOA-funded partners complying with the guidance provided in [TEGL 11-11, Change 1](#) and [TEGL 11-11, Change 2](#) regarding Selective Service?

Yes X

SECTION D: ASSURANCES AND CERTIFICATIONS

Training and Employment Guidance and State Law Compliance

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 and that the local workforce

development area's conflict of interest policies are in compliance with DOL Training and Employment Guidance Letter ([TEGL 35-10](#)) and [Minnesota OGM 08-01](#) and its relevant federal laws and regulations, including being aware of the:

A) referenced statute on Government Records

B) requirement to retain documentation for six years.

Yes X

Handling and Protection of Personally Identifiable Information: The local workforce development area is complying with the guidance provided in [TEGL 39-11](#).

Yes X

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

Gender Identification: The local workforce development area is aware of [TEGL 37-14](#) (and associated Attachments [1](#) and [2](#)) 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

Uniform Guidance: The local workforce development area is aware of [TEGL 15-14](#) regarding Uniform Guidance.

Yes X

ATTACHMENT A

REGIONAL OVERSIGHT COMMITTEE

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

MEMBER	ORGANZIATION
Scott Schulte, Elected Official Paul Johnson, Board Chair Nicole Swanson, Job Training Center Director	Anoka County
Mary Hamann-Roland, Elected Official Mike Forbord, Board Chair Mark Jacobs, Director	Dakota-Scott Counties
Irene Fernando, Elected Official Nicole Mattson, Board Chair Eric Aamoth, Director	Hennepin-Carver Counties
Jacob Frey, Elected Official Jonathan Weinhagen, Board Chair Deb Bahr-Helgen, Director, City of Minneapolis Employment and Training	City of Minneapolis
Rena Moran, Elected Official Elisa Rasmussen, Board Chair Ling Becker, Executive Director	Ramsey County
Stan Karwoski, Elected Official Lucas Priestly, 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	Rebecca Sunder
Data Practices Coordinator	Alan Wanless	651-266-6010	Alan.wanless@ramseycounty.us	Ling Becker
Language Access Coordinator	Charles Stanton	651-266-6052	cj.stanton@ramseycounty.us	Ling Becker

CareerForce Center in Saint Paul

Role	Contact Name	Phone	Email	Reports to (name only)
Site Representative	Sara Garbe	651-355-0383	sara.garbe@state.mn.us	Art Larsen
Job Service Manager	Sara Garbe	651-355-0383	sara.garbe@state.mn.us	Art Larsen
Vocational Rehabilitation Services Manager	Jennifer Germain	651-539-3616	jennifer.germain@state.mn.us	Rebecca Sunder
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)	Carly Voshell Karen Gerdin	651-748-6220 651-744-7522	CVoshell@isd622.org karen.gerdin@spps.org	Renada Rutmanis
Carl Perkins Post-Secondary Manager	Tracy Wilson Katie Swenson	651-403-4118 651-779-3362	Tracy.Wilson@saintpaul.edu Katie.Szceck@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 WORKFORCE DEVELOPMENT BOARD MEMBERSHIP

WIOA Sec. 107(b)(2)(A)			
Business Representatives – Majority of the board must come from this category.			
Representatives of businesses in the local area who:			
i. Are owners of businesses, chief executives or operating officers of businesses, or other business executives or employers with optimum policymaking or hiring authority			
-or-			
ii. represent businesses, including small businesses, or organizations representing businesses, that provide employment opportunities that, at a minimum, include high-quality, work-relevant training and development in in-demand industry sectors or occupations in the local area			
(Must be nominated by local business organizations and business trade associations)			
<u>Business or Agency Name</u>	<u>Member Names</u>	<u>Nominated By</u>	<u>Term Expiration Date</u> If Vacant, Date to be Filled
NCXT	Jonathan Banks	Midway Chamber of Commerce	7/31/2024
Wurth Industry North America	Becky Degendorfer	Midway Chamber of Commerce	7/31/2025
Blaze Credit Union	Susan Jambor	Midway Chamber of Commerce	7/31/2024
MN Best Inc.	Hyon Kim	Twin Cities North Chamber of Commerce	7/31/2024
Midway Chamber of Commerce	Chad Kulas	Midway Chamber of Commerce	7/31/2025
Upvant	Tony Lusiba	Midway Chamber of Commerce	7/31/2025
Regions Hospital	James McClean	St. Paul Area Chamber	7/31/2025
Associated General Contractors of MN	Yolanda McIntosh	Associated General Contractors	7/31/2025
ElieSys Computer Services	Koami Pedado	Midway Chamber of Commerce	7/31/2025
St. Paul Area Chamber	John Perlich	St. Paul Area Chamber	7/31/2024
Xcel Energy	Elisa Rasmussen (Chair)	St. Paul Area Chamber	7/31/2024
United Health Group	Lauren Reynolds	Midway Chamber of Commerce	7/31/2025
College for Health Information Mgmt Executives (CHIME)	Trish Stevens	Hospitality Minnesota	7/31/2024
Knutson Construction	Aalayha Traub	St. Paul Area Chamber	7/31/2025
M Health Fairview	Tanya Velishek	St. Paul Area Chamber	7/31/2025
Pending	Ia Yang	Vadnais Height Economic Development Corp	7/31/2025
Vacant - active recruitment in progress	Vacant		Estimate 6/1/2024

LOCAL WORKFORCE DEVELOPMENT BOARD MEMBERSHIP

WIOA Sec. 107(b)(2)(B)			
Representatives of the workforce within the local area – At least 20% of the total board membership must represent the categories in this section.			
<u>Membership Category</u> Name of labor organization, CBO, etc.	<u>Member’s Name</u>	<u>Nominated By</u>	<u>Term Expiration Date</u> If Vacant, Date to be Filled
(i) Representatives of labor organizations (for a local area in which employees are represented by labor organizations), or (for a local area in which no employees are represented by such organizations) other representatives of employees; Minimum of two representatives (Must be nominated by local labor federations or other employee representative group.)			
Saint Paul Building and Construction Trades Council	Donald Mullin	Saint Paul Building and Construction Trades Council	7/31/2025
Finishing Trades of the Upper Midwest	Tom Aasheim	International Union of Painters & Allied Trades	7/31/2024
(ii) Representative of labor organization or a training director, from a joint labor-management apprenticeship program, or if no such joint program exists in the area, such a representative of an apprenticeship program in the area Minimum of one representative, if such a program exists in the area			
*Finishing Trades of the Upper Midwest	Tom Aasheim	Not Applicable	7/31/2024
(iii) Representatives of community-based organizations that have demonstrated experience and expertise in addressing the employment needs of individuals with barriers to employment, including organizations that serve veterans or that provide or support competitive integrated employment for individuals with disabilities (Optional category)			
Face to Face Health and Counseling	Hanna Getachew-Kruesser	Not Applicable	7/31/2024
Community Action Partnership of Ramsey and Washington Counties	Pamela Maldonado		7/31/2025
Merrick Inc.	Donna Rapacz		7/31/2024
(iv) Representatives of organizations that have demonstrated experience and expertise in addressing the employment, training, or education needs of eligible youth, including representatives of organizations that serve out-of-school youth (Optional category)			
CLUES	Camila Mercado Michelli	Not Applicable	7/31/2024
Ain Dah Yung Center	Sheri Riemers		7/31/2025


LOCAL WORKFORCE DEVELOPMENT BOARD MEMBERSHIP

WIOA Sec. 107(b)(2)(C)			
Each local board shall include representatives of entities administering education and training activities in the local area.			
When there is more than one local area provider of adult education and literacy activities under Title II, or multiple institutions of higher education providing workforce investment activities the CLEO must solicit nominations from those providers and institutions, respectively, in appointing the required representatives.			
<u>Membership Category</u> List Business or Agency Name	<u>Names</u> Member's Name	<u>Nominated By</u> Organization Name	<u>Term Expiration</u> <u>Date</u> If Vacant, Date to be Filled
A representative of eligible providers administering adult education and literacy activities under title II of WIOA			
Minimum of one representative			
Harmony Learning Center	Carly Voshell	School District 622	7/31/2025
A representative of institutions of higher education providing workforce investment activities (including community colleges)			
Minimum of one representative			
Saint Paul College	Tracy Wilson	Saint Paul College	7/31/2025
Representatives of local educational agencies, and of community-based organizations with demonstrated experience and expertise in addressing the education or training needs of individuals with barriers to employment (Optional category)			
Hubert Humphrey Job Corps	Katie Kapaun	Education & Training Resources (ETR)	7/31/2024

LOCAL WORKFORCE DEVELOPMENT BOARD MEMBERSHIP

WIOA Sec. 107(b)(2)(D)			
Each local board shall include representatives of governmental and economic and community development entities serving the local area.			
<u>Membership Category</u> List Business or Agency Name	<u>Names</u> Member's Name	<u>Nominated By</u> Organization Name	<u>Term Expiration Date</u> If Vacant, Date to be Filled
Representatives of economic and community development entities (Minimum of one representative)		Not applicable	
City of Saint Paul Planning & Economic Development	Mary Rick	NA	7/31/2024
Representative from the State employment service office under the Wagner-Peyser Act serving the local area (Required)		Not applicable	
DEED Job Service: Vacant DEED is in the hiring process for a new manager at the CareerForce site in Saint Paul	Sara Garbe	NA	Estimate 3/1/2024
Representative of the programs carried out under title I of the Rehabilitation Act of 1973 serving the local area [other than section 112 or part C of that title] (Required)		Not applicable	
DEED Vocational Rehabilitation Services	Jennifer Germain	NA	7/31/2024
Representatives of agencies or entities administering programs serving the local area relating to transportation, housing, and public assistance (Optional)		Not applicable	
Ramsey County Workforce Solutions	Lisa Guetzkow	NA	7/31/2025
Representatives of philanthropic organizations serving the local area (Optional)		Not applicable	
<i>Other</i>		Not applicable	
City of Saint Paul	Cheniqua Johnson	NA	7/31/2024
Ramsey County	Rena Moran - LEO	NA	7/31/2025

X I certify that I have accurately reported the above information included in this document. I understand that misreporting this information could result in decertification of the local workforce development board for my area.



 (Signature)

April 23, 2024
 (Date)

ATTACHMENT D

LOCAL AREA BOARD SUBCOMMITTEE LIST

Regional Workforce Development Area	Metro Regional Workforce Development Area #4
Local Workforce Development Area	Ramsey County - LWDA #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.
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 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 were disproportionately impacted by COVID-19.
Constructions-Green Jobs Committee	The purpose of the Construction-Green Jobs Committee is to focus on uplifting the construction industry and the emergence of green career pathways in Ramsey County.

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 - LWDA #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 Services and Dislocated Worker	WIOA Youth State DW	NA	800 East Minnehaha Ave., Suite 200 St. Paul, MN 55106
Face to Face Health and Counseling Services, Inc.	Youth Services	WIOA Youth	NA	1165 Arcade Street St. Paul, MN 55106
Change Inc.	Youth Services	WIOA Youth	NA	381 Robie St E St. Paul, MN 55107
Goodwill Easter Seals MN	Youth Services	WIOA Youth	NA	553 Fairview Ave N St. Paul, MN 55104
Milestone Community Development	Youth Services	WIOA Youth	NA	1821 University Ave, Suite 164 St. Paul, MN 55104
YWCA Saint Paul	Youth Services	WIOA Youth	NA	375 Selby Ave St. Paul, MN 55102

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 - LWDA #15

Name and Location (City)	Program Service Delivered
Ramsey County Service Center – Metro Square, Saint Paul MN	Career services, access to technology, program information, referrals
Ramsey County Service Center, Maplewood MN	Career services, access to technology, program information, referrals, Employer of the Day, career fairs, workshops
Ramsey County Service Center, Roseville MN	Career services, access to technology, program information, referrals, Employer of the Day, Trainer of the Day, career fairs, workshops
Ramsey County Library - Maplewood	Workshops, Job Clubs, access to technology, program information, referrals
Saint Paul Opportunity Center	Career services, access to technology, program information, referrals
Virtual	Career services, program information, referrals, Job Club, workshops, virtual career fairs

ATTACHMENT G

LOCAL WORKFORCE DEVELOPMENT AREA KEY INDUSTRIES IN REGIONAL ECONOMY

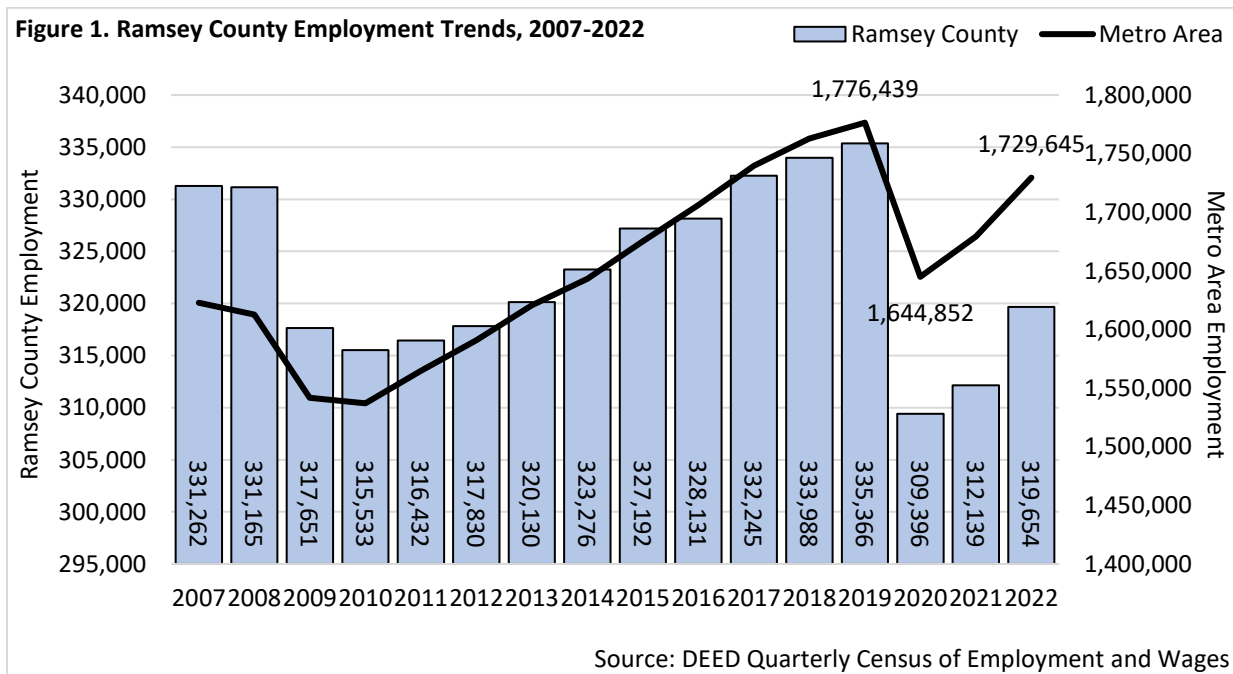
Based on your most recent analysis of regional economies, provide a list of the key industries in your regional economy.

Industry Employment

According to the Department of Employment and Economic Development’s (DEED) Quarterly Census of Employment and Wages (QCEW), Ramsey County had 15,029 establishments supplying 319,654 covered jobs in annual 2022. More recently, this increased to 324,418 covered jobs during Q3 2023. Total annual payroll for the county equaled \$23.3 billion in 2022, with the average annual wage for all jobs equal to \$72,748.

Ramsey County hit a pre-COVID peak of 335,366 jobs in 2019. Between 2019 and 2020, the county lost 25,970 jobs (-7.7%). This was compared to a loss of 131,587 jobs for the Metro Area (-7.4%) and a loss of 193,811 jobs for Minnesota (-6.7%).

With recovery, between 2019 and 2022, Ramsey County regained 10,258 jobs (+3.3%). This was compared to a gain of 84,793 jobs (+5.2%) for the Metro Area and a gain of 174,620 jobs (+5.5%) for Minnesota. More recently, between 2021 and 2022, Ramsey County gained 7,515 jobs (+2.4%). This was compared to a gain of 50,303 jobs (+3.0%) for the Metro Area and a gain of 81,075 jobs (+2.9%) for Minnesota.



Area	2022 Data			2019-2022 Change in Jobs	
	Number of Firms	Number of Jobs	Avg. Annual Wages	Numeric Change	Percent Change
Ramsey County	15,029	319,654	\$72,748	-15,712	-4.7%
Metro Area	91,790	1,729,645	\$76,752	-46,794	-2.6%
Minnesota	200,169	2,855,441	\$69,732	-46,191	-1.6%

Source: DEED Quarterly Census of Employment and Wages

With 2,597 establishments supplying 66,527 covered jobs, Health Care and Social Assistance is Ramsey County’s largest-employing industry sector. Accounting for fully one-fifth (20.8%) 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. The next five largest-employing industry sectors in Ramsey County all account for between 7.0% and 10.0% of the county’s total employment. These sectors include Educational Services (30,640 jobs), Manufacturing (28,255 jobs), Public Administration (27,720 jobs), Accommodation and Food Services (22,369 jobs), and Retail Trade (22,350 jobs). Altogether, these six major industries account for nearly 200,000 jobs in Ramsey County, or 61.9% of the county’s total employment.

