Regional Workforce Development Area 6
Local Workforce Development Area 8

Plan Draft for Approval

May 1, 2024

Regional Plan

SECTION A: REGIONAL VISION, GOALS AND STRATEGIES

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

Southeast Minnesota is uniquely represented by a variety of critical industry sectors. While healthcare remains our largest sector, many others represent a large percentage of the workforce in SEMN. Our vision is to develop and advance the workforce through being the **champion** for workers; the **convening agent** to bring workforce partners together to resolve workforce issues; the **change agent** to promote innovative and creative workforce system solutions; and the **accountability agent** to measure and manage the area's workforce development system. Our vision is also that each career seeker and employer in our region has the knowledge of and equitable access to opportunities and resources within the workforce system, and that through deep partnerships and successful workforce programming, we continue to elevate our impact and increase the economic vitality of our region.

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

While developing our local and regional goals, we align with the state's vision, goals, and strategies by highlighting local successful strategies that address the state's plan, developing innovative ideas to expand our impact on the state's plan, and by coordinating efforts with state strategies. All three of the state plan goals are embedded in our work, and the state strategies align with local strategies. We also dive deeper by incorporating locally-driven strategies and priorities led by our Workforce Development Board and partnering industry stakeholders.

Through our WIOA planning process, we reached out to numerous stakeholders including our Workforce Development Board members, our Local Elected Officials board, private business, educational institutions, and partnering community-based organizations. We held multiple listening sessions, with over 100 attendees, collected survey responses on regional economic and workforce development needs, and collected survey responses from our customer base. All of this culminated in the development of regional goals and strategies that align with the statewide goals, and are outlined below:

GOAL STATEMENT: Enhance equitable employment and programming opportunities by cultivating inclusive workplace practices and workforce initiatives

Strategies:

- Promote hiring practices that emphasize diversity and inclusion
- Intensify and build intentional outreach efforts to diverse and underserved populations to help them explore career opportunities, gain required skills/certifications, and enter the workforce
- Help employers establish and implement hiring practices that prioritize diversity and inclusion (Inclusive Workforce Employer Designation)
- Help employers better accommodate employees with disabilities

- Help employers foster an environment of equity and belonging in the workplace
- Establish specialized support and promote resources tailored for bilingual professionals, including language support services, mentorship programs, and networking opportunities.
- Advocating for quality jobs in our region, utilizing the Good Jobs Principles outlined by the Departments of Commerce and Labor:

    - Recruitment and Hiring: Qualified applicants are actively recruited – especially those from underserved communities. Applicants are free from discrimination, including unequal treatment or application of selection criteria that are unrelated to job performance. Applicants are evaluated with relevant skills-based requirements. Unnecessary educational, credentials and experience requirements are minimized.
    - Benefits: Full-time and part-time workers are provided family-sustaining benefits that promote economic security and mobility. These include health insurance, a retirement plan, workers' compensation benefits, work-family benefits such as paid leave and caregiving supports, and others that may arise from engagement with workers. Workers are empowered and encouraged to use these benefits.
    - Diversity, Equity, Inclusion, and Accessibility (DEIA): All workers have equal opportunity. Workers are respected, empowered, and treated fairly. DEIA is a core value and practiced norm in the workplace. Individuals from underserved communities do not face systemic barriers in the workplace. Underserved communities are persons adversely affected by persistent poverty, discrimination, or inequality, including Black, Indigenous, people of color; LGBTQ+ individuals; women; immigrants; veterans; individuals with disabilities; individuals in rural communities; individuals without a college degree; individuals with or recovering from substance use disorder; and justice-involved individuals.
    - Empowerment and Representation: Workers can form and join unions. Workers can engage in protected, concerted activity without fear of retaliation. Workers contribute to decisions about their work, how it is performed, and organizational direction.
    - Job Security and Working Conditions: Workers have a safe, healthy, and accessible workplace, built on input from workers and their representatives. Workers have job security without arbitrary or discriminatory discipline or dismissal. They have adequate hours and predictable schedules. The use of electronic monitoring, data, and algorithms is transparent, equitable, and carefully deployed with input from workers. Workers are free from harassment, discrimination, and retaliation at work. Workers are properly classified under applicable laws. Temporary or contractor labor solutions are minimized.
    - Organizational Culture: All workers belong, are valued, contribute meaningfully to the organization, and are engaged and respected especially by leadership.
    - Pay: All workers are paid a stable and predictable living wage before overtime, tips, and commissions. Workers' pay is fair, transparent, and equitable. Workers' wages increase with increased skills and experience.
    - Skills and Career Advancement: Workers have equitable opportunities and tools to progress to future good jobs within their organizations or outside them. Workers have transparent promotion or advancement opportunities. Workers have access to quality employer- or labor-management-provided training and education.

- Enhance programs like Pathways to Prosperity to ensure all individuals have access to employment and training programming.
- Provide a DEI specialist to help local organizations diversify staff recruitment and retention efforts.
- Identify new approaches for marketing and bridging the gap in services to BIPOC/immigrant populations, advancing awareness of employment opportunities outside of Rochester

GOAL STATEMENT: Strengthen collaboration and partnerships among employers, communities, and educational institutions to provide work-based learning opportunities, shared resources, and supportive services that cultivate a skilled workforce, aligning with employer needs.

Strategies:

- Improving the awareness of available programs/services especially in smaller communities in the region and among smaller businesses, ensuring we keep a pulse on business needs and ease the navigation of resources/support
    - Increase outreach and engagement with small business employers and Chambers of Commerce
    - Establish community forums to raise awareness of services and take inventory of community needs
- Work toward better alignment of education with industry needs through targeted partnerships, curriculum advancements, and training/certifications for high-demand regional careers.
    - Collaborate in bringing together educators to identify needed curriculum changes
- Increase youth and young adults understanding of, exposure to, and preparation for regional occupations in demand by working in partnership with education
    - Support and/or facilitate comprehensive career exploration and work-based learning opportunities for youth and young adults
    - Provide resources and work-based learning experiences to help youth and young adults make informed decisions regarding training or education so that they may successfully enter the regional workforce.
    - Advance career pathways programs, career exploration events, and initiatives aimed at exposing youth and young adults to regional career opportunities.
    - Educate youth, school faculty and parents about regional opportunities that don't require a 4-year education and provide awareness of cost/benefit of education against projected income
- Increase collaboration across WDI, Winona Workforce Development Board, and Workforce Service partners to streamline services, work together on initiatives, fill gaps, and avoid duplication of services

- Work with partners to identify and replicate what's working well in other counties, regions, and states

GOAL STATEMENT: Address workforce shortage challenges by expanding and enriching employer-led, sector-based career pathways training opportunities in key industry sectors.

Strategies:

- Develop and promote pathways for in-demand careers that include training, certification, licensure, and provide opportunities for work-based learning, on-the-job-training, and apprenticeships.
  - Collaborate with business partners to identify key roles and pathway opportunities
  - Promote and expand Apprenticeship opportunities for both businesses and career seekers
  - Provide promotion and training for childcare professions to help advance the childcare industry, collaborate to build locally-driven childcare solutions
- Increase the awareness and promotion of high-demand occupations in the region
  - Support employers in marketing job opportunities and developing attraction and retention strategies, and connection to workforce training programs
- Provide access to education, certification, licensure for high-demand careers in key industry sectors.