Over the past year of available annual data, between 2021 and 2022, 16 of 20 major industries in Ramsey County witnessed employment growth. Accommodation and Food Services, gaining 3,173 jobs (+16.5%) led all industries for the most growth. Arts, Entertainment, and Recreation also gained a significant number of jobs (+1,281 jobs; +29.5%). Other industries gaining a significant number of jobs included Educational Services (+904 jobs; +3.0%); Other Services (+854 jobs; +8.0%); Manufacturing (+798 jobs; +2.9%); Professional, Scientific, and Technical Services (+618 jobs; +4.5%); Public Administration (+562 jobs; +2.1%); and Health Care and Social Assistance (+506 jobs; +0.8%). Industries losing jobs between 2021 and 2022 included Retail Trade (-878 jobs; -3.8%); Finance and Insurance (-681 jobs; -4.1%); Management of Companies (-456 jobs; -2.8%); and Information (-46 jobs; -0.9%).

As of annual 2022, 14 of 20 major industries in Ramsey County are still below annual 2019 pre-COVID levels of employment. Those industries down the most jobs during this period include Retail Trade (-3,428 jobs; -13.3%); Management of Companies (-1,911 jobs; -10.6%); Administrative and Support Services (-1,853 jobs; -10.0%); Finance and Insurance (-1,755 jobs; -9.9%); Accommodation and Food Services (-1,748 jobs; -7.2%); Health Care and Social Assistance (-1,326 jobs; -2.0%); Information (-1,224 jobs; -19.3%); and Arts, Entertainment, and Recreation (-1,052 jobs; -15.8%). Industries above their 2019 levels of employment in 2022 include Manufacturing, Utilities, Public Administration, and Real Estate and Rental and Leasing.

Table 2. Ramsey County Industry Statistics, 2019-2022
Sorted by Number of Jobs

Industry	2022 Data				2021-2022 Job Change		2019-2022 Job Change	
	Number of Firms	Number of Jobs	Percent of Jobs	Avg. Annual Wage	Numeric	Percent	Numeric	Percent
Total, All Industries	15,029	319,654	100.0%	\$72,748	7,515	2.4%	-15,712	-4.7%
Health Care & Social Assistance	2,597	66,527	20.8%	\$60,008	506	0.8%	-1,326	-2.0%
Educational Services	472	30,640	9.6%	\$60,476	904	3.0%	-549	-1.8%
Manufacturing	652	28,255	8.8%	\$95,108	798	2.9%	319	1.1%
Public Administration	328	27,720	8.7%	\$81,588	562	2.1%	58	0.2%
Accommodation & Food Services	1,221	22,369	7.0%	\$26,676	3,173	16.5%	-1,748	-7.2%
Retail Trade	1,410	22,350	7.0%	\$40,040	-878	-3.8%	-3,428	-13.3%
Administrative & Support Services	636	16,720	5.2%	\$48,308	123	0.7%	-1,853	-10.0%
Management of Companies	152	16,065	5.0%	\$158,756	-456	-2.8%	-1,911	-10.6%
Finance & Insurance	660	15,913	5.0%	\$105,508	-681	-4.1%	-1,755	-9.9%
Professional, Sci., & Technical Svc.	1,681	14,464	4.5%	\$101,712	618	4.5%	-154	-1.1%
Construction	790	11,950	3.7%	\$87,516	236	2.0%	-301	-2.5%
Wholesale Trade	700	11,946	3.7%	\$94,224	191	1.6%	-109	-0.9%
Other Services	2,109	11,491	3.6%	\$52,624	854	8.0%	-87	-0.8%
Transportation & Warehousing	292	6,323	2.0%	\$66,352	93	1.5%	-731	-10.4%
Arts, Entertainment, & Recreation	304	5,618	1.8%	\$43,004	1,281	29.5%	-1,052	-15.8%
Information	304	5,133	1.6%	\$104,624	-46	-0.9%	-1,224	-19.3%
Real Estate & Rental & Leasing	692	4,682	1.5%	\$66,768	163	3.6%	30	0.6%
Utilities	17	1,388	0.4%	\$105,820	73	5.6%	110	8.6%
Agriculture	11	70	0.0%	\$46,748	2	2.9%	0	0.0%

Source: DEED Quarterly Census of Employment and Wages

With DEED's QCEW data, one can also look at industry concentration by using location quotients. Location quotients are a measurement of an industry's employment concentration in a specified geography relative to that industry's concentration in a larger benchmark region. A location quotient is calculated by dividing the employment of a selected industry in an area by that area's total employment for all industries. That local result is then divided by the same calculation performed at the larger benchmark region level. A location quotient of 1.0 means that the local area's employment concentration is equal to its concentration in the larger benchmark area, while anything greater than 1.0 means that there is a higher employment concentration or less than 1.0 indicates a lower employment concentration for that industry in the smaller area. In this case, the local area is Ramsey County, and the benchmark region is Minnesota.

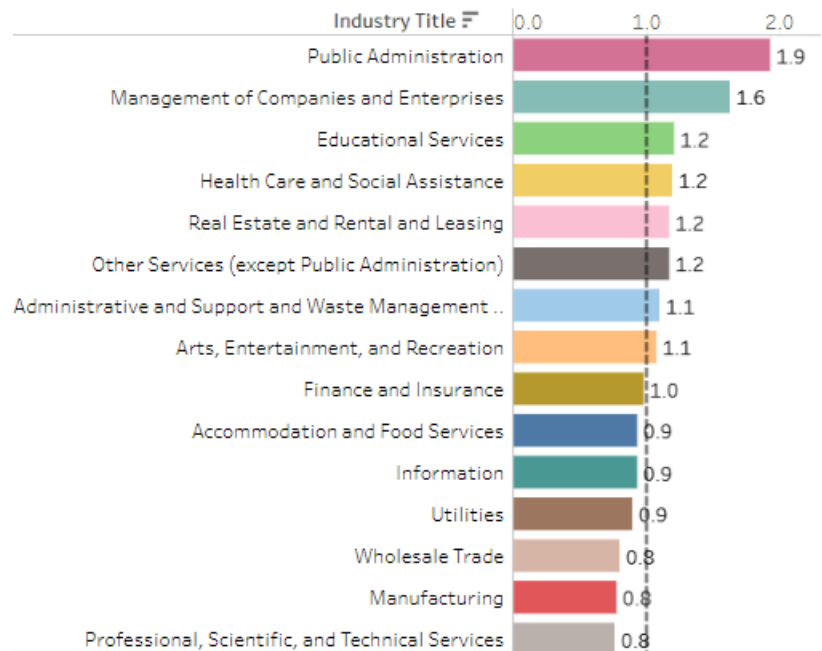
At the 2-digit North American Industry Classification System (NAICS) level, Ramsey County has significant concentrations of employment in Public Administration, Management of Companies, Educational Services, Health Care and Social Assistance, Real Estate and Rental and Leasing, and Other Services.

At the 3-digit NAICS level, Ramsey County has significant concentrations of employment in Administration of Human Resource Programs; Administration of Economic Programs; Administration of Housing Programs, Urban Planning, and Community Development; Administration of Environmental Quality Programs; Museums, Historical Sites, and Similar Institutions; and Justice, Public Order, and Safety Activities. There are also high levels of employment concentration at this level in Social Assistance; Computer and Electronic Product Manufacturing; Performing Arts, Spectator Sports, and Related Industries; Management of Companies; Religious, Grantmaking, Civic, Professional, and Similar Industries; Printing and Related Support Activities; Private Households; Paper Manufacturing; Educational Services; Primary Metal Manufacturing; and Ambulatory Health Care Services.

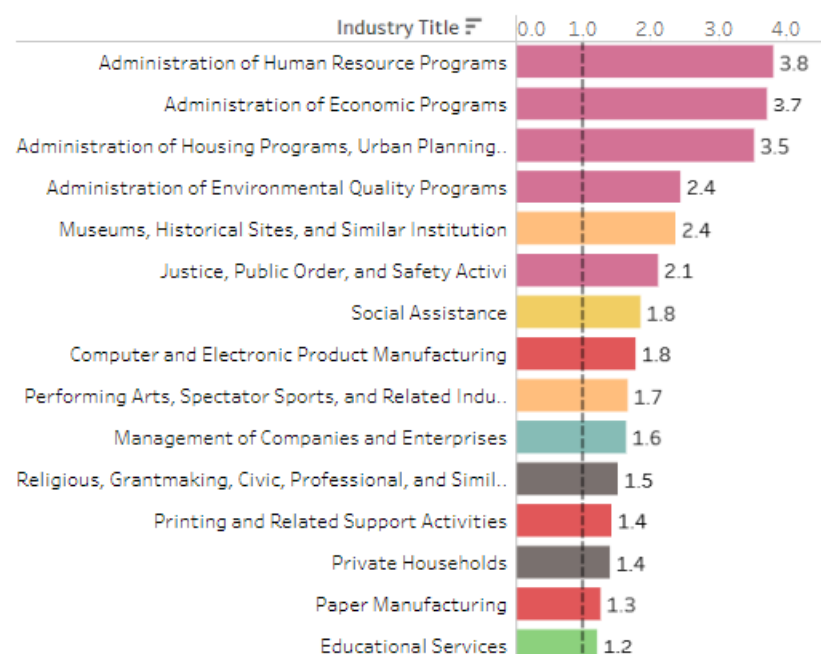
Industry Projections

2020-2030 employment projections indicate modest growth in jobs over the next 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 2020-2030 period do account for the impacts of the pandemic. This

Industry Concentration by Select Area: Ramsey County



Industry Concentration by Select Area: Ramsey County



is why the most rapid growth is anticipated for such industries as Arts, Entertainment, and Recreation, as well as Accommodation and Food Services. The largest employment gains are anticipated in Health Care and Social Assistance, Accommodation and Food Services, Professional and Technical Services, Arts and Recreation, and Other Services. The largest declines are projected in Retail Trade, Utilities, and Real Estate and Rental and Leasing.

Table 3. Metro Area Industry Employment Projections, 2020-2030
Sorted by Projected Numeric Change, 2020-2030

Industry	Estimated Employment 2020	Projected Employment 2030	Percent Change 2020 - 2030	Numeric Change 2020 - 2030
Total, All Industries	1,817,290	1,930,563	6.2%	113,273
Health Care & Social Assistance	263,959	302,212	14.5%	38,253
Accommodation & Food Services	99,983	120,548	20.6%	20,565
Professional & Technical Services	130,777	145,663	11.4%	14,886
Arts, Entertainment & Recreation	24,795	34,447	38.9%	9,652
Other Services	66,176	73,930	11.7%	7,754
Administrative & Support Services	92,297	99,818	8.1%	7,521
Educational Services	137,141	144,455	5.3%	7,314
Transportation & Warehousing	66,965	71,507	6.8%	4,542
Finance & Insurance	129,919	134,057	3.2%	4,138
Construction	71,168	74,189	4.2%	3,021
Manufacturing	166,580	168,309	1.0%	1,729
Public Administration	100,458	101,195	0.7%	737
Wholesale Trade	84,618	85,349	0.9%	731
Management of Companies	77,977	78,634	0.8%	657
Information	31,984	32,510	1.6%	526
Agriculture, Forestry, Fishing & Hunting	3,241	3,352	3.4%	111
Mining	545	577	5.9%	32
Real Estate & Rental & Leasing	26,725	26,712	0.0%	-13
Utilities	5,640	4,863	-13.8%	-777
Retail Trade	153,655	147,205	-4.2%	-6,450

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 2023 was in Office and Administrative Support (12.4%). The next largest shares of regional employment fell into Business and Financial Operations (8.8%) and Sales and Related Occupations (8.3%). These top three-employing occupational groups already reveal a wide array of occupational entry points and career pathways. Altogether, the three groups account for over 500,000 jobs, or nearly 30% of the region's total employment.

Further, the Metro Area does have significantly larger shares of employment within Business and Financial Operations (8.8% in the Metro versus 7.1% statewide), Management Occupations (7.5% in the Metro versus 6.9% statewide), Computer and Mathematical Occupations (4.6% in the Metro versus 3.5% statewide), and Legal Occupations (0.9% in the Metro versus 0.7% statewide).

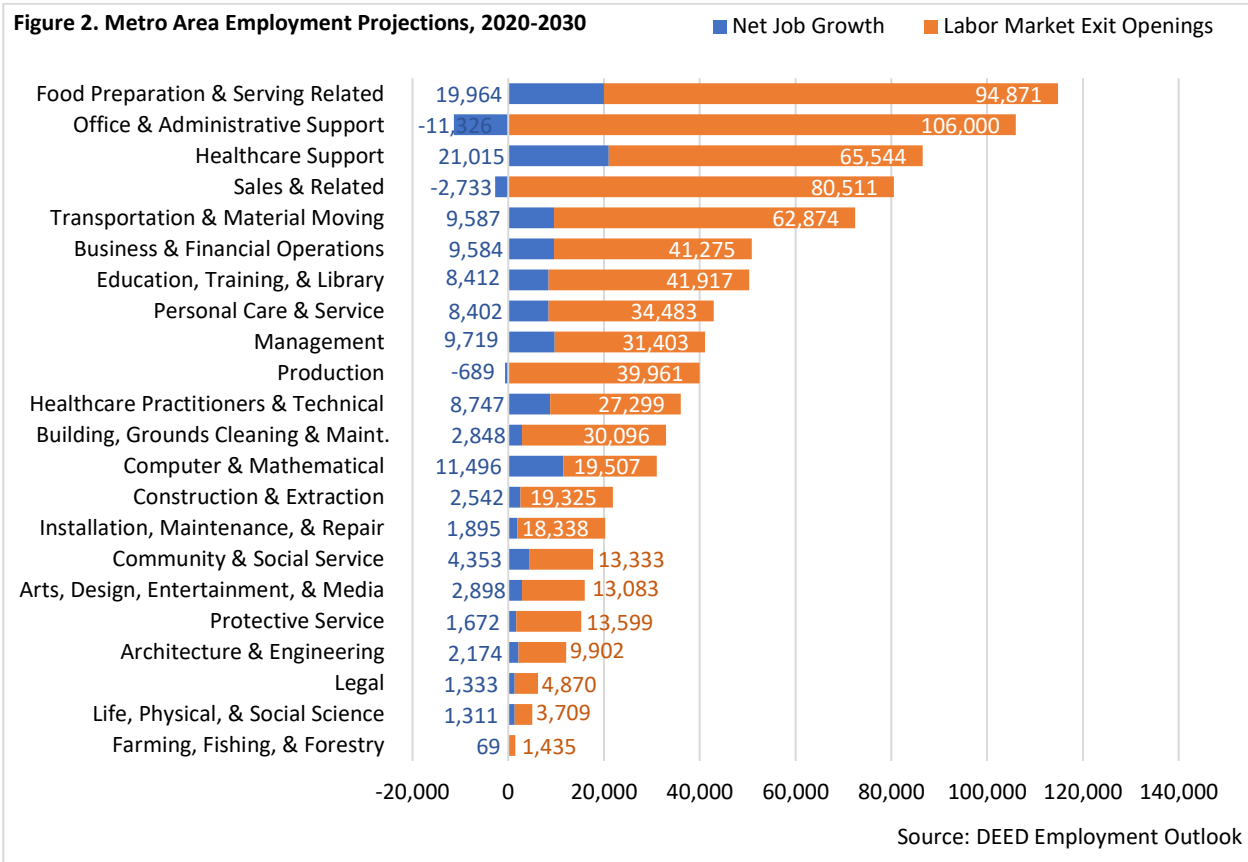
The regional median hourly wage for all occupations was \$25.67, or \$1.42 higher than the statewide median in 2023. As such, the typical worker in the Metro Area working full-time and year-round earns about \$3,000 more than the typical worker statewide working full-time and year-round. According to DEED's Cost of Living Calculator, the annual basic-needs budget for an individual living in the Metro Area is \$37,536. Such a worker would need to earn an hourly wage of \$18.05 to meet that annual budget. The share of regional employment in occupational groups with median wages below \$18.05 was 15.3%. Such employment was in Food Preparation and Serving Occupations, Healthcare Support Occupations, and Personal Care and Service Occupations. The annual basic needs budget for an individual statewide is \$34,992. Such a worker would need to earn an hourly wage of \$16.82 to meet that annual budget.

Table 4. Occupational Employment Statistics, 2023

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	\$25.67	1,718,290	100.0%	1.0	\$24.25	2,827,310	100.0%
Office & Administrative Support	\$23.74	212,320	12.4%	1.0	\$23.06	345,830	12.2%
Business & Financial Operations	\$39.29	152,020	8.8%	1.2	\$38.19	201,940	7.1%
Sales & Related	\$19.61	142,400	8.3%	1.0	\$18.14	239,500	8.5%
Transportation & Material Moving	\$21.88	130,880	7.6%	0.9	\$21.05	227,780	8.1%
Management	\$60.18	128,450	7.5%	1.1	\$51.58	193,760	6.9%
Food Preparation & Serving Related	\$15.29	125,670	7.3%	1.0	\$14.89	216,970	7.7%
Production	\$22.67	109,650	6.4%	0.9	\$22.07	209,380	7.4%
Healthcare Practitioners & Technical	\$41.91	102,560	6.0%	0.9	\$41.07	186,700	6.6%
Healthcare Support	\$17.27	100,520	5.9%	1.0	\$17.40	162,400	5.7%
Education, Training & Library	\$25.35	89,460	5.2%	0.9	\$24.82	158,830	5.6%
Computer & Mathematical	\$51.41	78,440	4.6%	1.3	\$49.73	99,250	3.5%
Construction & Extraction	\$35.05	61,400	3.6%	0.9	\$31.00	113,930	4.0%
Installation, Maintenance & Repair	\$29.47	51,770	3.0%	0.9	\$27.95	98,670	3.5%
Building, Grounds Cleaning & Maint.	\$18.54	43,360	2.5%	0.9	\$18.26	76,210	2.7%
Architecture & Engineering	\$41.64	37,060	2.2%	1.1	\$40.60	53,100	1.9%
Personal Care & Service	\$17.34	36,850	2.1%	1.0	\$16.96	58,120	2.1%
Community & Social Service	\$26.00	30,510	1.8%	0.9	\$25.82	54,820	1.9%
Arts, Design, Entertainment & Media	\$30.59	26,520	1.5%	1.2	\$28.80	37,630	1.3%
Protective Service	\$25.28	23,310	1.4%	0.9	\$25.83	40,620	1.4%
Life, Physical & Social Science	\$41.34	19,160	1.1%	1.1	\$39.37	29,070	1.0%
Legal	\$51.41	14,890	0.9%	1.3	\$47.87	18,730	0.7%
Farming, Fishing & Forestry	\$19.21	1,090	0.1%	0.4	\$19.84	4,060	0.1%

Source: DEED Occupational Employment Statistics (OES)

DEED’s Employment Outlook tool also provide occupational projections for the period 2020-2030. These projections for the 7-County Metro Area show significantly higher employment growth in the following occupational groups: Healthcare Support Occupations (+21.8%), Food Preparation and Serving Related Occupations (+17.5%), Personal Care and Service Occupations (+16.6%), Computer and Mathematical Occupations (+13.0%), and Community and Social Service Occupations (+11.7%). Overall, 19 of 22 major occupational groups are expected to grow. Three groups are expected to decline including Office and Administrative Support Occupations (-4.9%), Sales and Related Occupations (-1.6%), and Production Occupations (-0.6%). All occupational groups, including those expected to witness net employment loss through 2030, 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

According to DEED’s Occupations in Demand (OID) tool, there are about 300 distinct occupations showing relatively high demand in the region, with training and education requirements ranging from short-term on-the-job training to postsecondary education to advanced degrees. These occupations are spread across different sectors but are also concentrated in the region’s major industries. For example, Retail Salespersons, Personal Care Aides, Registered Nurses, Software Developers, Accountants, and Heavy and Tractor-Trailer Truck Drivers are among the top occupations in demand based on the consistent need for workers in these fields.

Those occupational groups with the most occupations in the top-100 in-demand occupations include Food Preparations and Serving, Office and Administrative Support, Sale and Related, and Transportation and Material Moving. Top-10 occupations in demand in the Metro Area include Home Health and Personal Care Aides; Registered Nurses; Retail Salespersons; Cashiers; Customer Service Representatives; First-Line Supervisors of Food Preparation and Serving Workers; Software Developers; Nursing Assistants; First-Line Supervisors of Retail Sales Workers; and Laborers and Freight, Stock, and Material Movers, Hand.

Table 5. Occupations in Demand by Typical Required Education in the Metro Area with Median Wage, 2022

High School or Equivalent	Postsecondary Non-Degree Award	Associate Degree	Bachelor’s Degree or Higher
Home Health & Personal Care Aides (\$33,154)	Nursing Assistants (\$43,351)	Registered Nurses (\$91,157)	Software Developers (\$117,626)
Retail Salespersons (\$33,769)	Licensed Practical & Licensed Vocational Nurses (\$59,297)	Clinical Laboratory Technologists & Technicians (\$64,938)	Accountants & Auditors (\$80,271)
Cashiers (\$30,580)	Medical Assistants (\$51,083)	Veterinary Technologists & Technicians (\$47,307)	Management Analysts (\$101,561)
Customer Service Representatives (\$47,638)	Machinists (\$59,228)	Dental Hygienists (\$87,968)	Financial Managers (\$141,401)
First-Line Supervisors of Food Preparation & Serving Workers (\$41,302)	Computer User Support Specialists (\$64,464)	Police & Sheriff’s Patrol Officers (\$87,344)	Marketing Managers (\$167,023)

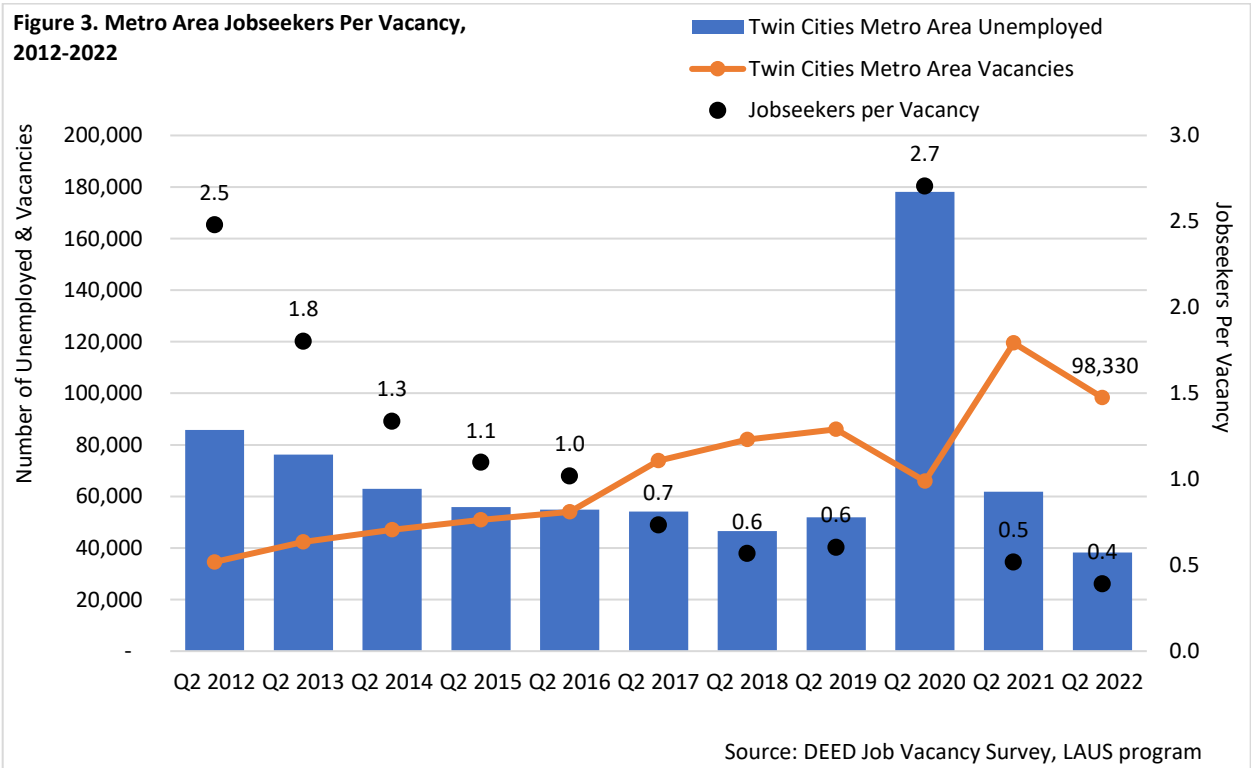
First-Line Supervisors of Retail Sales Workers (\$49,618)	Automotive Service Technicians & Mechanics (\$52,440)	Physical Therapists Assistants (\$65,385)	Market Research Analysts & Marketing Specialists (\$81,617)
Laborers & Freight, Stock, & Material Movers, Hand (\$36,894)	Electricians (\$82,047)	Radiologic Technologists & Technicians (\$81,372)	General & Operations Managers (\$102,232)
Stockers & Order Fillers (\$44,689)	Dental Assistants (\$64,757)	Industrial Engineering Technologists & Technicians (\$66,723)	Project Management Specialists (\$88,309)
Heavy & Tractor-Trailer Truck Drivers (\$61,872)	Hairdressers, Hairstylists, & Cosmetologists (\$39,273)	Electrical & Electronic Engineering Technologists & Technicians (\$67,986)	Human Resource Specialists (\$75,670)
Fast Food & Counter Workers (\$31,619)	Web Developers (\$90,321)	Mechanical Engineering Technologists & Technicians (\$69,851)	Industrial Engineers (\$103,178)

Source: DEED Occupations in Demand

Job Vacancy Survey

Employers in Twin Cities Metro Area reported a near record-high 98,330 job vacancies during 2022, which accounted for over half (53.3%) of the state’s total 184,588 job vacancies. After dropping to about 65,900 job vacancies during the second quarter of 2020, job vacancies quickly rebounded during the fourth quarter of that year and beyond. While the region did witness a 22.5% decrease in the number of job vacancies from the 4th quarter of 2021, the 98,330 job vacancies in 2022 represented the 3rd-most job vacancies in the region since the survey began in 2001. The median hourly wage offer was \$19.96 across all occupations but ranged from a low of \$14.98 per hour for Personal Care & Service workers, to \$40.00 per hour or more for Management, Legal, and Computer & Mathematical workers.

The largest number of vacancies were in Food Preparation & Serving Occupations, followed by Sales & Related Occupations, Healthcare Practitioners & Technical Occupations, Healthcare Support Occupations, and Office & Administrative Support Occupations. More than half (50.9%) of the vacancies in the region were in these five occupational groups. Overall, 36% of the openings were for part-time work, 38% required postsecondary education, and 54% required a year or more of experience. It should be noted that the share of total job vacancies being for part-time work has dropped from 41% of total vacancies in 2017. This reveals that more and more employers are taking advantage of their current workforce and setting them up with full-time work.



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 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 2020 to 2030. The total of all jobs in the Metro Area is projected to grow by 6.2% between 2020 and 2030.
- **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 2020 to 2030. 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
471011	Construction	First-Line Supervisors of Construction Trades and Extraction Workers	5 Stars	\$96,100	4.8%	4,811
472031	Construction	Carpenters	5 Stars	\$64,122	1.0%	11,161
472061	Construction	Construction Laborers	5 Stars	\$55,636	7.1%	9,908
472152	Construction	Plumbers, Pipefitters, and Steamfitters	5 Stars	\$85,865	4.7%	7,063
131051	Construction	Cost Estimators	4 Stars	\$78,460	-0.4%	2,063
472051	Construction	Cement Masons and Concrete Finishers	4 Stars	\$75,084	0.3%	1,857

472073	Construction	Operating Engineers and Other Construction Equipment Operators	4 Stars	\$86,610	4.8%	4,782
472181	Construction	Roofers	4 Stars	\$63,178	5.5%	821
472141	Construction	Painters, Construction and Maintenance	3 Stars	\$56,986	3.9%	3,635
472211	Construction	Sheet Metal Workers	3 Stars	\$63,902	4.4%	1,740
474051	Construction	Highway Maintenance Workers	3 Stars	\$62,277	2.2%	1,837
272022	Exercise Science	Coaches and Scouts	5 Stars	\$40,320	24.4%	6,375
399031	Exercise Science	Exercise Trainers and Group Fitness Instructors	4 Stars	\$48,361	34.3%	7,378
399032	Exercise Science	Recreation Workers	4 Stars	\$39,502	13.0%	10,382
399041	Exercise Science	Residential Advisors	3 Stars	\$45,811	7.1%	1,794
132072	Finance and Accounting	Loan Officers	5 Stars	\$82,306	0.9%	4,310
433031	Finance and Accounting	Bookkeeping, Accounting, and Auditing Clerks	5 Stars	\$51,579	-4.7%	17,491
433021	Finance and Accounting	Billing and Posting Clerks	4 Stars	\$50,817	-1.1%	5,412
433011	Finance and Accounting	Bill and Account Collectors	3 Stars	\$45,572	-15.0%	2,388
433051	Finance and Accounting	Payroll and Timekeeping Clerks	3 Stars	\$58,947	-14.9%	1,102
292052	Healthcare	Pharmacy Technicians	5 Stars	\$46,817	1.2%	3,528
311120	Healthcare	Home Health and Personal Care Aides	5 Stars	\$33,154	26.5%	111,586
352012	Healthcare	Cooks, Institution and Cafeteria	5 Stars	\$40,092	10.0%	5,539
352021	Healthcare	Food Preparation Workers	5 Stars	\$34,507	-2.8%	8,494
372012	Healthcare	Maids and Housekeeping Cleaners	5 Stars	\$36,959	3.7%	13,455
399011	Healthcare	Childcare Workers	5 Stars	\$31,936	-2.2%	19,187
436013	Healthcare	Medical Secretaries and Administrative Assistants	5 Stars	\$48,997	6.7%	9,872
292053	Healthcare	Psychiatric Technicians	4 Stars	\$38,990	10.7%	569
292081	Healthcare	Opticians, Dispensing	3 Stars	\$45,073	7.8%	752
319093	Healthcare	Medical Equipment Preparers	3 Stars	\$51,181	7.5%	868
319095	Healthcare	Pharmacy Aides	3 Stars	\$46,508	NA	NA
319097	Healthcare	Phlebotomists	3 Stars	\$45,136	18.6%	1,365
319099	Healthcare	Healthcare Support	3 Stars	\$42,502	7.5%	1,472

		Workers, All Other				
435071	Manufacturing	Shipping, Receiving, and Inventory Clerks	5 Stars	\$45,775	-6.7%	7,095
511011	Manufacturing	First-Line Supervisors of Production and Operating Workers	5 Stars	\$71,949	3.5%	6,332
512090	Manufacturing	Miscellaneous Assemblers and Fabricators	5 Stars	\$41,091	-6.9%	18,279
514121	Manufacturing	Welders, Cutters, Solderers, and Brazers	5 Stars	\$54,215	8.2%	4,542
519061	Manufacturing	Inspectors, Testers, Sorters, Samplers, and Weighers	5 Stars	\$50,597	-13.2%	5,889
533032	Manufacturing	Heavy and Tractor-Trailer Truck Drivers	5 Stars	\$61,872	4.0%	19,100
537062	Manufacturing	Laborers and Freight, Stock, and Material Movers, Hand	5 Stars	\$44,689	7.4%	35,824
537064	Manufacturing	Packers and Packagers, Hand	5 Stars	\$36,150	3.1%	7,144
537065	Manufacturing	Stockers and Order Fillers	5 Stars	\$36,894	2.7%	41,832
512028	Manufacturing	Electrical, electronic, and electromechanical assemblers, except coil winders, tapers, and finishers	4 Stars	\$42,341	3.0%	6,049
513011	Manufacturing	Bakers	4 Stars	\$37,701	5.3%	2,290
513092	Manufacturing	Food Batchmakers	4 Stars	\$35,937	6.4%	2,716
514031	Manufacturing	Cutting, Punching, and Press Machine Setters, Operators, and Tenders, Metal and Plastic	4 Stars	\$48,152	-2.4%	2,692
514072	Manufacturing	Molding, Coremaking, and Casting Machine Setters, Operators, and Tenders, Metal and Plastic	4 Stars	\$42,846	-1.7%	1,878
515112	Manufacturing	Printing Press Operators	4 Stars	\$48,742	-10.0%	3,508
517042	Manufacturing	Woodworking Machine Setters, Operators, and Tenders, Except Sawing	4 Stars	\$45,997	NA	NA
519083	Manufacturing	Ophthalmic Laboratory Technicians	4 Stars	\$39,283	15.2%	549
519111	Manufacturing	Packaging and Filling Machine	4 Stars	\$39,034	6.3%	4,250

		Operators and Tenders				
519161	Manufacturing	Computer Numerically Controlled Tool Operators	4 Stars	\$51,006	-2.2%	2,621
519198	Manufacturing	Helpers-- Production Workers	4 Stars	\$35,817	-2.2%	3,851
519199	Manufacturing	Production Workers, All Other	4 Stars	\$36,722	9.3%	4,615
537051	Manufacturing	Industrial Truck and Tractor Operators	4 Stars	\$46,730	4.2%	5,412
513021	Manufacturing	Butchers and Meat Cutters	3 Stars	\$46,188	-3.3%	787
514033	Manufacturing	Grinding, Lapping, Polishing, and Buffing Machine Tool Setters, Operators, and Tenders, Metal and Plastic	3 Stars	\$43,179	-2.9%	1,632
515111	Manufacturing	Prepress Technicians and Workers	3 Stars	\$46,977	-17.4%	738
516011	Manufacturing	Laundry and Dry-Cleaning Workers	3 Stars	\$34,543	7.4%	1,936
516031	Manufacturing	Sewing Machine Operators	3 Stars	\$38,643	-4.9%	1,401
517011	Manufacturing	Cabinetmakers and Bench Carpenters	3 Stars	\$48,708	10.7%	1,390
519124	Manufacturing	Coating, Painting, and Spraying Machine Setters, Operators, and Tenders	3 Stars	\$49,366	5.6%	2,264
519196	Manufacturing	Paper Goods Machine Setters, Operators, and Tenders	3 Stars	\$39,763	-7.5%	1,119
411011	Marketing and Sales	First-Line Supervisors of Retail Sales Workers	5 Stars	\$49,618	-6.2%	10,418
412011	Marketing and Sales	Cashiers	5 Stars	\$30,580	-9.4%	52,854
412031	Marketing and Sales	Retail Salespersons	5 Stars	\$33,769	-3.0%	61,134
413031	Marketing and Sales	Securities, Commodities, and Financial Services Sales Agents	5 Stars	\$81,169	6.6%	7,288
413091	Marketing and Sales	Sales Representatives of Services, Except Advertising, Insurance, Financial Services, and Travel	5 Stars	\$76,540	7.5%	19,589