A.3. Describe best practices or area 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.

One area that Southeast Minnesota excels in is building, leading, convening partners, and providing training services through employer-led industry-sector partnerships. Our niche is truly Career Pathways training and coordination of opportunities under sector-specific programming. Our longest-standing and arguably most successful partnership is our Bridges to Healthcare partnership, which is one of the only true private-public partnerships in the region. We established this program in 2011, before Career Pathways was a buzzword in the workforce development industry. Through state funding, local funding, private business funding, and foundational grants, we have successfully provided training and support to thousands of individuals entering the healthcare sector. We have also provided a critical pipeline of workers into the largest demand industries in our region. We have expanded our offerings to now providing training in other high-demand careers, including manufacturing, transportation, trades, construction, technology, and entrepreneurship.

Statistics on Bridges2Healthcare Programming:

- 972 people have been enrolled
- 700+ industry recognized credentials earned so far
- 747 employed at 150+ area employers, including a variety of long-term care facilities

- Bridges to Careers measures a Return-on-Investment (ROI) of 135%, meaning for each dollar invested into the program, well over a dollar is returned to the local economy

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.

A powerful example is the deep partnerships that we have developed with our educational institutions. We are housed on the main community college campuses in our region including Riverland Community College, Minnesota State College Southeast, and Rochester Community and Technical College and we have built programming together as one collective region. We also invite students to utilize our career services, and we are able to give a soft handoff to the colleges for trainings programs. College representatives are often part of our leadership planning meetings and staff meetings, and we represent WDI on a variety of their committees and work groups. We are also partnering as it relates to staffing, particularly where there is potential for braiding funding for various positions that serve a dual role with workforce and education.

We engage with businesses in our region to implement key programs through multiple avenues, both WDAs have multiple businesses actively represented in their board membership. Our Workforce Development Boards are at the center of developing the programming within these offerings, including leading industry conversations, gaining insights from industry partners, ensuring that we are aligning with economic and workforce needs, and offering resources, guidance, and private funding to support these initiatives. Our Workforce Development Boards ultimately ensure that we are aligning our programs and services with the needs of the economy and the needs of the employers in our region.

WDAs 8 and 18 collaborate to hold a Regional Workforce Forum each year, made successful by the partnerships and inputs mentioned above. The Workforce Development Forum explores ways to build, invigorate, and invest in workforce development and the Southeast Minnesota regional economy. This regularly involves targeted outreach efforts to develop a wider range of employers, legislators, Regional WDB members, and other community leaders' participation. The Workforce Development Forum of Southeast Minnesota is a combined annual event with the Best Places to Work event.

Service Delivery is deeply connected with our Workforce Development Boards, and aligns with our regional goals, priorities, and strategies. We align resources and services across systems, funding streams, and organizations. Collaboration is at the root of all we do, and we can provide comprehensive and holistic wraparound services, along with vetted and rigorous training programs, due to partnerships and collaboration.

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

Please see above goal and statement strategies outlined in A.2.

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)).

Local workforce areas in Minnesota are partnering with the Department of Employment and Economic Development (DEED) to respond to industry and state needs as it relates to partnerships under these acts. The Minnesota Association of Workforce Boards, of which our local areas are members, has assisted in the development of statewide workforce plans to address the challenges and goals of these federal bills. In addition, we are partnering with the Minnesota Department of Labor and Industry (DOLI) to develop localized apprenticeship programs. Many of these bills require deep partnerships at the state agency level prior to developing programming at the local level. We are ready for implementation of several plans and initiatives once our state partners give us the green light.

The state is also using the sector partnership model in creating the workforce development plans for the various IIA funding opportunities. DEED has worked with local areas in the development of these plans, and we are following their lead. From the state plan:

The Minnesota CHIPS Workforce Partnership, for example, is using a sector strategies model to inform the manufacturing and construction workforce development work. This starts with conducting an occupational needs assessment, then building out three bodies of work based on that assessment for the most in demand occupational needs. Those three bodies of work focus on Talent Pipeline Development, Skills Development, and Workplace Development. Talent Pipeline Development will consist of career exploration and exposure activities, especially for those populations underrepresented in manufacturing and construction, while Skills Development will focus on creating or expanding education and training programs, including registered apprenticeship programs (RAPs) for the in-demand occupations that can be scaled to education system partners across 52 the state.

Finally, Workplace Development will be focused on the implementation of the Good Jobs Principles, ensuring that employers have the support and resources to not just attract but retain talent. This model is being replicated across other initiatives like Tech Hubs and other IIA funded initiatives.

SECTION B: REGIONAL OPERATIONS

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

STRENGTHS	**WEAKNESSES**
▪ Program Effectiveness and Continuation of Specific Programs ▪ Collaboration and Partnership ▪ Established network with dedicated connections and partners ▪ Career Pathways and Exploration ▪ Leveraging to try and address infrastructure threats	▪ Lack of ELL Supports ▪ Lack of clarity on Entrepreneurial supports ▪ Lack of investment in employer services ▪ Lack of community awareness of services ▪ Eligibility/enrollment process moving slowly ▪ Lack of funding that can be used flexibly ▫ Marketing challenging, media awareness

▪ Strong ROI, improvement in participant hourly wages ▪ Work Readiness and soft skills supports tools, both internal and from ABE partners ▪ Commitment to DEI and PIP concepts and approaches	▪ Accessibility to services or application ▪ Lack of co-enrollment usage
OPPORTUNITIES ▪ Increased Employer Engagement ▪ Benchmarking ▪ Alumni connections ▪ Apprenticeships ▪ More flexible grant funding from non-governmental sources that can be braided together ▪ Increasing awareness of underemployed communities: BIPOC, Disability Community, Justice-Involved ▪ Increasing flexibility and customer focus in government partners ▪ New marketing approaches becoming more accessible ▪ Earlier, enhanced outreach to Youth ▪ Develop and streamline a wider variety of Career Pathways programs ▫ Childcare ▫ IT ▫ Drone Piloting ▫ CDL ▫ Small Business/Entrepreneurship	**THREATS** ▪ Workforce funding not being directed through workforce system, scattered throughout other grant programs ▪ Continuing reductions in funding ▪ Delays in funding disbursements ▪ Infrastructure gaps: Childcare, Housing, Transportation ▪ Documentation requirements exceeding federal requirements and becoming punitive to participants, especially Youth ▪ Industry specific age barriers ▪ Siloed partners doing duplicate efforts, not parallel or collaborative ▪ Lack of capacity to advertise, connect with similar organizations

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

Leadership for our region consists of a Regional Board, made up of board members from each of the local Workforce Development Boards. This, along with our local Workforce Development Boards, oversee the development and coordination of the regional plan and its implementation. The Regional Board members are selected by their respective local Workforce Development Boards.