414012	Marketing and Sales	Sales Representatives, Wholesale and Manufacturing, Except Technical and Scientific Products	5 Stars	\$79,953	2.5%	22,546
434051	Marketing and Sales	Customer Service Representatives	5 Stars	\$47,638	-3.9%	50,512
533031	Marketing and Sales	Driver/Sales Workers	5 Stars	\$29,990	14.2%	7,438
533033	Marketing and Sales	Light Truck Drivers	5 Stars	\$47,478	7.2%	12,218
412021	Marketing and Sales	Counter and Rental Clerks	4 Stars	\$37,173	2.0%	3,400
412022	Marketing and Sales	Parts Salespersons	4 Stars	\$39,952	2.9%	2,198
413021	Marketing and Sales	Insurance Sales Agents	4 Stars	\$64,806	3.1%	7,531
419022	Marketing and Sales	Real Estate Sales Agents	4 Stars	\$38,776	4.2%	3,646
411012	Marketing and Sales	First-Line Supervisors of Non-Retail Sales Workers	3 Stars	\$92,304	-2.4%	3,035
413011	Marketing and Sales	Advertising Sales Agents	3 Stars	\$63,009	-4.3%	1,821

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	5 Stars	\$64,464	5.4%	7,710
151254	Computer Science	Web Developers	4 Stars	\$90,321	NA	NA
472111	Construction	Electricians	5 Stars	\$82,047	8.3%	6,017
292061	Healthcare	Licensed Practical and Licensed Vocational Nurses	5 Stars	\$59,297	7.6%	6,563
311131	Healthcare	Nursing Assistants	5 Stars	\$43,351	4.2%	15,108
319091	Healthcare	Dental Assistants	5 Stars	\$64,757	7.4%	3,991
319092	Healthcare	Medical Assistants	5 Stars	\$51,083	15.7%	8,422
292042	Healthcare	Emergency Medical Technicians	4 Stars	\$44,018	NA	NA
292072	Healthcare	Medical Records Specialists	4 Stars	\$62,081	NA	NA
319011	Healthcare	Massage Therapists	4 Stars	\$50,792	32.3%	2,995
514041	Manufacturing	Machinists	5 Stars	\$59,228	7.7%	7,227
499021	Manufacturing	Heating, Air Conditioning, and Refrigeration Mechanics and Installers	4 Stars	\$82,725	2.4%	1,831
499041	Manufacturing	Industrial Machinery Mechanics	4 Stars	\$67,212	19.5%	4,538

113012	Marketing and Sales	Administrative Services Managers	4 Stars	\$126,406	NA	NA
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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	3 Stars	\$76,198	5.0%	3,164
173023	Engineering	Electrical and Electronic Engineering Technologists and Technicians	4 Stars	\$67,986	-2.8%	1,087
173026	Engineering	Industrial Engineering Technologists and Technicians	4 Stars	\$66,723	4.6%	2,844
173027	Engineering	Mechanical Engineering Technologists and Technicians	4 Stars	\$69,851	4.8%	836
291141	Healthcare	Registered Nurses	5 Stars	\$91,157	7.1%	22,118
292010	Healthcare	Clinical Laboratory Technologists and Technicians	5 Stars	\$64,938	7.8%	2,992
291292	Healthcare	Dental Hygienists	4 Stars	\$87,968	7.5%	1,850
292034	Healthcare	Radiologic Technologists and Technicians	4 Stars	\$81,372	7.5%	1,876
292055	Healthcare	Surgical Technologists	4 Stars	\$68,316	7.2%	852
292056	Healthcare	Veterinary Technologists and Technicians	4 Stars	\$47,307	11.1%	1,696
312021	Healthcare	Physical Therapist Assistants	4 Stars	\$65,385	21.9%	1,232
291126	Healthcare	Respiratory Therapists	3 Stars	\$84,451	19.8%	580
292031	Healthcare	Cardiovascular Technologists and Technicians	3 Stars	\$72,099	7.3%	408
292032	Healthcare	Diagnostic Medical Sonographers	3 Stars	\$93,443	18.3%	660
319096	Healthcare	Veterinary Assistants and Laboratory Animal Caretakers	3 Stars	\$38,929	10.1%	617

Bachelor's Degree

SOC Code	Career Cluster	Occupational Title	Star Ranking	Median Annual Wage	Projected Growth Rate	Projected Openings
113021	Computer Science	Computer and Information Systems Managers	5 Stars	\$167,091	8.3%	8,219
151211	Computer Science	Computer Systems Analysts	5 Stars	\$110,822	5.7%	12,945
151252	Computer Science	Software Developers	5 Stars	\$117,626	NA	NA

151212	Computer Science	Information Security Analysts	4 Stars	\$117,499	29.9%	2,513
151241	Computer Science	Computer Network Architects	4 Stars	\$136,289	3.7%	1,535
151244	Computer Science	Network and Computer Systems Administrators	4 Stars	\$102,773	3.4%	3,518
151253	Computer Science	Software Quality Assurance Analysts and Testers	4 Stars	\$105,369	NA	NA
151255	Computer Science	Web and Digital Interface Designers	4 Stars	\$84,484	NA	NA
151299	Computer Science	Computer Occupations, All Other	4 Stars	\$104,580	7.3%	3,281
152051	Computer Science	Data Scientists	4 Stars	\$111,238	NA	NA
151242	Computer Science	Database Administrators	3 Stars	\$99,470	NA	NA
151243	Computer Science	Database Architects	3 Stars	\$131,869	NA	NA
151251	Computer Science	Computer Programmers	3 Stars	\$115,147	-14.7%	1,319
271024	Computer Science	Graphic Designers	3 Stars	\$66,246	0.0%	4,355
119021	Construction	Construction Managers	5 Stars	\$102,299	12.4%	4,719
172112	Engineering	Industrial Engineers	5 Stars	\$103,178	11.6%	5,847
119041	Engineering	Architectural and Engineering Managers	4 Stars	\$169,147	3.2%	2,363
172051	Engineering	Civil Engineers	4 Stars	\$99,811	7.9%	3,441
172071	Engineering	Electrical Engineers	4 Stars	\$105,180	3.2%	1,896
172072	Engineering	Electronics Engineers, Except Computer	4 Stars	\$103,956	6.9%	655
172141	Engineering	Mechanical Engineers	4 Stars	\$93,893	5.4%	3,413
171011	Engineering	Architects, Except Landscape and Naval	3 Stars	\$90,419	7.1%	1,222
172061	Engineering	Computer Hardware Engineers	3 Stars	\$111,078	0.0%	308
172199	Engineering	Engineers, All Other	3 Stars	\$126,908	2.9%	1,147
113031	Finance and Accounting	Financial Managers	5 Stars	\$141,401	15.0%	11,419
131111	Finance and Accounting	Management Analysts	5 Stars	\$101,561	11.3%	18,424
132011	Finance and Accounting	Accountants and Auditors	5 Stars	\$80,271	4.2%	18,758
132051	Finance and Accounting	Financial and Investment Analysts	5 Stars	\$95,686	NA	NA
132052	Finance and Accounting	Personal Financial Advisors	5 Stars	\$91,731	6.5%	3,528
132041	Finance and Accounting	Credit Analysts	4 Stars	\$85,106	-6.4%	1,070

152031	Finance and Accounting	Operations Research Analysts	4 Stars	\$93,240	24.1%	2,791
132054	Finance and Accounting	Financial Risk Specialists	3 Stars	\$102,490	NA	NA
132061	Finance and Accounting	Financial Examiners	3 Stars	\$95,162	16.0%	1,512
152011	Finance and Accounting	Actuaries	3 Stars	\$110,433	23.9%	529
119111	Healthcare	Medical and Health Services Managers	5 Stars	\$108,629	29.3%	5,907
299091	Healthcare	Athletic Trainers	3 Stars	\$60,855	NA	NA
112021	Marketing and Sales	Marketing Managers	5 Stars	\$167,023	5.6%	6,522
112022	Marketing and Sales	Sales Managers	5 Stars	\$137,509	3.7%	7,110
131020	Marketing and Sales	Buyers and Purchasing Agents	5 Stars	\$78,922	-6.5%	6,745
131161	Marketing and Sales	Market Research Analysts and Marketing Specialists	5 Stars	\$81,617	18.6%	18,300
414011	Marketing and Sales	Sales Representatives, Wholesale and Manufacturing, Technical and Scientific Products	5 Stars	\$80,779	4.3%	5,386
113061	Marketing and Sales	Purchasing Managers	3 Stars	\$136,559	4.4%	1,260

Graduate or Professional Degree

SOC Code	Career Cluster	Occupational Title	Star Ranking	Median Annual Wage	Projected Growth Rate	Projected Openings
191042	Healthcare	Medical Scientists, Except Epidemiologists	5 Stars	\$104,480	12.0%	2,153
291051	Healthcare	Pharmacists	5 Stars	\$143,632	-4.4%	1,214
291071	Healthcare	Physician Assistants	5 Stars	\$134,820	30.8%	1,446
291171	Healthcare	Nurse Practitioners	5 Stars	\$131,216	40.6%	2,531
291011	Healthcare	Chiropractors	4 Stars	\$78,452	14.3%	423
291122	Healthcare	Occupational Therapists	4 Stars	\$85,706	12.8%	1,140
291123	Healthcare	Physical Therapists	4 Stars	\$97,423	14.2%	1,461
291127	Healthcare	Speech-Language Pathologists	4 Stars	\$86,563	28.8%	1,676
291215	Healthcare	Family Medicine Physicians	4 Stars	\$173,821	3.7%	462
291223	Healthcare	Psychiatrists	4 Stars	NA	12.8%	140
291021	Healthcare	Dentists, General	3 Stars	\$193,074	5.8%	403
291041	Healthcare	Optometrists	3 Stars	\$157,723	7.2%	191
291131	Healthcare	Veterinarians	3 Stars	\$106,899	13.3%	444
291151	Healthcare	Nurse Anesthetists	3 Stars	\$229,786	11.9%	491
291216	Healthcare	General Internal Medicine Physicians	3 Stars	NA	2.0%	363
291229	Healthcare	Physicians, All Other	4 Stars	NA	NA	NA
291217	Healthcare	Neurologists	3 Stars	\$245,184	NA	NA

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, Elisa Rasmussen
Ramsey County Commissioner, Rena Moran

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 1 – 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. 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

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, 121 7th Place E., Suite 2100 St. Paul, MN 55101
3. Fiscal Agent: Ramsey County, 121 7th Place E., Suite 2100 St. Paul, MN 55101
4. Chief Elected Official: Rena Moran, 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, 121 7th Place E., Suite 2100 St. Paul, MN 55101

Article II: Agreement Period

- A. This MOU will be in effect from December 7, 2023, until December 31, 2024.
- 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 and 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 CareerForcemn.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

The Infrastructure Funding Agreement (IFA) for the WDA 15 Career Force Center is attached to this MOU as Attachment A.

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

St. Paul WFC IFA

This summary is meant to be a basic report of the annual costs of operating this location

Annual NPS Costs	Total Costs
Space Costs	\$418,064.00
Basic Career Services	\$107,705.97
Security Guard	
Site Manager	\$9,443.20
Phones	
Internet	
Copier(s)/Printer(s)	
Total NPS Costs	\$535,213.17

Annual Additional Costs	Total Costs
Workshop Staffing	
Total Additional Costs	\$0.00

Total Costs	\$535,213.17
--------------------	---------------------

Breakout of Annual Costs by Program and Organization									
	Space Costs	Basic Career Services	Security Guard	Site Manager	Phones	Internet	Copier(s)/Printer(s)	Workshop Staffing	Total Cost
Program									
Title I Adult (Org. 1)									
Title I Adult (Org. 2)									
Title I Adult (Org. 3)									
Title I DW (Org. 1)									
Title I DW (Org. 2)									
Title I DW (Org. 3)									
Title III WP									

Title IV VRS									
Title IV VRS Subgrantee									
MFIP (Org. 1)									
MFIP (Org. 2)									
MFIP (Org. 3)									
SNAP E&T (Org. 1)									
SNAP E&T (Org. 2)									
SNAP E&T (Org. 3)									
UI - REA									
JVSG									
Title IV SSBu									
Title IV SSBw									
UI - Audit									
LMI									
BCD									
Title I MSFW									
Title I YouthBuild									
Title I Youth Services									
OOA - SCSEP									
TAA									
SCA, REO Grants									
Title II ABE									
NA Programs									
Title I Job Corps									
HUD E&T									
CTE Programs									
Organization									Total Cost
DEED									
Org. 1									
Org. 2									
Org. 3									
Org. 4									
Org. 5									

The spreadsheet tabs following this summary tab contain the detailed methodology used to allocate the costs seen above

Percentage Allocations by Organization for Internal Billing Purposes

St. Paul	Space	Res. and Rec. Area			Shared State Phones
<i>Organization</i>					
DEED VRS	53.89%	30.56%			33.17%
DEED JS/Vets/REA	38.03%	50.66%			45.03%
Ramsey County	2.08%	17.36%			20.10%
Dept. of Transportation	2.76%	0.00%			0.47%
Dept. of Corrections	1.78%	1.42%			1.22%
Dept. of Public Safety	1.46%	0.00%			

State Internet
47.46%
36.95%
8.18%
3.17%
4.24%

St. Paul WFC Infrastructure Funding Agreement

7/1/2018 - 6/30/2021

To complete this document, fill in the blue cells as necessary throughout the 6 tabs following this summary tab.

Percentage Allocations by Title/Program

	Title I Adult (ETP)	Title I DW Ramsey Co.	Title I Youth Services	Title III WP	Title IV VRS	Title IV VRS New Amer.	MFIP Ramsey Co.	SNAP E&T (ETP)	UI - REA	JVSG	Dept. of Trans.	Dept. of Pub. Safety	SCA, REO Grants	
FTE	1.06%	2.13%	2.13%	21.28%	46.81%	6.38%			4.26%	6.38%	4.26%		5.32%	100.00%
Combined Resource and Reception Area	1.23%	6.83%	0.00%	44.30%	28.85%	1.70%	10.54%	1.11%	1.14%	2.88%	0.00%	0.00%	1.42%	100.00%
Shared State Phone Bills	1.09%	7.02%	0.24%	39.22%	31.70%	1.47%	12.85%	0.98%	0.98%	2.77%	0.47%		1.22%	100.00%
State Internet Bills	1.09%	3.42%	1.59%	26.76%	42.37%	5.09%	3.17%	0.28%	3.39%	5.42%	3.17%		4.24%	100.00%

Total Space Cost Estimate	Title I Adult (ETP)	Title I DW Ramsey Co.	Title I Youth Services	Title III WP	Title IV VRS	Title IV VRS New Amer.	MFIP Ramsey Co.	SNAP E&T (ETP)	UI - REA	JVSG	Dept. of Trans.	Dept. of Pub. Safety	SCA, REO Grants	Totals
Total Square Feet	91	160	152	4392	10596	828	129	14	1940	1625	586	309	378	21200.00
Percentage of Total Square Feet	0.43%	0.75%	0.72%	20.72%	49.98%	3.91%	0.61%	0.06%	9.15%	7.67%	2.76%	1.46%	1.78%	100.00%
Monthly	\$150.03	\$262.12	\$250.56	\$7,217.81	\$17,412.95	\$1,360.69	\$211.22	\$22.19	\$3,188.41	\$2,670.72	\$962.95	\$508.50	\$620.50	\$34,838.67
Annually	\$1,800.38	\$3,145.49	\$3,006.78	\$86,613.67	\$208,955.43	\$16,328.31	\$2,534.62	\$266.31	\$38,260.96	\$32,048.62	\$11,555.45	\$6,101.99	\$7,445.98	\$418,064.00

Resource and Reception Area (Basic Career Services)	Title I Adult (ETP)	Title I DW Ramsey Co.	Title I Youth Services	Title III WP	Title IV VRS	Title IV VRS New Amer.	MFIP Ramsey Co.	SNAP E&T (ETP)	UI - REA	JVSG	Dept. of Trans.	Dept. of Pub. Safety	SCA, REO Grants	Totals
	\$1,388.79	\$7,678.68		\$49,838.92	\$32,458.52		\$11,852.20	\$1,245.30		\$3,243.55				\$107,705.97

Security and Designated Site Manager Costs	Title I Adult (ETP)	Title I DW Ramsey Co.	Title I Youth Services	Title III WP	Title IV VRS	Title IV VRS New Amer.	MFIP Ramsey Co.	SNAP E&T (ETP)	UI - REA	JVSG	Dept. of Trans.	Dept. of Pub. Safety	SCA, REO Grants	Totals
Estimated Annual Security Guard Cost														
Estimated Annual Site Manager Cost	\$93.32	\$598.00	\$66.97	\$3,101.00	\$3,410.42	\$200.92	\$1,156.79	\$69.69	\$133.95	\$310.76	\$133.95		\$167.43	\$9,443.20