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

Regional oversight will be provided through both the Regional Board, the local Workforce Development Boards, and the Career Pathways subcommittee, which is made up of all our workforce partnering organizations (on-site and off-site), One-Stop partners, and educational institutions. Each group will

receive a quarterly update on the plan's progress and conduct discussions on progress, innovations, and outcomes.

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

Each local Workforce Development Board partners with a variety of community-based organizations and employers, each representing various subsets of the population. We are intentional in our outreach efforts to ensure that all worker and employer voices are heard, and we work particularly hard at ensuring those voices from targeted populations are included in our planning and implementation of services. Each board also reaches out to employers that are owned, managed or employ diversified individuals and helps create opportunities for those finding employment challenging.

The SE MN WDB has established equity-based subcommittees and several initiatives to focus attention on the equity issues across our region. Examples of these taskforce subcommittees include: Employment Equity, the Previously Incarcerated Taskforce, MaxAbility (which focuses on persons with disabilities), a veteran's network such as Salute Southern MN, and Emerging Workforce (targeting at-risk youth).
At the Winona WDB, board members are active in several initiatives, including the Winona Development Achievement Center, Human Rights Commission, Winona Chamber of Commerce Synergy Academy (High School Youth Program), Project FINE, Occupational Rehabilitation Center, and Beyond the Yellow Ribbon.

Southeast Minnesota, including the SEMN Workforce Development Board and the Winona Workforce Development Board, implemented the Inclusive Workforce Employer Designation (I/WE) and continues to support successful program cohorts. It was established by the Regional Workforce Alliance of Northwest Minnesota and is now being replicated across the state. This designation also has the support of our state organization, DEED. The designation serves to support and recognize employers who:

- Express a commitment to inclusive workplace in their stated values, mission, or policies.
- Assess how diversity, equity and inclusion influence their work and culture.
- Provide diversity, equity and inclusion education for staff and leadership.
- Allocate resources to support and sustain an inclusive and equitable workplace.

The I/WE designation process is designed to help employers no matter where they are at in this journey, and it may take several months to earn designation. They have support throughout this process via our Employment & Equity Taskforce. In SE MN, we are focused on bringing diverse voices to the table in the continuous improvement and implementation of the I/WE Designation. Workforce Development, Inc., with our Workforce Board, is spearheading this effort by leading an Employment & Equity Taskforce which has representation from several area organizations and businesses. Our taskforce incorporates members from Workforce Development, Inc., the Department of Employment and Economic Development of Minnesota, Rochester Area Chamber of Commerce – Hospitality First, and Riverland Community College. The University of Minnesota extension team has also partnered with the I/WE Designation to ensure we are offering a truly impactful Inclusive Workforce Employer Designation process. The three regions implementing the I/WE Designation (so far) are now utilizing the same rubric

scoring tool to bring validity to the final determination to designate. Candidates have full transparency to this rubric throughout the process to understand exactly what they need to do to earn designation.

Our pilot cohort began in the summer 2021 with 7 employers participating, and another cohort was launched in the summer of 2022 with 13 businesses participating. We launched our third cohort in July 2023, bringing 11 more employers into this work! Since conception, three businesses have earned their designation; Zumbro Valley Health Center, McNeilus Truck and Manufacturing, and the City of Rochester are all designated as Inclusive Workforce Employers to date.

Employers report not knowing where to start in this work and valuing the support of a cohort to engage with it. We find that they share many of the same hurdles or questions in this journey, and if they are trying to make an improvement, it's likely a fellow employer has encountered the situation and may have ideas. We are all learning together, and with the decision-makers at the table for the learning, this program asks for impactful changes to be made at the workplace. The Inclusive Workforce Employer Designation program is one of the only of its kind in that it meets employers where they are at, serves all industry sectors, and ends with a designation showcasing to potential partners and job applicants that the employer engages in impactful work to continuously improve their culture with an inclusive and welcoming environment at top-of-mind.

The Employment and Equity taskforce has researched best practice models from around the country that highlight key regional businesses and their best practices in addressing equity. Through this program we also host training events and resources for ensuring continuous improvement in providing equitable and inclusive employment opportunities for our region. The WDAs also provided Equity Logic training to all staff as with all professional development opportunities staff from either WDB are always welcome to attend. The next phase of this project is to further organize our cohort model and provide even further support to enhance each employer's experience. Because this program has been around for almost a decade in other areas, we are also revisiting the language we are using, and plan to incorporate more research and language around Belonging and Accessibility, along with research surrounding the Social Contract between employers and employees.

The other way we are ensuring that voices from all populations are being heard is through ongoing customer surveys. For our local and regional plan, we also administered a customer to gain input and feedback from our diverse customer base. The number one priority that surfaced was increasing our ability to serve more, do more of what we are doing, and share more about how we are doing it so more individuals can access services.

When asked "What should we do in the next 1-2 years to make our services better?" several similar responses emerged:

- "Let more people in the community know about services"
- "Increase assistance"
- "More resources"
- "Tell more people that workforce is there"
- "Keep the programs and resources flowing"

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

LWA #8 and #18 will hold joint and regional meetings to review system alignment and outcomes, as well as our MOU and the deliverables within. Because of our close partnership and collaboration, many of our processes and procedures are both similar and collaborative. We also have staff members that work across local area boundaries, co-funded through both local areas funds, and hold us accountable to collaboration and system alignment.

Our local workforce areas are governed and operated differently with varying funding streams and fiscal oversight, however at an implementation level we strive to have seamless service delivery. In fact, many participants that are served in any of our 11 locations aren't fully aware of the actual programs, funding streams, or organization they are tied to, and this is intentional. Each will use best practices and approved policies to ensure that our operations are in alignment with State and Federal laws, rules and regulations. Furthermore, we share all our policies with one another and often utilize similar language or even identical policies for both local areas.

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.

We currently have a Memorandum of Understanding (MOU) in place that guides our region on our collaborative work. We also receive regional planning dollars from DEED to implement regional efforts in alignment with our state and regional plans. With these funds, we are required to develop a regional work plan and report on progress with how we've utilized this support in our region

PROJECT GOAL: To develop and advance the workforce of SEMN using regional activities in partnership with the SEMN Workforce Development Board and Winona Workforce Development Board			
STRATEGIES *(activities, steps to achieve goal):*	**EXPECTED MEASURABLE OUTCOMES**	**START DATE**	**END DATE**
Expand and replicate sector-based initiatives, including Career Pathways Training opportunities in key industry sectors: – Construction/Trades – Manufacturing/CDL – Healthcare	Construction/Trades- expand this project to include diverse employers and training providers throughout the region. Manufacturing/CDL- Continue to implement successful regional manufacturing pathways program while and further develop regional Pathway Programs. Healthcare- expand the current model that serves Olmsted, Mower, Freeborn, Steele, and Rice to also serve Wabasha, Winona, Goodhue, and Houston counties.	10/1/23	9/30/24

Research regional needs for additional Career pathways training and sector-based initiatives, expanding into: – IT – Agriculture – Entrepreneurship – Built Environment	Utilize existing IT needs assessment to develop regional plan for IT training through the use of SkillsBuild program, and the regional Tech Forward program. Partner with Rochester Chamber, Winona Chamber, and RW Ignite entrepreneurship to assess regional needs, develop entrepreneurship pathways that incorporate all partners involved, to include securing continued funding for navigators. Expand partnership with U of M Extension and MSC-Southeast to explore Agricultural pathways, Agricultural Support pathways and develop training opportunities for Career Seekers. Expand partnerships with regional partners to provide outreach, support, opportunities, and education to BIPOC women for pathways in the Built Environment.	10/1/23	9/30/24
Expand Employer Outreach Services	Utilize regional plan to include emphasis on more Employer Outreach Activities. Continued development and review of Employer Outreach Action Plans for each county.	10/1/23	9/30/24
Continue to target training and services to the under-represented populations in our region-helping them to access the career pathways opportunities that lead to economic success.	Expand targeted outreach efforts to underserved populations including but not limited to: BIPOC individuals, BIPOC women, individuals with disabilities, previously incarcerated and currently incarcerated, English language learners, New American, and at-risk youth, and young adults. Continued use of focused outreach specialists is needed to expand our visibility in the community and partnership from community organizations.	10/1/23	9/30/24
Convene employers, legislators, Regional WDB members, and other community leaders for an annual Workforce Forum round workforce issues and solutions.	The Regional Workforce Forum will be held each year. Expand targeted outreach efforts to develop a wider range of employers, legislator, Regional WDB members, and other community leaders' participation.	10/1/23	9/30/24

Quality Jobs Initiative: Engage regional employers in the Best Places to Work Recognition. Recognition of the region's Best Places to Work at Spring Event with shared best practices.	Best Places to Work co-hosted event with Winona and Southeast Workforce Development Board's. Employers are highlighted and honored at each year's event sharing employment and retention best practices.	10/1/23	9/30/24
Continue to implement and expand the Inclusive Workplace Employer Program.	We are currently serving five businesses through our first cohort, 13 in our second cohort, 10 businesses in our third- expand this opportunity for up to 20 businesses throughout 2023- 2024.	10/1/23	9/30/24

Our region also has a few co-sponsored grant-funded programs, as well as direct appropriations through the Rural Career Counseling (RC3) funding and the Regional Planning funding. Our grant-funded programs often include shared administrative expenses and are often administered through WDI due to our non-profit status and capacity. RC3 and Regional Planning are also administered through WDI, but programming, responsibilities, and resources are shared as a regional collaboration. We currently house shared positions through the RC3 appropriation and the co-sponsored grant programs.

Both local areas are interested in furthering our discussion and collaboration on other shared services, particularly support services, transportation, and childcare. We continue to meet and discuss ways that we can deepen our partnership and increase our impact regionally. The Regional Oversight Committee will assist us in identifying priorities to address as a region as it relates specifically to regional coordination.

SECTION C: PROGRAM AND SERVICE DELIVERY

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

The WDBs of WDAs #8 and #18 have been built around key regional industry sectors and employer and industry needs. An overview of the region including an outline of key industry pathways can be found here: economic development region (EDR) 10 - Southeast (mn.gov)

Key Highlights from Region 6 analysis:

- Southeast Minnesota is the second largest of the 13 economic development regions (EDR's) in the state, accounting for 9.1% of the state's population.
- The population growth from 2010 to 2022 was 5.2%, barely slower than the statewide rise of 7.8%
- Olmsted County is centrally located and is also the largest county by population, accounting for 31.5% of the regional population, and was the 6th fastest growing county in the state.

- EDR 10 continues to have a higher percentage of older adults and younger adults than the state average, with a smaller percentage of working adults as a result.
- The region is not as diverse as other parts of the state, but that is changing quickly. Every minority race is increasing, including the African American population growing by 67% from 2011 to 2021, and the number of two or more races growing by a staggering 168% over the same timeframe. Both rates of growth far outpace the state average.
- EDR 10 is home to a growing number of New Americans, with 6.8% of the population being foreign-born residents. From 2010 to 2021 the immigrant population in Region 10 grew by 34.2%, notably higher than the state average of 30.6%
- While the size of the regional labor force has fluctuated and overall growth in number of people in the workforce is expected to gradually continue, the rate of job creation currently outpaces the rate of workforce growth, leaving the lowest ratio of unemployed jobseekers to vacancies in the state at 0.3.

    - In the 2nd quarter of 2022, Southeast reported 19,304 job vacancies, the second highest number ever recorded.

- The median hourly wage for the region was $23.44 in 2023, the second highest median wage level of the 13 EDA's. This wage is often skewed by Olmsted County however, and the average wage range varies widely across the region.
- The occupational groups with the largest number of openings included: Food Preparation and Serving (4,822), Sales and Related (2,248), Transportation and Material Moving (1,752), Production (1,593), Healthcare Practitioners & Technical (1,328), and Healthcare Support (1,139). This was during the second quarter of 2022, although the landscape is similar today.
- Healthcare and Social Assistance establishments account for 27.2% of the total jobs in the region but did see a slight decline of 1.2% from 2019 to 2022.
- Manufacturing is the next largest sector with 15% of the region's jobs, Food Manufacturing remaining the largest subsector.
- In Southeast Minnesota alone, Agriculture is a $2.8 Billion industry generated by 11,478 farms. Most of the region's 11 counties rank in the top half for Agriculture productivity, 3 of them ranking in the top 20.

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

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 already been selected, describe them within this response.

Based upon multiple sources of input from DEED economic data analysis (see above), input from educational and business partners, and in-depth strategic planning sessions and surveys with board members several industries have been identified as key industry sectors for Region 6, including: Healthcare, Manufacturing, Services & Trades, Information Technology, Agriculture, and Transportation. Industry-led sector partnerships in the form of Career Pathways Programming have been developed for many of these industry sectors. Along with these,

Childcare and Entrepreneurship are newer focus areas identified to develop additional programming. Ongoing, structured conversations with educational and other community partners will be utilized to identify any future need to adjust industry focus efforts moving forward.

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.

Each of the sectors involved in the Drive for 5 initiative are represented in at least one of the Regional Key Industry sectors. The Drive for 5 sectors of Trades, Manufacturing, and Technology are directly represented above but the Caring Professions is covered by a combination of the region's focus on Healthcare and Childcare, with the Education sector also being covered by the regional Childcare focus. While the WDBs of WDAs 8 and 18 collaborate very closely on efforts to support all these industry sectors, WDA 8 focuses slightly more on the Caring Professions and Technology sectors. We rely on each local board to direct the work that impacts their specific local area; however, we collaborate closely on several initiatives as a region. Shared training, policies, and procedures are implemented by the two Executive Directors and local WDBs whenever it makes sense to do so. Our regional work group is comprised of staff members from each local area, and we are working through several 2-year goals to address the needs of the region at large.