Acronyms Included

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

	Title I Adult (ETP)	Title I DW Ramsey Co.	Title I Youth Services	Title III WP	Title IV VRS	Title IV VRS New Amer.	UI - REA	JVSG	Dept. of Trans.	Dept. of Pub. Safety	SCA, REO Grants
FTE Per Program	0.5	1.0	1.0	10.0	22.0	3.0	2.0	3.0	2.0	0.0	2.5
FTE %	1.06%	2.13%	2.13%	21.28%	46.81%	6.38%	4.26%	6.38%	4.26%		5.32%
FTE % for Reception Allocation	1.14%	2.27%		22.73%	50.00%	6.82%	4.55%	6.82%			5.68%

Employee Names and FTE Equivalencies

Names	Title I Adult (ETP)	Title I DW Ramsey Co.	Title I Youth Services	Title III WP	Title IV VRS	Title IV VRS New Amer.	UI - REA	JVSG	Dept. of Trans.	Dept. of Pub. Safety	SCA, REO Grants
Asha Abdullahi				1.0							
Ben Andrews				1.0							
Bob Vang				1.0							
Heather Isaacs				1.0							
Ilyas Ali				1.0							
Lana Hogan				1.0							
Laura Lewandowski				1.0							
Mark Zappa				1.0							
Mike Lang				1.0							
Nancy White				1.0							
Lee Okerstrom								1.0			
Andrea Dunn								1.0			
Vacant LVER								1.0			
Sheri McLeod							1.0				
Terri Shendel							1.0				
Alex Breiland					1.0						
Andy Given					1.0						
Barb Smith					1.0						
Brittany Thiele					1.0						
Christine Marble					1.0						
Dawn Muller					1.0						

Dennis Johnson					1.0						
Ed Clayton					1.0						
Elise Knopf					1.0						
Hanna Edwards					1.0						
Jessica Norem					1.0						
Karen Manion					1.0						
Lisa Holden					1.0						
Mary Beth Elchert					1.0						
Mary Reis					1.0						
Pamella Koliha					1.0						
Ron Adams					1.0						
Sarah Gatlin					1.0						
Stephanie Brager					1.0						
Steve Emory					1.0						
Susan Kiefer					1.0						
Terrance Easley					1.0						
Abdullah Osman						1.0					
Alamin Wahila						1.0					
Musse Salah						1.0					
Luis Brown Pena		0.5									0.5
Curt Sammann								1.0			
Sylvia Garcia								1.0			
Jay Carter											1.0
Julie Jefferson (DOC)											1.0
Ramsey County Visitor Office 1				1.0							
Ramsey County Visitor Office 2	0.5	0.5									
Tim Rogotzke (DPS)											

Are your reception and resource area combined?	Yes
How many staff hours a week are dedicated to resource area coverage?	62.5
What is the average annual compensation for employees covering the resource area?	\$72,000.00
Please leave the blue cell to the right blank	
Please leave the blue cell to the right blank	
Are you allocating costs for a security guard?	No
Please leave the blue cell to the right blank	
Are you allocating costs for a site manager?	Yes
How many hours per week are dedicated towards site management?	4
What is the average hourly rate of pay for the site manager?	\$45.40

(note) 1 person full time at front desk, and another 20 hrs. a week at resource area only = 62.5 hours

[\(Link to tab to help calculate what to input for resource/reception salaries\)](#)

Resource and Reception Area Staff Cost											Dept. of Trans.	Dept. of Pub. Safety	SCA, REO Grants	Totals							
The allocations directly below are figured out from the answers to the questions above.																					
Estimated Annual Resource and Reception Area Staff Cost											\$1,388.79	\$7,678.68		\$49,838.92	\$32,458.52		\$11,852.20	\$1,245.30		\$3,243.55	\$107,705.97

Resource Area and Reception Percentages											Dept. of Trans.	Dept. of Pub. Safety	SCA, REO Grants	Totals							
The Resource Area allocation based on the WFC's Cybarian data allocations; the Reception allocation is based on FTE percentage and WFL data allocations.																					
Combined Resource Area and Reception											1.23%	6.83%	0.00%	44.30%	28.85%	1.70%	10.54%	1.11%	1.14%	2.88%	100.00%
Combined Resource Area and Reception Staff Hours											0.77	4.27	0.00	27.69	18.03	1.07	6.58	0.69	0.71	1.80	0.00

Security and/or Site Manager Costs											Dept. of Trans.	Dept. of Pub. Safety	SCA, REO Grants	Totals							
Estimated Annual Security Guard Cost																					
Estimated Annual Site Manager Cost											\$93.32	\$598.00	\$66.97	\$3,101.00	\$3,410.42	\$200.92	\$1,156.79	\$69.69	\$133.95	\$310.76	\$9,443.20

SSBw												
Vets	13	2.26%										13
SNAP E&T												
Pathways to Prosperity												
Totals:	574		50			331		180				13
Percentages used in allocations:			0.00%	8.71%	0.00%	0.00%	57.67%	0.00%	31.36%	0.00%	0.00%	2.26%

Security and/or Site Manager Allocation Percentages			Title I Adult (ETP)	Title I DW Ramsey Co.	Title I Youth Services	Title III WP	Title IV VRS	Title IV VRS New Amer.	MFIP Ramsey Co.	SNAP E&T (ETP)	UI - REA	JVSG
WorkForce One Data	(1/3 of cost)		0.00%	8.71%	0.00%	0.00%	57.67%	0.00%	31.36%	0.00%	0.00%	2.26%
Cybrarian Data	(1/3 of cost)		1.90%	8.16%	0.00%	77.24%	3.87%	0.00%	5.39%	2.21%	0.00%	1.22%
FTE %	(1/3 of cost)		1.06%	2.13%	2.13%	21.28%	46.81%	6.38%			4.26%	6.38%
Percentages used in allocations:			0.99%	6.33%	0.71%	32.84%	36.12%	2.13%	12.25%	0.74%	1.42%	3.29%

(This information is gathered from the resource area computers. The counts are from 1/1/2017 - 12/31/2017. The percentages below are used to divide out resource area costs).

Resource Area Data

From 1/1/2017 - 12/31/2017

Customers by Organization- as split by WF1 client count % per organization. Core Only customers are split by local agreement.

Program	Number of Participants	Average Visits of Participants	Total Visits (# x Avg.)	% of Total Visits	Title I Adult (ETP)	Title I DW Ramsey Co.	Title I Youth Services	Title III WP	Title IV VRS	Title IV VRS New Amer.	MFIP Ramsey Co.	SNAP E&T (ETP)	UI - REA	JVSG
Core Only	3839	3.33	12783.87	77.24%				12783.87						
WIOA Adult	55	5.72	314.60	1.90%	314.60									
Dislocated Worker	371	3.64	1350.44	8.16%		1350.44								
Diversionsary Work	63	2.57	161.91	0.98%						161.91				
VRS	118	5.43	640.74	3.87%				640.74						
MFIP	259	2.82	730.38	4.41%						730.38				
SSB	0	0.00	0.00	0.00%										
Vets	28	7.24	202.72	1.22%										202.72
SNAP E&T	93	3.94	366.42	2.21%								366.42		
Totals:			16551.08		314.60	1350.44		12783.87	640.74	892.29	366.42			202.72
Percentages used in allocations:					1.90%	8.16%	0.00%	77.24%	3.87%	0.00%	5.39%	2.21%	0.00%	1.22%

(This information is gathered from DEED's WF1 system. The counts are from 3/10/2018. The percentages below are used to help divide out reception costs along with FTE percentages).

Workforce One Data

From 3/10/2018

Active Enrollments by Organization

Program	Active Enrollments	% of Total Enrollments	Title I Adult (ETP)	Title I DW Ramsey Co.	Title I Youth Services	Title III WP	Title IV VRS	Title IV VRS New Amer.	MFIP Ramsey Co.	SNAP E&T (ETP)	UI - REA	JVSG
WIOA Adult												
Dislocated Worker	50	8.71%		50								
Diversionsary Work												
VRS	331	57.67%					331					
MFIP	180	31.36%							180			
SSBu												

Dept. of Trans.	Dept. of Pub. Safety	SCA, REO Grants
0.00%	0.00%	0.00%
0.00%	0.00%	0.00%
4.26%		5.32%
1.42%		1.77%

Dept. of Trans.	Dept. of Pub. Safety	SCA, REO Grants
0.00%	0.00%	0.00%

Dept. of Trans.	Dept. of Pub. Safety	SCA, REO Grants

How many data lines are in your combined resource and reception area?	12
Please leave the blue cell to the right blank	
Please leave the blue cell to the right blank	
How many data lines are in your workshop rooms?	4
If there are data lines in shared places other than listed above, how many are there?	

Please only input data lines that are on a State, (MN.IT), internet connection.

Count the dedicated staff computers per organization that are on a MN.IT internet connection and enter the numbers in the blue cells below

Title I Adult (ETP)	Title I DW Ramsey Co.	Title I Youth Services	Title III WP	Title IV VRS	Title IV VRS New Amer.	MFIP Ramsey Co.	SNAP E&T (ETP)	UI - REA	JVSG	Dept. of Trans.	Dept. of Pub. Safety	SCA, REO Grants	Total
0.5	1.0	1.0	10.0	22.0	3.0	0.0	0.0	2.0	3.0	2.0	0.0	2.5	47

(The blue cells above are pre-filled to match the number of FTEs for organizations that are known to use MN.IT internet for their staff PCs, please change as needed)

Shared Internet Breakout		Shared Data Lines by Organization													
Shared data lines are allocated based on their location, (common lines by FTE %, reception lines by reception allocation, etc.)		Title I Adult (ETP)	Title I DW Ramsey Co.	Title I Youth Services	Title III WP	Title IV VRS	Title IV VRS New Amer.	MFIP Ramsey Co.	SNAP E&T (ETP)	UI - REA	JVSG	Dept. of Trans.	Dept. of Pub. Safety	SCA, REO Grants	
Combined Resource and Reception Area Phones		0.15	0.82	0.00	5.32	3.46	0.20	1.26	0.13	0.14	0.35	0.00	0.00	0.17	checks 0
Workshop Data Lines		0.04	0.34		1.54	1.23		0.74	0.04		0.07				0
Common Data Lines															
Internet Bill Percentage		1.09%	3.42%	1.59%	26.76%	42.37%	5.09%	3.17%	0.20%	3.39%	5.42%	3.17%		4.24%	100.00%

How many phones are in your combined resource and reception area?	4
Please leave the blue cell to the right blank	
Please leave the blue cell to the right blank	
How many phones are in your workshop rooms?	4
How many phones are in your break room?	1
If there are phones in shared places other than listed above, how many are there?	

Please only input phone lines that are on a State, (MN.IT), connection

Shared Phones Breakout		Shared Phones by Organization												
Shared phones are allocated based on their location, (common phones by FTE %, reception phones by reception allocation, etc.)		Title I Adult (ETP)	Title I DW Ramsey Co.	Title I Youth Services	Title III WP	Title IV VRS	Title IV VRS New Amer.	MFIP Ramsey Co.	SNAP E&T (ETP)	UI - REA	JVSG	Dept. of Trans.	Dept. of Pub. Safety	SCA, REO Grants
Combined Resource and Reception Area Phones		0.05	0.27	0.00	1.77	1.15	0.07	0.42	0.04	0.05	0.12	0.00	0.00	0.06
Workshop Phones		0.04	0.34	0.00	1.54	1.23	0.00	0.74	0.04	0.00	0.07	0.00	0.00	0.00
Common Phones		0.01	0.02	0.02	0.21	0.47	0.06		0.04	0.06	0.04			0.05
Shared Phone Bill Percentage		1.09%	7.02%	0.24%	39.22%	31.70%	1.47%	12.85%	0.98%	0.98%	2.77%	0.47%		1.22%

What is the total square footage of the WorkForce Center?	21200
What is the rate per square foot?	\$19.72
If this is the rate for the entire CAP year, please enter "12." If not, please enter the appropriate amount of months. If there is another rate per square foot that will be in effect during the CAP year, please enter it.	12
Please enter the appropriate amount of months the rate directly above will be in effect for.	0

If there are different rates for different organizations in the WFC, please enter the different rates below.

	Title I Adult (ETP)	Title I DW Ramsey Co.	Title I Youth Services	Title III WP	Title IV VRS	Title IV VRS New Amer.	MFIP Ramsey Co.	SNAP E&T (ETP)	UI - REA	JVSG	Dept. of Trans.	Dept. of Pub. Safety	SCA, REO Grants
Rate 1:													
Months "Rate 1" is active:													
Rate 2:													
Months "Rate 2" is active:													

Dedicated Space	Sq. Ft.	Title I Adult (ETP)	Title I DW Ramsey Co.	Title I Youth Services	Title III WP	Title IV VRS	Title IV VRS New Amer.	MFIP Ramsey Co.	SNAP E&T (ETP)	UI - REA	JVSG	Dept. of Trans.	Dept. of Pub. Safety	SCA, REO Grants
JS	2196				2196									
Vets	683										683			
UI-REA	908									908				
VRS	7393					6853	540							
Ramsey Co.	204	51	51	102										
DPS	207												207	
DOC/DOT	633											392		241
"JS/Vets/UI" Space	1142				381					381	381			
TOTALS	13366	51	51	102	2577	6853	540	0	0	1289	1064	392	207	241

Shared Space	Sq. Ft.	Title I Adult (ETP)	Title I DW Ramsey Co.	Title I Youth Services	Title III WP	Title IV VRS	Title IV VRS New Amer.	MFIP Ramsey Co.	SNAP E&T (ETP)	UI - REA	JVSG	Dept. of Trans.	Dept. of Pub. Safety	SCA, REO Grants
TOTALS	0	0	0	0	0	0	0	0	0	0	0	0	0	0

Common Space	Sq. Ft.
"RA" Space	199
VR Circulation Space	1024

	5391	Title I Adult (ETP)	Title I DW Ramsey Co.	Title I Youth Services	Title III WP	Title IV VRS	Title IV VRS New Amer.	MFIP Ramsey Co.	SNAP E&T (ETP)	UI - REA	JVSG	Dept. of Trans.	Dept. of Pub. Safety	SCA, REO Grants
Circulation Space (hallways, etc.)		25	25	50	1275	3391	267	0	0	638	526	194	102	119
TOTALS	6614													

check
0

Resource and Reception Area Space	Sq. Ft.	Title I Adult (ETP)	Title I DW Ramsey Co.	Title I Youth Services	Title III WP	Title IV VRS	Title IV VRS New Amer.	MFIP Ramsey Co.	SNAP E&T (ETP)	UI - REA	JVSG	Dept. of Trans.	Dept. of Pub. Safety	SCA, REO Grants
Resource Area Allocation %		1.23%	6.83%	44.30%	28.85%	1.70%	10.54%	1.11%	1.14%	2.88%			1.42%	
Reception Area Allocation %		1.23%	6.83%	44.30%	28.85%	1.70%	10.54%	1.11%	1.14%	2.88%			1.42%	
Resource Area	550	7	38	244	159	9	58	6	6	16			8	
Reception Area	670	8	46	297	193	11	71	7	8	19			10	
TOTALS	\$24,058.40	\$297.00	\$1,642.10		\$10,658.17	\$6,941.33	\$410.09	\$2,534.62	\$266.31	\$273.39	\$693.64			\$341.74

checks
100.00%
100.00%
0
0
0

Total Space Cost Estimate	Title I Adult (ETP)	Title I DW Ramsey Co.	Title I Youth Services	Title III WP	Title IV VRS	Title IV VRS New Amer.	MFIP Ramsey Co.	SNAP E&T (ETP)	UI - REA	JVSG	Dept. of Trans.	Dept. of Pub. Safety	SCA, REO Grants
Annually	\$1,800.38	\$3,145.49	\$3,006.78	\$86,613.67	\$208,955.43	\$16,328.31	\$2,534.62	\$266.31	\$38,260.96	\$32,048.62	\$11,555.45	\$6,101.99	\$7,445.98
Monthly	\$150.03	\$262.12	\$250.56	\$7,217.81	\$17,412.95	\$1,360.69	\$211.22	\$22.19	\$3,188.41	\$2,670.72	\$962.95	\$508.50	\$620.50

Totals
\$418,064.00
\$34,838.67

Directions: Use this tab to calculate the average annual compensations for either resource area or reception area staff for use in the "Resource and Reception Area" tab of this spreadsheet. Please enter information in to the blue cells as necessary to both specify the indirect and fringe rate you would like to be factored in to this calculation as well as the name and hourly salary for each staff assigned to either the resource or reception area. The yellow cells directly below will then display the average annual salary for you to input in to the "Resource and Reception Area" tab. (example information is filled in below)

[\(Link back to Basic Career Services Area tab\)](#)

Average Annual RA Staff Cost	\$ 42.58	\$ 88,559.12	<-- use this cost for the resource area if you have a separate resource and reception area
Average Annual Rec. Staff Cost	\$ 36.61	\$ 76,145.03	<-- use this cost for the reception area if you have a separate resource and reception area
Average Annual Comb. RA/Rec. Staff Cost	\$ 38.60	\$ 80,283.06	<-- use this cost if you have a combined resource and reception area

If you have a combined resource and reception area, please input staff information in any of the below blue cells, (it doesn't matter if you input the information in either the resource or reception tabs).