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

Sector partnerships are and will continue to be built through in-depth analysis of industry challenges and supports, leveraging the pre-existing networks honed by WDA 8 and 18 over the course of 40+ years with businesses, educational partners, and other community support partners. These crucial connections will be used to inform both the initial conversations as well as which entities are vital to be engaged in sector-specific projects moving forward. The strength of regional partnerships and collaborations has been assessed and identified as a significant strength in multiple strategic board conversations and surveys throughout 2023 and early 2024.

d. 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.

The racial demographic makeup of the sectors we are focused on are listed below with the best data that we have available. Efforts are ongoing to increase accessibility for all individuals to our programming and particular emphasis on outreach to underserved and under-represented communities within these sectors.

Minnesota	White Alone	Black or African American Alone	American Indian or Alaska Native Alone	Asian Alone	Native Hawaiian or Other Pacific Islander Alone	Two or More Race Groups	SE MN	White Alone	Black or African American Alone	American Indian or Alaska Native Alone	Asian Alone	Native Hawaiian or Other Pacific Islander Alone	Two or More Race Groups
All NAICS	**84.2**	**7.0%**	**1.0%**	**5.7%**	**0.1%**	**2.1%**		**89.9%**	**3.9%**	**0.5%**	**4.1%**	**0.1%**	**1.5%**
Agriculture, Forestry, Fishing and Hunting	91.2%	3.6%	1.0%	2.5%	0.3%	1.4%		88.2%	5.9%	0.8%	3.7%	N/A	1.4%
Construct.	94.0	2.1%	0.8%	1.4%	0.1%	1.5%		98.9%	N/A	N/A	N/A	N/A	1.1%
MFG.	82.6%	5.5%	0.7%	9.4%	0.2%	1.6%		87.5%	4.9%	0.5%	5.8%	N/A	1.2%
Transport. and Warehouse	83.3%	10.7%	0.8%	3.0%	0.1%	2.1%		94.1%	3.3%	N/A	1.3%	N/A	1.4%
Professional, Scientific, and Technical Services	86.9%	3.0%	0.3%	7.9%	0.1%	1.7%		92.6%	1.7%	0.2%	4.1%	N/A	1.4%
Health Care and Social Assistance	76.4%	13.9%	0.8%	6.5%	0.1%	2.1%		87.9%	4.6%	0.3%	5.7%	N/A	1.5%

From all industries/sectors, 89.9% of SE MN's workers are White, while 10.1% are of a different race.

Industry of Employment by Gender, 2022				
Industry	SE MN		Minnesota	
	Male	Female	Male	Female
All NAICS	48.0%	52.0%	49.3%	50.7%
Agriculture, Forestry, Fishing and Hunting	66.4%	33.6%	69.1%	30.9%
Construction	86.3%	13.7%	84.3%	15.7%
Manufacturing	71.2%	28.8%	69.5%	30.5%
Transportation and Warehousing	76.0%	24.0%	74.3%	25.7%
Professional, Scientific, and Technical Services	42.1%	57.9%	51.6%	48.4%
Health Care and Social Assistance	28.2%	70.4%	23.8%	76.2%
Source: Quarterly Workforce Indicators				

SE MN has higher female participation than males in Professional, Scientific, & Technical Services, and Health Care & Social Assistance sectors.

As 6 of the 7 identified Key Regional Sectors involve some kind of degree or specialized certification (CDL for example), the current Career Pathways programs focused on supporting the entry of historically disadvantaged communities into professional and post-secondary education will continue to be used and expanded whenever possible. Programs to support upskilling of existing workers, such as the Incumbent Worker training Program, will be further utilized to help the workforce's skillsets grow despite consistently low unemployment rates.

The Regional Inclusive Workforce Employer Designation Program (I/WE) enables employers to prepare themselves to become more inclusive and welcoming in response to the rapidly growing shift in populations diversity. This will be done in tandem with increased Youth Program outreach and coaching to build stronger bridges between local youth and employers to help more of the younger population find higher wages and local employment. Increasing the availability of effective English Language Learner programs through educational and industry partnerships will aid the growing foreign-born population in filling the numerous open positions with family-sustaining wages.

C.3. 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.

WDAs 8 and 18 will engage in intentional marketing and outreach collaboration across the region with the all of our workforce partners, partnering employers, county services, K-12 and post-secondary institutions, and community-based organizations. We cross-promote and implement work-based learning opportunities. The Workforce Development Areas and the WDB's work closely with the community, city, and county-based Economic Development Organizations. We have board representation from Economic Development, and we also represent Workforce Development on their boards and committees. Chamber partnerships will also be leveraged to further enhance employer outreach to enhance awareness of mutually beneficial programs. Relationships with Community Support

partners targeted towards BIPOC and immigrant populations will be further leveraged to enhance outreach to target populations as appropriate. Recent meetings started for Regional Career Pathways Planning will be moved into an ongoing Regional Career Collaborative format to ensure that conversations with key partners regularly continue and offer the ability not just to identify emerging workforce trends in the area but also develop agile multi-agency marketing responses as needed.

Our region has intensified our approach and focus on outreach, mostly over the past five years. These efforts have paid off. We have been able to increase co-enrollments, awareness of and access to programming, and have become better known partners in our communities. In WDA 8 we have increased our co-enrollment percentage from 10% to 20% in the past decade. We have also doubled the number of outreach staff deployed to reach our communities, build relationships, and provide education and awareness on opportunities available.

C.4. 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. Through the Regional Career Collaborative's ongoing conversation, the network of partners will have a regular venue to not only identify and discuss opportunities to improve or realign employment and training services, but also assemble the key members situationally needed to implement the adjustments as efficiently and effectively as possible. This Collaborative replaces unintentional competition in parallel efforts with strategically merged work and resources in pursuit of a common goal to improve the region's workforce environment.

Below is a draft charter for our newly updated Regional Career Collaborative:

SEMN Regional Career Pathways Collaborative

PURPOSE:

- Bring together workforce development organizations, educational partners, community-based organizational partners, and employer partners to:
    - Network and build relationships
    - Share resources and programming opportunities
    - Collaborate on workforce development initiatives
    - Share workforce challenges and develop solutions
    - Discuss braided funding streams and partner on new grant opportunities
    - Elevate our impact as a workforce system
- Review Federal and State workforce priorities to:
    - Align resources and programming
    - Ensure compliance with workforce goals and priorities
    - Develop locally driven innovative solutions to workforce challenges
- Review Existing Career Pathways opportunities and develop new partnerships to:

- Build capacity
- Assess effectiveness and impact
- Address ongoing and changing workforce needs
- Continually expand successful career pathways models

- To meet quarterly during 2024

C.5. Describe how the entities responsible for participating in this process will be selected, including their expected roles and responsibilities.

The entities engaged in targeted improvement plans or new projects will be strategically selected based upon their individualized specialties applicable to the effort in question at the time of the related Regional Career Collaborative and Board conversations. Furthermore, the organizational partner's leadership involved in those meetings will be responsible for identifying their internal staff that will be directly involved in new or altered collaborative program development. When needed Memoranda of Understanding (MOUs) will be drafted between the involved organizations outlining each partner's role and responsibility in greater clarity.

Multiple cooperative service arrangements exist across SE MN, and several MOUs have been created. Each Career Pathways training program and each individual funding stream, totaling over 80 for the region, have a multitude of partners. Core partnering organizations for our region include the One-Stop Consortium partners, area employers, a variety of Community Based Non-Profit Organizations, Chambers of Commerce, Union Trades Organizations, Economic Development Organizations, K12 schools and Post-Secondary institutions, individual city and county organizations and government offices, and a variety of consortiums and collaborations such as the Southeast Minnesota Together and other groups that represent collective interests of the region. Each of these cooperative service arrangements allows for regional strategies focused on shared information and resources, grant management, staff and customer training.

C.6. Describe how outcomes will be determined in terms of employment and training services.

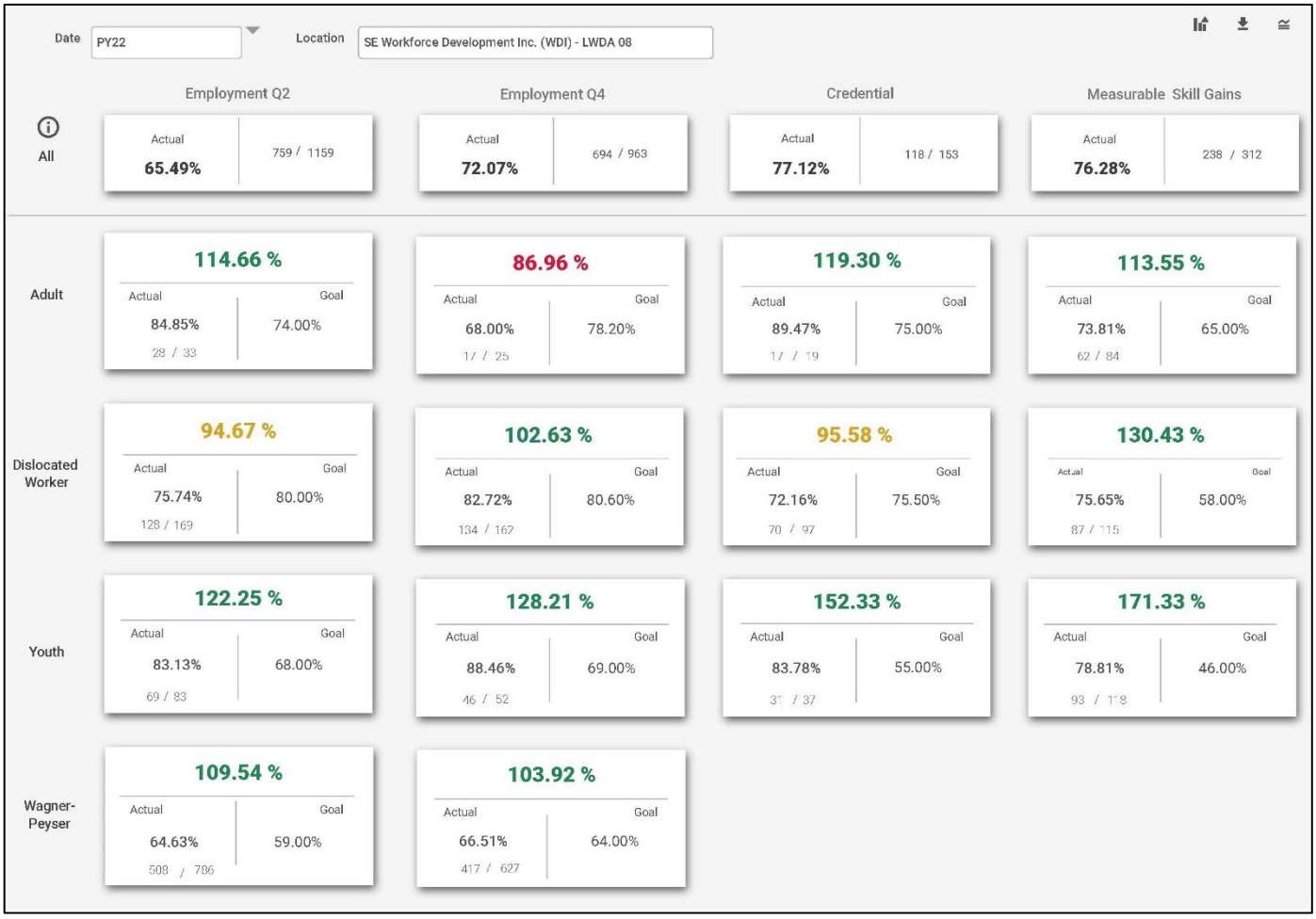
While many of the 80+ programs and funding streams frequently come with their own mandated outcome metrics, whenever possible metrics that flexibly fit multiple programs will be compared to gauge overall successes throughout the Region.

Customer program metrics include but are not limited to: program completion, credential attainment, change in wage at exit, percentage of successful exits to unsubsidized employment, customer survey results, and percentage of exits to employment in targeted field.

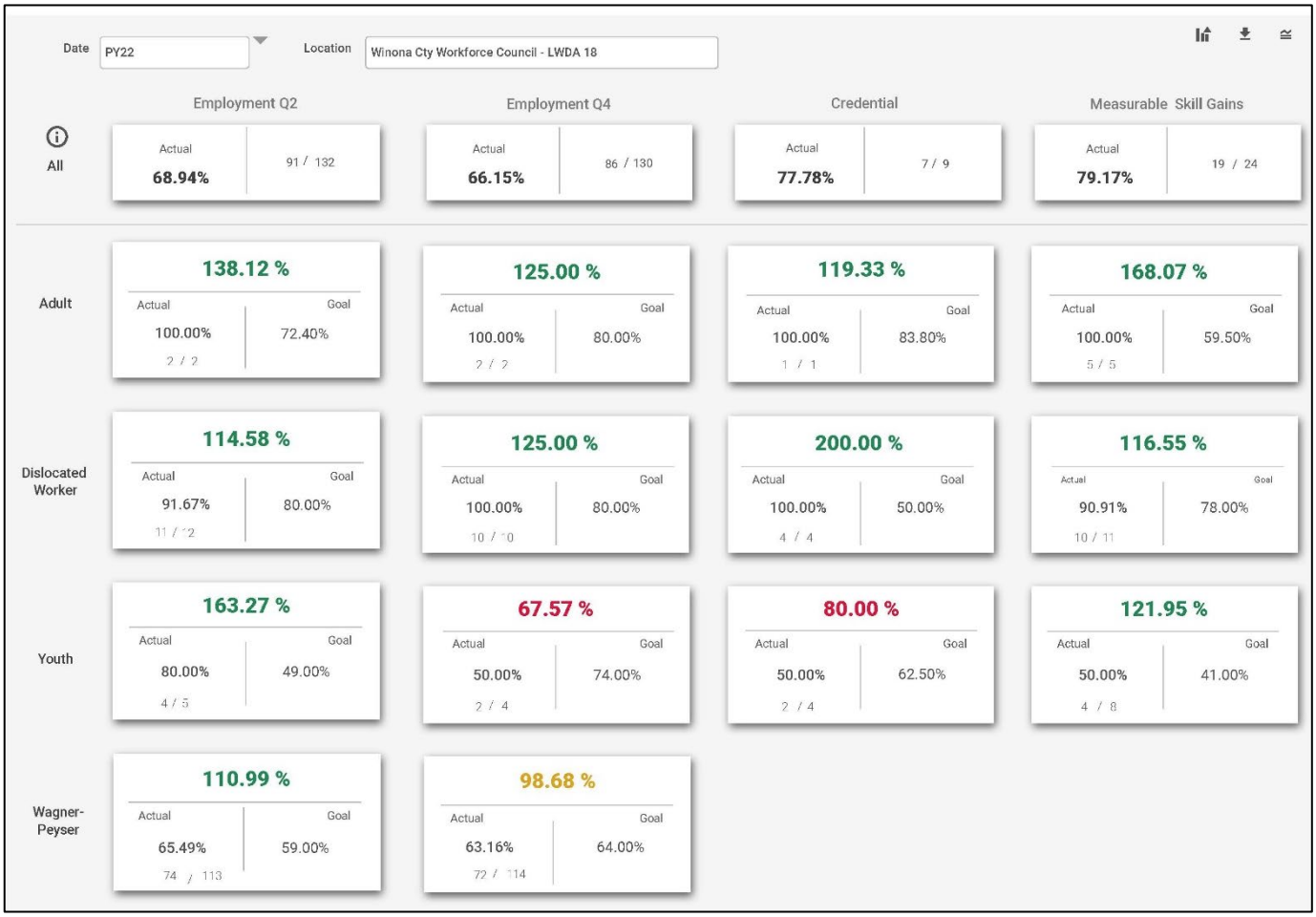
Marketing and outreach metrics include but are not limited to: social media engagement, participant demographic data related to targeted populations, program registration rates, co-enrollment percentages, and employer survey results.