Resource Area Staff Name(s)	Hourly Salary	Indirect Rate	Fringe Rate	Indirect	Fringe	Total Hourly Comp.
Reception Staff 1	\$ 29.58	13.00%	34.00%	\$ 3.85	\$ 10.06	\$ 43.95
Reception Staff 2	\$ 29.58	13.00%	25.00%	\$ 3.85	\$ 7.40	\$ 41.20
Reception Staff 3						
Reception Staff 4						
Reception Staff 5						
Reception Staff 6						
Reception Staff 7						
Reception Staff 8						
Reception Staff 9						
Reception Staff 10						

Reception Area Staff Name(s)	Hourly Salary	Indirect Rate	Fringe Rate	Indirect	Fringe	Total Hourly Comp.
Resource Area Staff 1	\$ 20.37	13.00%	34.00%	\$ 2.65	\$ 6.93	\$ 30.41
Resource Area Staff 2	\$ 27.53	14.25%	34.00%	\$ 3.92	\$ 9.36	\$ 41.30
Resource Area Staff 3	\$ 22.42	13.00%	34.00%	\$ 2.91	\$ 7.62	\$ 33.43
Resource Area Staff 4	\$ 27.53	14.25%	34.00%	\$ 3.92	\$ 9.36	\$ 41.30
Resource Area Staff 5						
Resource Area Staff 6						
Resource Area Staff 7						
Resource Area Staff 8						

Resource Area Staff 9						
Resource Area Staff 10						

Regional Plan Region 4 - Metro

SECTION A: REGIONAL VISION, GOALS AND STRATEGIES

A.1. Describe the regional workforce development area's vision for a skilled workforce.

The vision for workforce development in the Metro Region aligns closely with the Governor's Workforce Development Board's vision for statewide workforce development; the Region 4 – Metro's vision is as follows:

The Metro Workforce Development Boards of Ramsey County, City of Minneapolis, Hennepin-Carver Counties, Dakota-Scott Counties, Washington County, and Anoka County are Dedicated to growing an equitable and competitive regional workforce where all residents have access to services and opportunity to chart a career path to family-sustaining wage and all employers have workforce development partners to assist them in solving their labor needs and challenges.

A.2. Describe the region's strategic alignment with the State's Vision, Goals and Strategies.

Region 4 – Metro is in close alignment with the vision put forward by the Governor's Workforce Development Board in two keyways:

1. A focus on equity as the cornerstone of the work with job seekers. As the states most populous region and the most racially and ethnically diverse, the Metro Region's attention to diversity, equity, inclusion, and accessibility is paramount for the state success to become more economically inclusive.
2. Our commitment and responsiveness to employer needs in in-demand occupations that provide onramps, laddering, and latticing opportunities that lead to family-sustaining wages.

A.3. Describe best practices or areas of strength of the region as it relates to the State's Vision, Goals and Strategies that should be considered for replication or scale across the state.

Region 4 – Metro, as mentioned above, represents the most populous and diverse regional area in the state, as well as the most economically diverse with the greatest concentration of business entities in the state with jobs, giving the metro areas of considerable strength in aligning to and working with the state to further the goals of creating One Minnesota, where all economically thrive. This regional dynamic means the public workforce systems must respond to the given needs of job seeker and employers nimbly, innovatively, and comprehensively.

When examining the goals of the state plan, it becomes clear that the Metro region offers an opportunity for clear and effective coordination using our metro strength and some of the region's best practices. Looking into each goal independently highlights this.

1. Increases interagency and local area coordination...through alignment...coordination...and creating a "no wrong door" approach.
 - a. While Region 4 is made up of six public workforce boards, the strength of the region is that it performs as a network of providers, programs, and projects. Each area bringing forward its best models of service, convening, funding, and coordinating partners across a multi-million-person area and activating stakeholders and partners to deliver services. Region 4 believes in regional alignment, coordination, and a "no

wrong door” approach so both job seeker and employer can connect quickly and efficiently to their need.

2. Build Industry-led industry-sector partnerships.
 - a. Core to the work of Region 4 are sector partnerships. For decades, whether they were called Business and Industry Roundtables, Cluster Economies, or Sector Initiatives, the metro leadership committee focuses attention on expanding economic sectors that offer job seekers access to and opportunity in our region’s most robust sectors. Further, to highlight alignment and coordination within our region, and to illustrate the metro approach to this goal, below is a list of industry partnerships and the lead area within our region. Note, this list is not inclusive of all the regions efforts concerning industry-lead sector partnerships.
 - i. City of Minneapolis: MSP TechHire
 - ii. Anoka County: Manufacturing
 - iii. Ramsey County: Construction
 - iv. Hennepin/City of Minneapolis: Health Care
3. Create a more inclusive, equitable, accessible, and proactive workforce system.
 - a. All workforce development work in Region 4 – Metro is done through the lens of inclusivity, equity, and accessibility. This is not a sub-committee of a board or focus of a single program, but the comprehensive approach taken in delivering workforce solutions. As shown in the demographic analysis of the region, responding to a rapidly diversifying labor force, both in terms of race and ethnicity, as well as in terms of age, educational attainment, justice involvement, MFIP participation, and disability status, it is imperative that the approach taken in the metro to serve all Minnesotans is key to our future collective success. It is crucial to align with the state on this goal, for our success in reaching this goal will be judged by our future workforce.

A.4. Describe the strategy to work with the entities within your region to carry out the core programs to align resources available in the region to achieve the strategic vision and goals of the local area boards and the state.

The strategy Region 4 – Metro uses to carry out core program alignment is a partnership first model. In a region of multiple millions of people, single points of contact, singular tables for conversations, and single agendas is not possible. Each area within the region partners with key stakeholders to carry out the vision and goals of the area, all which align with the state’s vision and goals. Key partners include the many community-based organizations serving diverse job seekers in our region, including the coalition *WorkWell Minnesota* and the labor unions initiative *Building Strong Communities*, while other partner comprise larger systems including the K12 education systems, mental health providers, Minnesota State Colleges and Universities, and our regional chambers of commerce. In many cases the chambers and/or local economic development entities sit on the workforce boards to give voice to business development. Further, Adult Education sits on each metro board, bringing forward the issues and agendas of their respective school districts. Again, in the metro our vision for an aligned system is to partner locally, build broad understandings of needs and requirements shared by all, design metro strategies, then return locally to work with local partners needed to achieve our state’s goals.

A.5. Describe any additional goals being set by the regional leadership or individual local area boards.

On February 22, 2024, as part of our regional planning efforts for this plan, the Metro Directors hosted a region-wide conversation about the goals set forth by metro leadership believed to be key our regions success over the next four years. Below are the goals as discussed at that morning conversation.

- Increase and deepen community partnerships.
 - Work closely to support regional workforce efforts to better align and coordinate with other partners and systems.
- Remove barriers for employment for all.
 - Skills based hiring efforts.
 - Outreach and promotion of population specific hiring events.
 - Support for inclusive employer strategies.
- Regional coordination for “no wrong door” service delivery enhancing equitable access and opportunity for all Minnesota job seekers.
- Deepen coordination with economic development partners.

A.6. Describe how the region is working together to prepare the workforce for state and federal investments in the Bipartisan Infrastructure Law (BIL), the Creating Helpful Incentives to Produce Semiconductors (CHIPS) and Science Act, and the Inflation Reduction Act (IRA) (collectively referred to as Investing in America (IIA)).

The Metro Workforce Development Boards of Ramsey County, City of Minneapolis, Hennepin-Carver Counties, Dakota-Scott Counties, Washington County, and Anoka County worked quickly upon the release of these various funding sources to design an internal process to navigate this complicated funding space. Through a weekly communication framework, different directors are assigned per funding source and areas of expertise to be the point-persons for those conversations with various stakeholders. This strategy reduces redundancy within the public-system, streamlines conversations, and moves to action on these grants more quickly. One such example is the Minnesota CHIPS Coalition Workforce Partnership MOU, drafted to frame and name partner organizations responsible for various parts of applications for funding and actions if awarded. Because of the size and scope of CHIPS, the Metro Region charged two directors with helping to craft the language and partnership MOU. The intro to the MOU is below:

The purpose of this Memorandum of Understanding (MOU) is to define the roles and responsibilities of partners participating in the Minnesota CHIPS Coalition Workforce Partnership (Workforce Partnership). Parties to this agreement are committing to participate in a sectoral partnership to address the hiring needs of semiconductor and related microelectronics employers. The Workforce Partnership is being established to address existing and future workforce needs in the semiconductor industry, however a major expansion of employment opportunities is likely contingent upon the availability of resources made possible by CHIPS for America federal funding and associated state match funding.

SECTION B: REGIONAL OPERATIONS

B.1. Provide a Strengths Weaknesses Opportunities Threats (SWOT) analysis of the regional workforce system.

SWOT ANALYSIS

Strengths:

What do we do best?

- a. Communication within the Region
- b. Collaboration
- c. Collective Impact
- d. Expertise
- e. Partnership with Employers and Partners
- f. Analysis and Relationship building

What unique knowledge, talent, or resources do we have?

- a. Business intelligence
- b. Data driven
- c. Innovation in outreach

What advantages do we have?

- a. Diversity and business
- b. Supply labor – Language
- c. Rich training partners,
- d. Leverage multiple career force locations

What do other people say we do well?

- a. Innovation to meet 21st century needs
- b. Addressing complex problems
- c. Coordination
- d. Focused Geographic – solutions
- e. Proactive

What is our greatest achievement?

- a. Learning across geographies and location
- b. Adaption and innovation
- c. Engagement with diverse stakeholders – Libraries, online career fairs, stronger partnerships within

Threats:

What obstacles do we face?

- a. One stop system
- b. Lack of alignment with DEED
- c. Lack of alignment back to the local – Mutual
- d. True partnership with DEED and Local
- e. Political instability

Weaknesses:

What could we improve?

- a. Silos and complexity
- b. Develop stronger DEI
- c. Stronger alignment with MFIP
- d. Brand awareness
- e. Enhance already strong

What knowledge, talent, skills and/or resources are we lacking?

- a. Resource for better communication
- b. Better business services
- c. Need longer investments
- d. Resources for immediate job placement
- e. Basic Career services

What disadvantages do we have?

- a. Scale and metro complexities
- b. Need for alignment on paperwork reduction
- c. Bureaucracy

What do other people say we don't do well?

- a. Not as nimble and innovative
- b. Employer services
- c. Bureaucratic
- d. Housing and childcare –
- e. Lack of elected official coordination of Employment

Opportunities:

How can we turn our strengths into opportunities?

- a. Greater transportation alignment
- b. Green careers – emerging sector
- c. Union relationship
- d. Apprenticeship
- e. Reentry work
- f. Disabilities awareness
- g. Equity in employment

Is there a need in our region that no one is meeting?

- a. Service delivery – bricks and mortar
- b. Only government lead area. Public pathways to employment
- c. Scalability of promising practices
- d. Landing spot for DEED at the local area

B.2. Describe the selection process for the membership who will provide the leadership to oversee the development and coordination of the regional plan.

Metro leadership is provided by an 18-member decision making body made up of the six metro directors, the six locally elected officials (Mayor of Minneapolis, five county commissioners), and the six local board chairs.

B.3. Describe how the selected organizations from the region will provide oversight to development and implementation of the regional plan. Complete Attachment A - Regional Oversight Committee

As noted above, the Regional Oversight Committee is made up of representatives from the local boards, balanced equally across each workforce development area. No organizations outside that structure are part of the regional oversight of the metro. See attachment A for current members.

Further, to streamline decision making, coordinate broad regional economic/workforce development strategies, and clarify communications with external stakeholders, the Metro Regional Oversight Committee divides larger buckets of work as follows:

DEED Workforce Strategy Consultant: Hennepin/Carver County WDA

EDAM: Dakota/Scott County WDA

Mn State: Anoka County WDA

CareerForce Communications: City of Minneapolis WDA

GreaterMSP: Ramsey County WDA

Vocational Rehabilitation: Washington County WDA

WorkWell Minnesota (formerly MESC): City of Minneapolis WDA

Industry groups Point of Contacts:

The Caring Professions: Hennepin/Carver County WDA

Manufacturing including relationship with MPMA: Anoka County WDA

Technology: City of Minneapolis WDA

Labor/Finishing Trades: Washington County WDA

Educational and Professional Services: Dakota/Scott County WDA

Construction – Ramsey County WDA

Green Careers – Ramsey County WDA, City of Minneapolis WDA, and Hennepin/Carver WDA

B.4. Describe how the approach used will ensure that partner engagement includes diverse representation, specifically among populations experiencing barriers to employment.

While each government entity that makes up the metro region approaches diversity and inclusion through their own tailored geographic and institutional lens, the metro oversight committee collectively views diversity and inclusion, specifically among those with greatest barriers to employment, as paramount to all workforce development strategies developed in our region.

Led by our locally elected officials, diverse representation amongst boards remains an important component of the regional plan and one strategy to increase diverse representation and perspectives. In terms of programming, the leadership remains focused on innovating projects aimed at 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.

B.5. Describe how the local area boards will direct system alignment within the region through shared policies and practices.

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' weekly meetings, the second comes from a dedicated work group of metro program managers from the six service areas that meet monthly, 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 recruit and enroll individuals into programs consistently and clearly. Recently this included eligibility into the CLIMB program.
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 with shared policies and practices metro wide.
4. Coordination in policies and practices concerning the increased homeless populations. The core cities and the surrounding suburbs are experiencing increases 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.

Further, 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.

B.6. Describe any cooperative service arrangements being planned for the region and how they will promote consistency within the regional workforce development area and with state policy.

The metro region does not currently have any CSA planned.

SECTION C: PROGRAM AND SERVICE DELIVERY

C.1. Describe the condition of the regional economy (cite the sources of data and analysis).

The Metro Region partners closely with DEED LMI to assess and analyze the regional economic conditions. It should be noted that often this data is provided at county-level when looking specifically into growing or shrinking sectors or for demographic data which might show community racial or ethnic specificity within a local area. Below is a seven-county narrative snapshot and tables of the current conditions provided to us for use with the local boards and regional oversight board (*Regional Profile: Twin Cities Metro Area Planning Region, 09/13/2023*):

After losing over 85,600 jobs (-5.3%) during the Great Recession between 2007 and 2010, the Twin Cities Metro Area went on to gain nearly 239,400 jobs (+15.6%) between 2010 and 2019. The regional growth rate of 15.6% outpaced the respective statewide employment growth rate of 13.2% during that period. In fact, where the Metro Area accounted for 61.2% of Minnesota's total employment in 2019, it accounted for 70.8% of the state's total employment growth between 2010 and 2019. With the onset of COVID-19 in 2020, however, the Metro Area experienced significant industry employment loss. Between annual 2019 and 2020 the Metro Area's total employment plummeted by nearly 131,600 jobs. This 7.4% drop was slightly more severe than the state's respective 6.7% drop during that period. For the region, such employment loss was much more

significant than losses experienced during the Great Recession. Zooming into quarterly trends, employment loss during COVID was most extreme between the second quarters of 2019 and 2020. During that period, Metro Area total employment dropped by 233,435 jobs (-13.1%).

Employment in the Metro Area began its recovery after the second quarter of 2020. Between the second quarters of 2020 and 2021 the Metro Area regained 131,611 jobs, growing by 8.5%. Growth continued through the next year, albeit slower, with the region gaining 56,033 jobs between the second quarters of 2021 and 2022 (+3.3%). Between annual 2020 and 2022, the Metro Area's industry employment rebounded by nearly 81,900 jobs (+5.0%). As such, the region was just under 50,000 jobs below its pre-COVID 2019 level of employment in 2022.

Between annual 2019 and 2022, those Metro Area industry sectors losing the most jobs included Accommodation & Food Services (-14,494 jobs; -10.3%); Retail Trade (-11,044 jobs; -6.7%); Finance & Insurance (-8,840 jobs; -7.7%); Administrative & Support Services (-4,228 jobs; -4.3%); and Educational Services (-3,995 jobs; -3.0%). Overall, 12 of the region's 20 major industries were below their respective 2019 levels of employment in 2022.

Those industries above their respective 2019 levels of employment in 2022 included Transportation & Warehousing (+2,885 jobs; +3.9%); Construction (+2,537 jobs; +3.4%); Manufacturing (+1,109 jobs; +0.6%); Wholesale Trade (+920 jobs; +1.2%); Professional & Technical Services (+749 jobs; +0.6%); Agriculture, Forestry, Fishing, & Hunting (+418 jobs; +13.6%); Utilities (+272 jobs; +4.4%); and Mining (+73 jobs; +13.7%) (Table 14).