C.7. During the past program year, below are the outcomes for both the Winona and Southeast Minnesota WIOA measurements:

Southeast MN – LWDA 8 WIOA Measurments



Winona County, MN – LWDA 18 WIOA Measurements



Local Plan Template - WDA 8

SECTION A: LOCAL BOARDS VISION, GOALS AND STRATEGIES

A.1. 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.

Our regional board adopted the SEMN Vision, therefore the two are one in the same. Our vision is to develop and advance the workforce through being the **champion** for workers; the **convening agent** to bring workforce partners together to resolve workforce issues; the **change agent** to promote innovative and creative workforce system solutions; and the **accountability agent** to measure and manage the area's workforce development system. Our vision is also that each career seeker and employer in our region has the knowledge of and equitable access to opportunities and resources within the workforce system, and that through deep partnerships and successful workforce programming, we continue to elevate our impact and increase the economic vitality of our region.

We are addressing the State's Vision, Goals, and Strategies through the development of our own local goals and strategies, all of which were outlined above in Regional Plan – A.2. Our region is unique in that it is the 10-county area of SEMN, along with just the one additional county of Winona; therefore, our vision, goals, and strategies overlap in most areas.

A.2. 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.

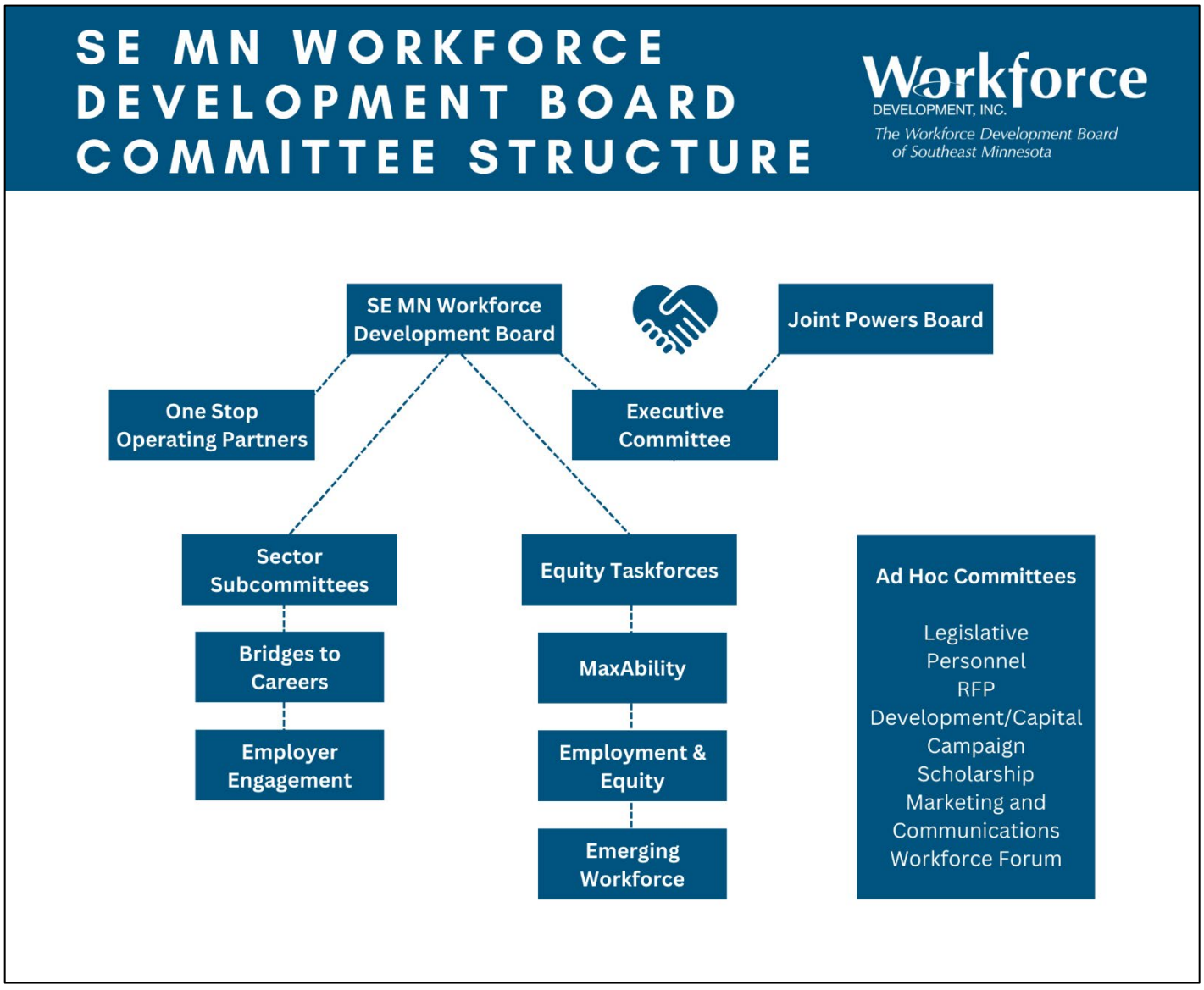
In Southeast Minnesota, our local area board is focused on ensuring that each individual in our region has the access, opportunity, and supports available to them to be successful in a family-sustaining, high-demand career. One of our three main goals for this plan includes a significant emphasis on outreach. Another goal discusses our successful career pathways trainings. Combined, these goals highlight our efforts to ensure that we are preparing and educated and skilled workforce. In addition, our partnerships with educational institutions, private business, and community-based organizations allow us to develop programming that aligns with industry and economic needs, and provides the supports necessary for success.