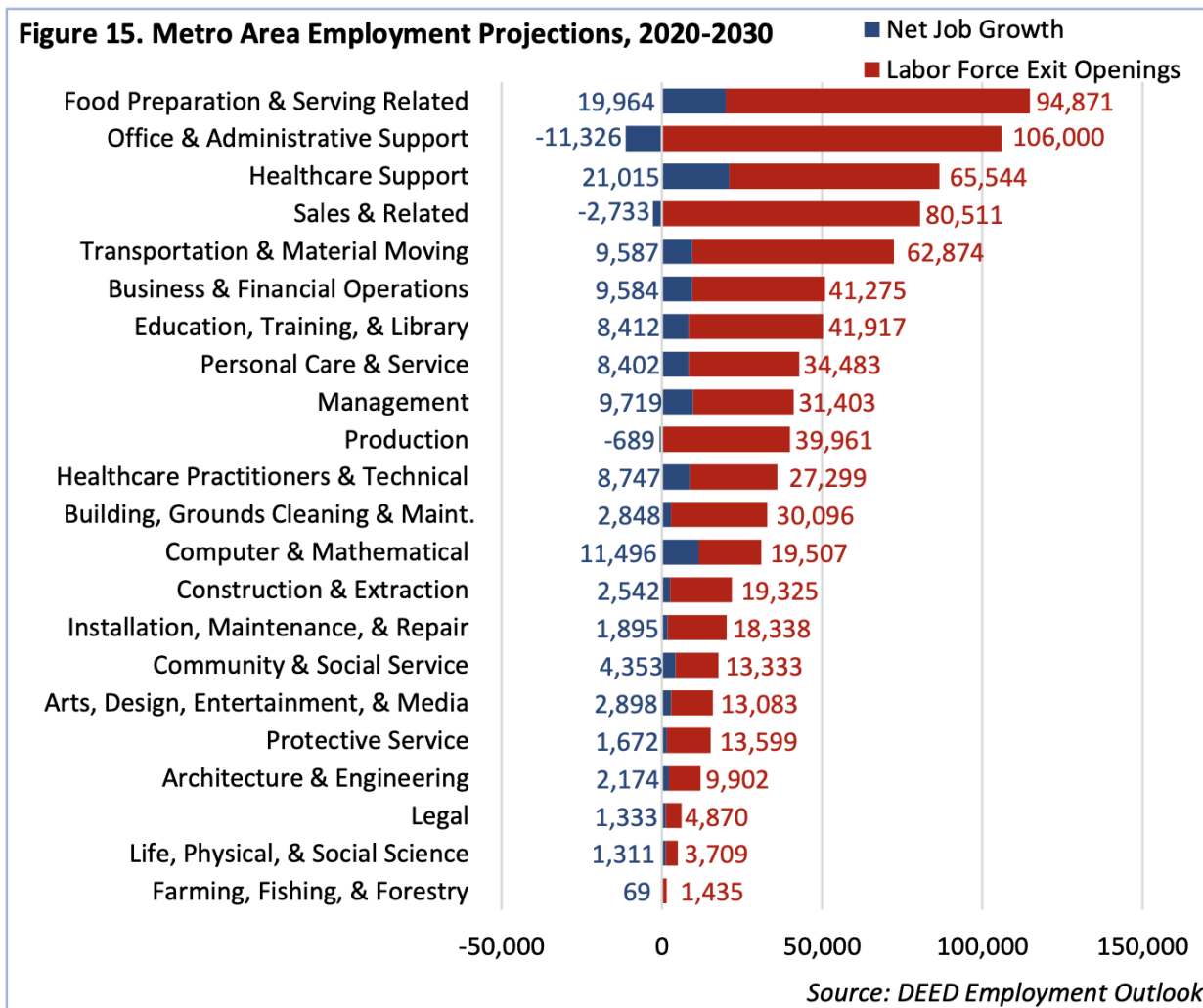
More recently, between annual 2021 and 2022, industry growth in the Metro Area was led by Accommodation & Food Services (+14,243 jobs; +12.7%); Manufacturing (+6,119 jobs; +3.6%); Transportation & Warehousing (+6,054 jobs; +8.6%); Arts, Entertainment, & Recreation (+5,542 jobs; +20.3%); and Professional & Technical Services (+4,131 jobs; +3.4%). Overall, 17 of the region's 20 major industries added jobs between annual 2021 and 2022. Those three industries losing jobs during that period included Finance & Insurance (-5,669 jobs; -5.1%); Retail Trade (-1,144 jobs; -0.7%); and Management of Companies (-494 jobs; -0.6%).

	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	\$25.67	1,718,290	100.0%	1.0	\$24.25	2,827,310	100.0%
Office & Administrative Support	\$23.74	212,320	12.4%	1.0	\$23.06	345,830	12.2%
Business & Financial Operations	\$39.29	152,020	8.8%	1.2	\$38.19	201,940	7.1%
Sales & Related	\$19.61	142,400	8.3%	1.0	\$18.14	239,500	8.5%
Transportation & Material Moving	\$21.88	130,880	7.6%	0.9	\$21.05	227,780	8.1%
Management	\$60.18	128,450	7.5%	1.1	\$51.58	193,760	6.9%
Food Preparation & Serving Related	\$15.29	125,670	7.3%	1.0	\$14.89	216,970	7.7%
Production	\$22.67	109,650	6.4%	0.9	\$22.07	209,380	7.4%
Healthcare Practitioners & Technical	\$41.91	102,560	6.0%	0.9	\$41.07	186,700	6.6%
Healthcare Support	\$17.27	100,520	5.9%	1.0	\$17.40	162,400	5.7%
Education, Training & Library	\$25.35	89,460	5.2%	0.9	\$24.82	158,830	5.6%
Computer & Mathematical	\$51.41	78,440	4.6%	1.3	\$49.73	99,250	3.5%
Construction & Extraction	\$35.05	61,400	3.6%	0.9	\$31.00	113,930	4.0%
Installation, Maintenance & Repair	\$29.47	51,770	3.0%	0.9	\$27.95	98,670	3.5%
Building, Grounds Cleaning & Maint.	\$18.54	43,360	2.5%	0.9	\$18.26	76,210	2.7%
Architecture & Engineering	\$41.64	37,060	2.2%	1.1	\$40.60	53,100	1.9%
Personal Care & Service	\$17.34	36,850	2.1%	1.0	\$16.96	58,120	2.1%
Community & Social Service	\$26.00	30,510	1.8%	0.9	\$25.82	54,820	1.9%
Arts, Design, Entertainment & Media	\$30.59	26,520	1.5%	1.2	\$28.80	37,630	1.3%
Protective Service	\$25.28	23,310	1.4%	0.9	\$25.83	40,620	1.4%
Life, Physical & Social Science	\$41.34	19,160	1.1%	1.1	\$39.37	29,070	1.0%
Legal	\$51.41	14,890	0.9%	1.3	\$47.87	18,730	0.7%
Farming, Fishing & Forestry	\$19.21	1,090	0.1%	0.4	\$19.84	4,060	0.1%

Source: DEED Occupational Employment Statistics, Qtr. 1 2023

	Number of Total Vacancies	Percent Part-time	Percent Temporary or Seasonal	Requiring Post-Secondary Education	Requiring 1 or More Years of Experience	Requiring Certificate or License	Median Hourly Wage Offer
Total, All Occupations	98,330	36%	6%	38%	54%	39%	\$19.96
Food Preparation & Serving Related	11,820	48%	7%	1%	32%	9%	\$16.04
Sales & Related	11,574	46%	1%	12%	44%	9%	\$15.78
Healthcare Practitioners & Technical	11,408	60%	3%	84%	68%	88%	\$29.63
Healthcare Support	8,641	47%	2%	19%	20%	58%	\$16.00
Office & Administrative Support	6,621	31%	2%	13%	63%	8%	\$18.77
Transportation & Material Moving	6,509	21%	7%	3%	30%	66%	\$19.73
Business & Financial Operations	5,826	16%	7%	71%	95%	25%	\$31.83
Production	4,689	15%	1%	9%	52%	7%	\$19.98
Management	4,490	11%	1%	83%	100%	37%	\$43.43
Education, Training & Library	4,172	36%	22%	86%	70%	70%	\$20.51
Computer & Mathematical	3,821	16%	3%	74%	98%	33%	\$42.59
Building, Grounds Cleaning & Maint.	3,219	46%	10%	0%	10%	49%	\$16.00
Installation, Maintenance & Repair	3,081	6%	6%	49%	70%	33%	\$19.23
Community & Social Service	2,982	32%	13%	67%	82%	70%	\$22.23
Personal Care & Service	2,319	56%	27%	16%	33%	32%	\$14.98
Architecture & Engineering	2,143	9%	1%	81%	82%	43%	\$35.24
Construction & Extraction	1,352	3%	15%	12%	31%	27%	\$20.76
Arts, Design, Entertainment & Media	1,176	39%	13%	54%	79%	49%	\$21.49
Protective Service	939	51%	20%	15%	36%	57%	\$17.46
Life, Physical & Social Sciences	824	16%	2%	82%	84%	30%	\$25.82
Legal	193	12%	1%	82%	89%	77%	\$43.21

Source: DEED Job Vacancy Survey, 2022



C.2. Describe the sectors or occupations of focus for region, including:

The Metro Region aligns closely with the State’s Drive for Five initiative sectors: Caring Careers, Manufacturing, Construction, Education, and Information Technology. Further, due to the robustness of the regional economy and local board leadership the following sectors are also of importance in the region: Finance and Insurance; Hospitality, Transportation/Material moving, and Green Energy and related sectors.

- a. How the region will use the labor market information and conduct outreach to business and industry to select the targeted sectors for developing sector partnerships for occupations in demand that provide family sustaining wages. If sectors and occupations have been already selected, describe them within this response.

As described in previous answers, using data to inform sector partnerships is critical to building a healthy regional labor force that matches job and career opportunities. Throughout the region our business/employer outreach specialists, employees of the local area, use labor market information extensively to open conversations with employers, showing local demand and potential demographic shifts, including an aging workforce, immigration trends, etc. to highlight opportunities to partner at the

local and regional level to solve labor force issues. Further, the Metro Region partners with Real Time Talent as another tool to look forward to hiring trends, economic projections, and other regional economic indicators.

- b. [Alignment to the five sectors of focus in Drive for 5, including which local area in the region is focused on each or any of the Drive for 5 sectors. Complete Attachment G – Local Workforce Development Area Key Industries in Regional Economy.](#)

The Metro Region is in complete alignment with the five sectors of focus in Drive for Five. The regional data shows clearly that these sectors are critical to the health of our region and align well with opportunities for job seekers to enter a pathway to family-sustaining wages. While not all sectors identified in Drive for Five have starting wages at or above family-sustaining wages, each sector has a clear pathway through continued education, career laddering, and on the job training, to jobs and careers in that sector at or above \$25.00 per hour. See Attachment G for list of key regional industries.

- c. [The make-up of the sector partnerships will be determined and the expertise and resources they bring to the partnership.](#)

As noted on B.3. each director in the region is identified as point-person per sector partnership. The make-up of partnerships is built on local strategies that already exist through local board structures and other key stakeholders both local and regional who have expertise and potential resources to bring to the partnership tables. One example of this structure is the Information Technology sector table organized and lead by City of Minneapolis. Both local board participation exists to lead this effort, but an expanded table includes IT trainers, private employers participating in internship development, chambers of commerce, and industry groups.

Further examples of sector partnerships are below:

- **IT sector-** Through a partnership with Minneapolis College, PPL will pilot a Computer User Support Specialist 16-week, 5-course cohort that results in a Google IT Support Certification. Participants will concurrently receive job-readiness and financial empowerment education. PPL will leverage new and existing employer partners to connect successful program participants to job vacancies.
- **Health Care sector-**
 - a. Programming will include recruitment, training, and preparation for credential attainment of CNA Licensure. Training includes a pre-training model that incorporates employment and computer skills training, as well as real-life realities of the CNA profession. Employer engagement is also incorporated throughout the program delivery design.
 - b. An expansion of CAPI’s Healthcare Career Pathways training by increasing the number of people served, who identify as English Language Learners, with CNA training. In addition, CAPI is offering 8 hours of knowledge test practice for NATO exam, and 3 hours of Mental Health First Aid training to increase passage rate of state exam. Programming also offers participant stipends support services, work- readiness, and financial coaching.
- **Manufacturing sector-**
 - a. Manufacturing Career Pathway training connecting individuals to manufacturing careers following a flexible, high-touch and hands-on approach to develop skills in metal work,

machine operation and precision manufacturing. Training program incorporates work readiness and industry knowledge, industry foundations, and comprehensive support services with job search support upon completion with connection to new and existing employer partners.

- b. Programming will incorporate paid participation in professional development, empowerment, and employment. Youth Pathways Program will offer career readiness training, hands-on engagement opportunities to explore interests, and then matched to real-world community projects which offers opportunity to earn industry-backed certifications. Upon graduation from Youth Pathways Program, participants can engage in alumni network to ensure success beyond programming and in the field.
- **Green/Energy sector-** Advanced Training program prepares young adults through a combination of innovative, hands-on, field training and classroom-based work readiness and career exploration training to transition from programming directly into employment in the Green/Energy sector with family-supporting salaries.
- **Finance/Banking sector-** Programming targets serving women and people of color, offering Securities Industry Essentials (SIE) skills training program to qualify individuals for entry-level jobs in the finance sector. GESMN provides customized coaching, support, and work readiness training in conjunction with the SIE training to ensure participant success.
- **Hospitality sector-** MTP will partner with 9 hotels in Bloomington and Minneapolis by offering comprehensive work readiness and job skills training to prospective new hires. The training incorporates customer service, housekeeping, and culinary occupational skills. Program design also integrates case management, workshops, networking, and job search assistance.
- **Transportation sector-**
 - a. Centering a culturally specific approach, offering an experiential learning environment, and incorporating mentorship for career development strategies prepares participants for success in MTG's programming. The Driving Beyond Barriers program offers credentialed CDL training and direct access to job opportunities through their employer network. Job placement, career development and financial literacy components are incorporated throughout and MTG offers support services to mitigate barriers.
 - b. In partnership with Interstate Truck Driving School, PDS will support participant's CDL training and incorporate work readiness assessments and training, developing individual training plans, support during CDL training, job placement assistance and job retention.

C.3. [The demographic makeup of the labor force in those sectors as compared to the regional labor force, and how the region will work to close any identified gaps.](#)

Like our partnership with DEED LMI for current economic conditions, we rely on DEED LMI data for our demographic data of the labor force. The data helps local and regional decision makers to project need, examine gaps, and see opportunities to provide demographically specific services. Again, below is a snapshot of recent labor force demographic trends used by the metro to inform key decisions for investments and planning, such as Drive for Five (*Regional Profile: Twin Cities Metro Area Planning Region*, 09/13/2023):

According to the new 2022 5-year estimates, the Seven-County Metro Area had a labor force size of 1,778,729 people. The labor force includes all persons, 16 years of age and older, who are either employed or unemployed. The bulk of the Metro Area's labor force is made up of those persons in the prime working age group, or those between the ages of 25 and 54 years. In 2022,

there were about 1,145,400 people in this group, making up nearly two-thirds (64.4%) of the region’s labor force. Those slightly older, between 55 and 64 years, accounted for 16.9% of the region’s labor force, equal to nearly 300,000 people. The youngest cohort, between the ages of 16 and 24 years, accounted for 13.5% pf the region’s labor force, equal to nearly 240,000 people. Finally, those 65 years and over made up 5.3% of the region’s labor force, equal to 93,800 people. Combined, those 55 years of age and older accounted for over one-in-five (22.1%) persons in the Metro Area’s labor force, equaling a large share close to or at retirement age (Table 1).

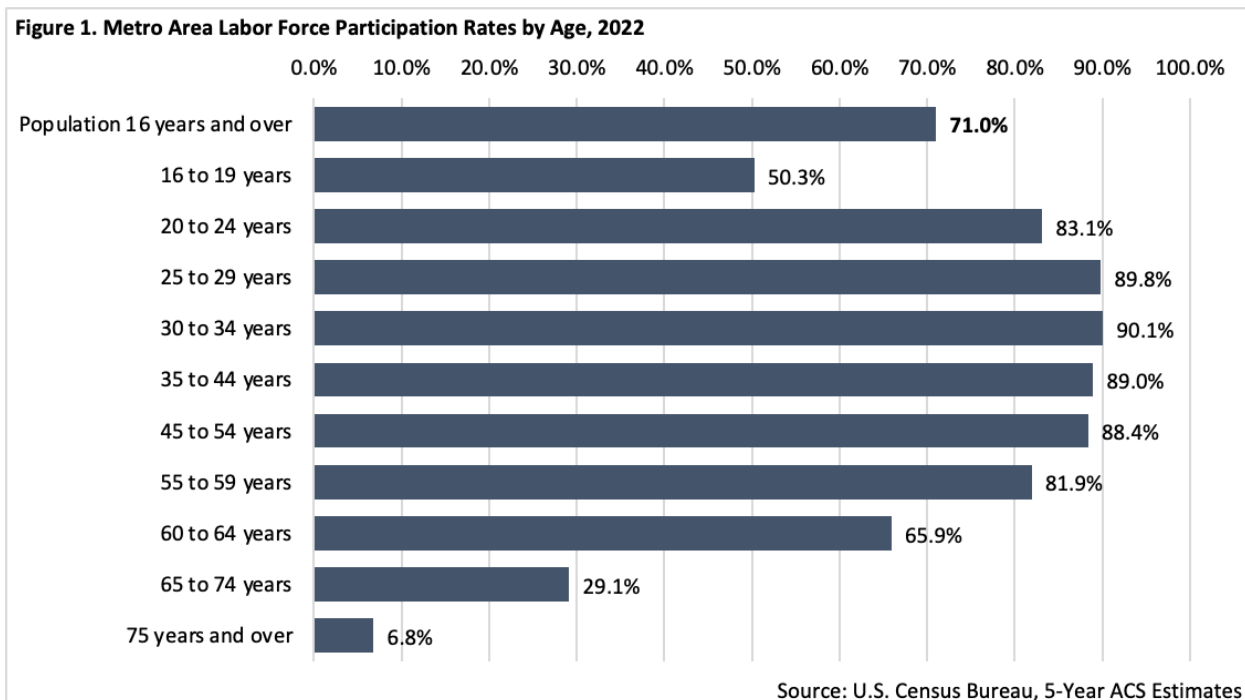
With its population 16 years of age and older equaling 2,503,656, the Metro Area had a labor force participation rate of 71.0% in 2022. This was slightly higher than the statewide labor force participation rate of 68.7%, and significantly higher than the national labor force participation rate of 63.5%. By age, highest labor force participation rates are among those between the ages of 25 and 54 years. This is why this age cohort is labeled the prime working age. Labor force participation rates top out at 90.1% for those between 30 and 34 years before gradually declining to 81.9% for those between 55 and 59 years. Such rates then begin to plummet, equaling 65.9% for those between 60 and 64 years, 29.1% for those between 65 and 74 years, and 6.8% for those 75 years and over. Labor force participation rates are also significantly lower for teenagers between 16 and 19 years, equaling 50.3% in 2022 (Figure 1).

Between the 2017 and 2022 5-year ACS estimates, the labor force participation rate for the total population 16 years of age and older in the Metro Area declined from 72.2% to 71.0%. While this seems a small decline, it is equal to thousands of workers. Data from the [Department of Employment and Economic Development’s \(DEED\) Local Area Unemployment Statistics \(LAUS\)](#) backs this trend up. Much of this decline is due to older workers leaving the labor force, largely with retirements. The region is also still recovering from the exodus of workers from the labor market during the COVID-19 recession. According to LAUS data, the Metro Area’s labor force was down about 32,100 workers between annual 2020 and 2022.

Age Cohort	Population	Labor Force	Labor Force Participation Rate	Labor Force Change 2017-2022	
				Numeric	Percent
Population 16 years & over	2,503,656	1,778,729	71.0%	+61,656	+3.6%
16 to 19 years	157,642	79,234	50.3%	+4,519	+6.0%
20 to 24 years	193,205	160,616	83.1%	-799	-0.5%
25 to 29 years	225,314	202,412	89.8%	-468	-0.2%
30 to 34 years	234,004	210,814	90.1%	+5,973	+2.9%
35 to 44 years	439,630	391,054	89.0%	+42,167	+12.1%
45 to 54 years	385,986	341,099	88.4%	-25,103	-6.9%
55 to 59 years	209,166	171,351	81.9%	+1,117	+0.7%
60 to 64 years	195,151	128,601	65.9%	+16,361	+14.6%
65 to 74 years	278,540	81,184	29.1%	+16,299	+25.1%
75 years & over	185,018	12,622	6.8%	+2,573	+25.6%

Source: U.S. Census Bureau, American Community Survey

Between the 2017 and 2022 5-year estimates, the Metro Area’s labor force expanded by 3.6%. This was equivalent to over 61,600 people. For reference, Minnesota’s labor force size expanded by 2.6% during that period. The most significant growth in the Metro Area’s labor force was for those persons between the ages of 35 and 44 years (+42,167 people), with those between the ages of 60 and 74 years also expanding by a significant amount (+32,660 people). The most rapid growth was for those persons 75 years and over (+25.6%), as well as those persons 65 to 74 years (+25.1%). Both older age cohorts witnessed labor force growth rates about seven times that as for the total of all people. A large decline in the labor force was witnessed for those persons between the ages of 45 and 54 years (-6.9%; -25,103 people), with smaller declines for those persons between 20 and 24 years (-0.5%; -799 people) and 25 to 29 years (-0.2%; -468 people). Overall, the ACS data clearly highlights [major shifts in the region’s labor force](#) for Baby Boomers as well as Millennials. Generation Z is gradually making inroads into the region’s labor force as well, with those between 16 to 19 years growing at a rate nearly double the total rate of growth.



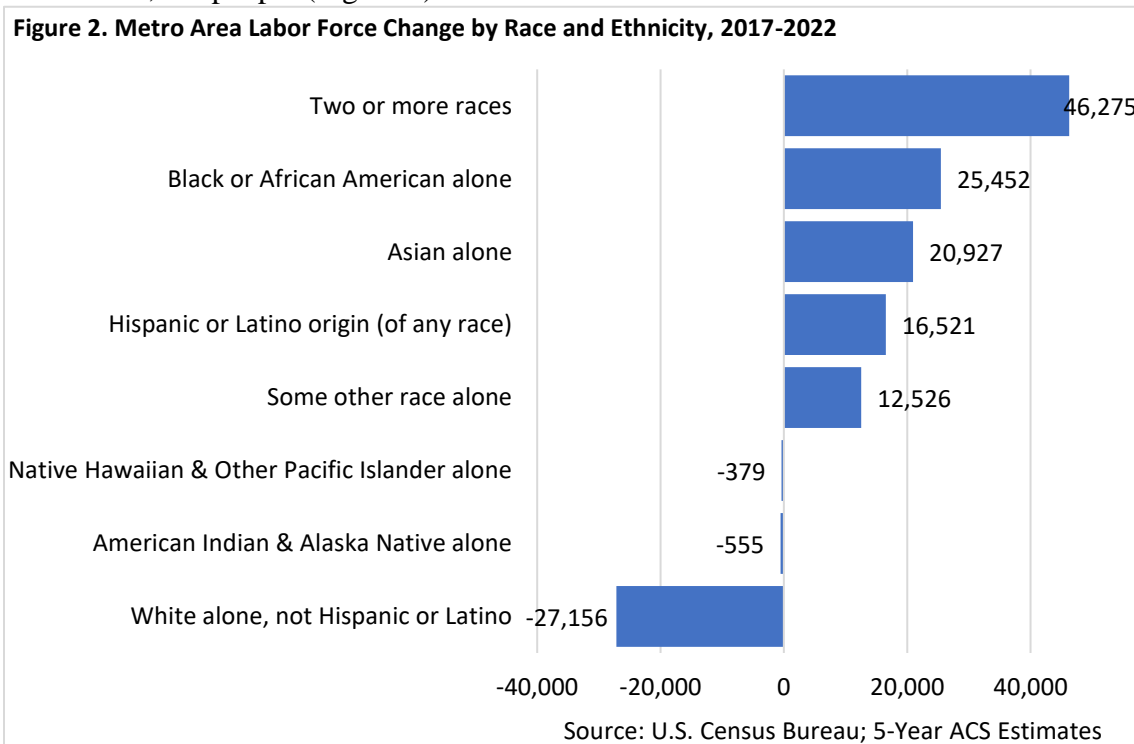
While the Metro Area’s labor force has shifted older with time it has also shifted to become more diverse. In 2017, those persons reporting as BIPOC (Black, Indigenous, and people of color) represented approximately 22.8% of the Metro Area’s labor force. This was equivalent to just over 390,700 people. By 2022, the BIPOC share of the region’s labor force was equivalent to nearly 480,000 people, representing approximately 27.0% of the total labor force size. This is a significant shift. In fact, where the BIPOC share of the region’s labor force expanded by 22.7% (+88,812 people) between 2017 and 2022, the white alone, non-Hispanic or Latino share of the labor force contracted by 2.0% (-27,156 people). In other words, recent growth in the Metro Area’s labor force was entirely due to the increasing BIPOC population working in the region (Table 3).

Data from the ACS allows one to analyze specific populations by race and ethnicity. For example, those reporting as Two or More Races experienced, far and away, the most growth in the Metro Area’s labor force between 2017 and 2022. During that period, this population’s labor force presence expanded by 115.1%, equivalent to approximately 46,275 people. This rate of growth was 32 times faster than the total labor force’s rate of growth. At over nine times the growth rate as the total labor force, those reporting as Some other Race followed those reporting Two or More Races for most rapid labor force growth between 2017 and 2022 (+33.3%; +12,526 people) (Figure 2).

Those reporting as Black or African American (+18.8%; +25,452 people) and those reporting as Asian (+17.9%; +20,927) also witnessed rapid and significant growth in the labor force. Those reporting Hispanic or Latino origins (of any race) experienced a similar growth rate to those reporting as Black or African American and Asian (+17.4%; +16,521 people).

Losses in the Metro Area’s labor force between 2017 and 2022 were witnessed by those reporting as white alone (especially concentrated among the subset being white alone, not Hispanic or Latino), Native Hawaiian and Other Pacific Islander (-46.3%; -379 people), and American Indian and Alaska Native (-6.9%; -555 people).

While the Metro Area’s labor force is becoming more diverse with time, about three quarters of the region’s workers report being white alone (1,335,828 people). This is followed in size by those workers reporting as Black or African American (9.0%; 160,952 people), those reporting as Asian or other Pacific Islander (7.8%; 138,158 people), those reporting Two or More Races (4.9%; 86,493 people), those reporting Some other Race (2.8%; 50,174 people), and those reporting as American Indian or Alaska Native (0.4%; 7,538 people). Those reporting as Hispanic or Latino (of any race) account for 6.3% of the region’s labor force, equivalent to approximately 111,508 people (Figure 3).



**Table 4. Metro Area Labor Force Statistics by County
2022 5-Year Estimates**

Area	White, Not Hispanic or Latino Labor Force			BIPOC Labor Force			
	2022	Change, 2017-2022		2022	2022 Share	Change, 2017-2022	
		Numeric	Percent			Numeric	Percent
Anoka County	161,434	-6,055	-3.6%	41,497	20.4%	+12,604	+43.6%
Carver County	53,172	+1,070	+2.1%	7,222	12.0%	+2,180	+43.3%
Dakota County	190,979	-5,444	-2.8%	58,099	23.3%	+13,672	+30.8%
Hennepin County	516,175	-5,922	-1.1%	219,061	29.8%	+32,691	+17.5%
Ramsey County	188,371	-12,663	-6.3%	108,955	36.6%	+15,129	+16.1%
Scott County	70,613	+2,309	+3.4%	16,847	19.3%	+4,625	+37.8%
Washington County	118,456	-452	-0.4%	27,847	19.0%	+7,911	+39.7%
Metro Area	1,299,201	-27,156	-2.0%	479,528	27.0%	+88,812	+22.7%
Minnesota	2,480,000	-48,150	-1.9%	637,089	20.4%	+126,397	+24.8%

Source: U.S. Census Bureau, American Community Survey

Figure 3. Metro Area Labor Force Distribution by Race, 2022

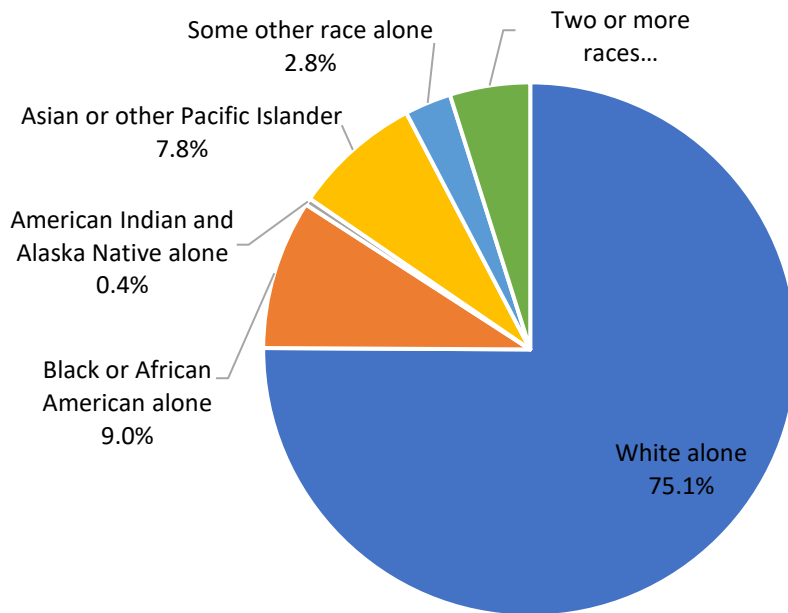


Table 3. Metro Area Labor Force Characteristics by Race and Ethnicity, 2022 5-Year Estimates

Race or Ethnicity	Population	Labor Force	Labor Force Participation Rate	Labor Force Change 2017-2022	
				Numeric	Percent
Population 16 years and over	2,503,656	1,778,729	71.0%	+61,656	+3.6%
White alone	1,903,473	1,335,828	70.2%	-41,219	-3.0%
Black or African American alone	222,795	160,952	72.2%	+25,452	+18.8%
American Indian and Alaska Native alone	12,566	7,538	60.0%	-555	-6.9%
Asian alone	185,079	137,719	74.4%	+20,927	+17.9%
Native Hawaiian and Other Pacific Islander alone	616	439	71.3%	-379	-46.3%
Some other race alone	65,480	50,174	76.6%	+12,526	+33.3%
Two or more races	113,647	86,493	76.1%	+46,275	+115.1%
Hispanic or Latino origin (of any race)	143,227	111,508	77.9%	+16,521	+17.4%
White alone, not Hispanic or Latino	1,856,809	1,299,201	70.0%	-27,156	-2.0%
BIPOC	646,847	479,528	74.1%	+88,812	+22.7%

Source: U.S. Census Bureau, American Community Survey

C.4. How the local board will make opportunities in these areas known to customers, including employers and job seekers, and how the local board will create, modify, or expand responsive workforce development programs and initiatives.

The diversity of local area service delivery models throughout of Metro, including fully decentralized to centralized through a county government structure, means the dissemination of information and opportunities differs across the region. However, each local area and as a region partner closely and will work for closer alignment with the Governor’s Workforce Development Board to explore new opportunities and ways to broaden messaging about ways to connect. The strategies deployed across the metro area are designed to be easily adapted to changing economic or social conditions.

While each area works differently, the metro coordinates key messages regarding sector strategies, helping to coordinate communication and outreach to employers and sector stakeholders. Further, each area, in connection with one-another, uses its locally elected officials in different ways to coordinate and promote program offerings. Again, due to the various structures, each area draws on their strengths to promote the economic health of the region. The strategy differs from outreach to job seekers which is much more tailored to the local area where programmatic offerings, locations, times, etc. may differ according to who the program operator is.

C.5. Based on the regional/local assessment of workforce development system services, describe how strategies will be created to pursue a more responsive alignment of employment and training services.

Adaptation to changing economic conditions and job seeker needs will continue to be a focus of the Metro Region. Following the monumental shifts forced upon workforce development systems and structures because of Covid 19, and subsequent federal investments in local areas through ARPA funding, the region will use the tools and techniques learned during those years to continue to innovate and pursue a more responsive system for employers and employment and training partners. This includes the use of broad networking events, virtual roundtables, virtual/hybrid/in person career fairs, job clubs, and other participant facing activities. Further, new strategies like an Apprenticeship Outreach Office in North Minneapolis will be piloted to test a new strategy to recruit and connect job seekers from BIPOC and other under-represented communities to employers and opportunities in apprenticeships and align employment and training to the Department of Labor and Industry.

Further, to increase the access to quality employment services for youth and young adults, Ramsey County is working to increase alignment and decrease duplication in the youth workforce ecosystem. The county, in partnership with the Suburban Ramsey Family Collaborative and other partners created Youth Works, a network of youth employment professionals that meet regularly to support each other and the wider community. In 2021, the Ramsey County Board of Commissioners and the Saint Paul City Council, invested nearly \$25 million of American Rescue Plan Act resources to support the ecosystem and this created an opportunity to work more closely with government, education, non-profit and employer partners. This work has included scanning and surveying the partners in the ecosystem to understand what supports are and are not available to our young people. Currently, the core ecosystem partners are working together on a shared strategic plan to enhance and improve the experience for young people receiving employment services in Ramsey County, regardless of program, funding stream or provider.

C.6. Describe how the entities responsible for participating in this process will be selected, including their expected roles and responsibilities.

For the Metro Region to be successful as a system working to support 3 million residents and millions of jobs, the metro leadership believes in an all-hands-on-deck approach to participation. This work cannot be done in traditional silos and within categorical funding. While those realities will exist despite our alignment efforts, it will be an approach that admits those silos exist but works creatively to find alternative solutions to shared challenges. Examples include working closely with housing partners within our own structures closely, economic development teams across the metro, k12/Adult Education partners, and transportation providers to work towards that more aligned and responsive system.

C.7. Describe how outcomes will be determined in terms of employment and training services.

To understand the impact of regional strategies in a complicated, diverse, and multifaceted metro, outcomes of employment and training services will need to be assessed in multiple ways, two examples are:

1. Traditional WIOA measures will continue to be paramount to the local boards and by extension the Regional Oversight Committee. These measures are foundational to the local relationship to the State of Minnesota and to the federal government.
2. Assessment of regional economic health of all communities and demographics. The Metro region is home to the most diverse cities,

communities, and neighborhoods in the state. For all to prosper in the Minnesota economy, disparity reduction between White Non-Hispanic and BIPOC residents and between White Non-Hispanic and those with barriers to employment, be it age, language, justice involved, persons with disabilities, must be part of the regions outcomes measures. While many of these indicators are macro in scale, and no one system can be responsible for total disparities reduction, the systems and structures must work together in alignment to attach these long standing social and economic challenges faced by many in our communities.