While our regional goals and priorities mirror one another, our strategies are somewhat different primarily because our local area serves 10 of the 11 counties in our region. In our local area, we have a robust and wide array of industry-led sector partnerships that provide career pathways training in several sectors. Each offering has a different flavor, depending on the funding streams supporting it, the targeted populations served, and the geographic area where the training is available. Some programming has private investment, other programming is funded through a single-source grant, but most of our programming is funding through a number of braided funding streams with multiple partnering organizations. Each and every program has a targeted population, and all of our programming focuses on individuals with barriers to employment and those underrepresented in the workforce.

Another example of our work in this area is the subcommittees of our boards. These subcommittees represent some of the key goals and priorities of our workforce board and individuals representing

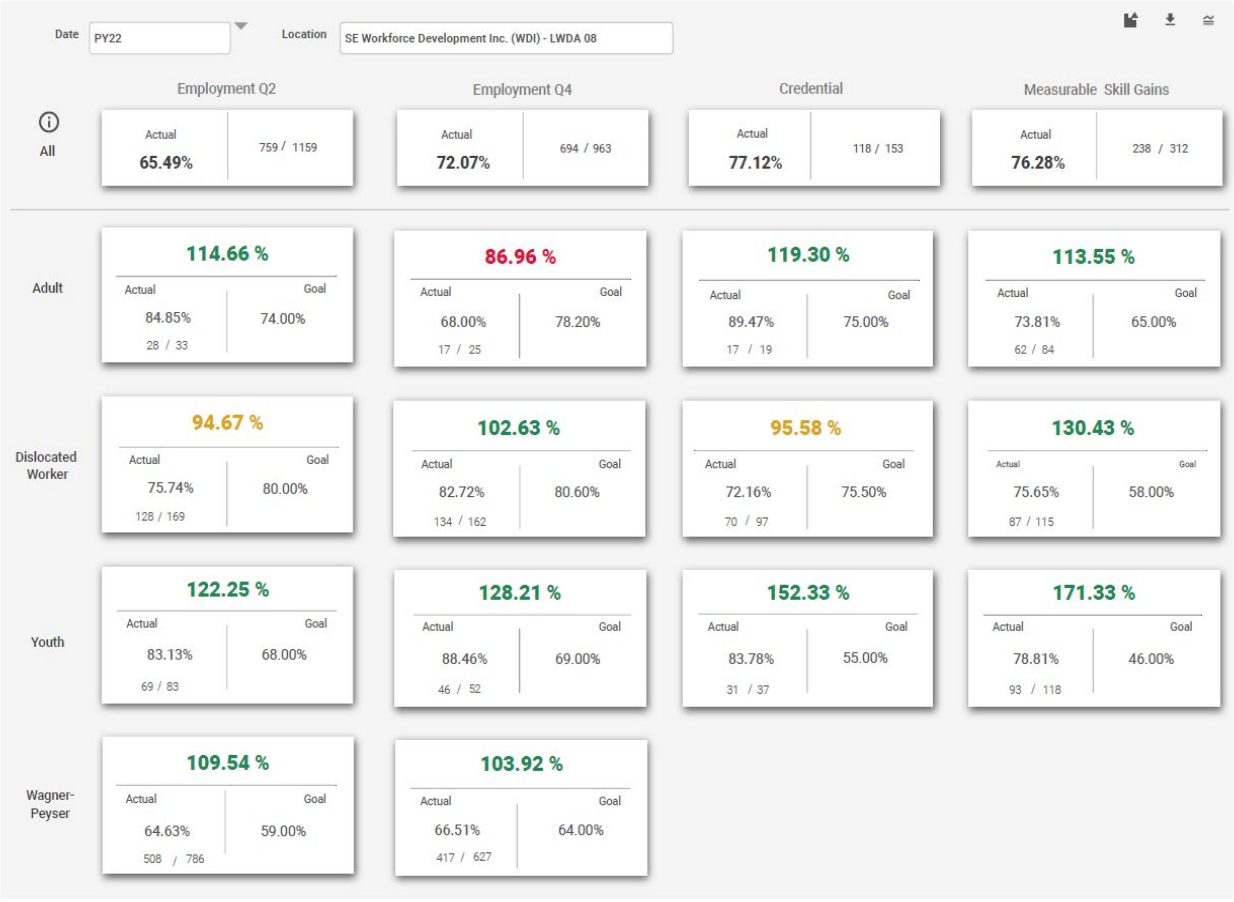
education, private business, and workforce partners are at the table to develop solutions and implement goals. Examples of these subcommittees include: Employer Engagement, Regional Career Pathways, Emerging Workforce, Employment and Equity, One-Stop Committee, and MaxAbility (focusing on employment for individuals with disabilities). Each of these subcommittees incorporates various strategies into their work.

See below for our local Workforce Development Board Committee structure.



A.3. Describe how these goals relate to the performance accountability measures based on the primary indicators to support regional economic growth and economic self-sufficiency.

The primary indicators of our performance accountability measures including placement, wage gain and training completion/certification, are directly related to our ability to meet the needs of both job seekers and area employers. If we do not meet the customer's needs, we will not achieve our accountability standards. When our customers (both career seekers and employers) meet their goals of self-sufficiency and economic growth, we achieve our accountability measures. We also have local goals that directly impact our performance measures.



Below is PY22 performance outcomes for our local area. We are continually revising our local priorities and initiatives, all directly impacting these performance measures. As an example, this year we've established a training program to ensure that all staff across each of our 10 offices has consistent information and best practices on case management, career services, and entering information on Workforce One. We've utilized our performance metrics and feedback from monitoring visits to develop common best practices and frequently asked questions.

A.4. 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.

Because we are the primary service provider in Southeast Minnesota, we are able to ensure that all of our programs and resources are aligned, and this is guided through our WDB in direct response to the needs of our region. Furthermore, we have a deep commitment to our numerous partnering organizations to ensure alignment with programming and resources, avoid duplication of services, and have dozens of successful braided-funding streams that support successful programming in our region.

Our local area is small but mighty, and we recognize and respect that not only can we not do it all alone, but the needs of our customers also drive the commitment to partnership and collaboration. WIOA supports the convening and collaborating function of the board that then in turns seeks out additional resources and partners to build a comprehensive system and robust programming to address our local workforce needs.

In addition, we have ongoing conversations at our board level regarding the direction of the work in the region, the outcomes we want to achieve, and where it is best to assign our various resources. One way we are able to maximize resources and avoid duplication is by co-enrollment into multiple funding streams. Another example is by developing public-private partnerships or multi-organization partnerships to administer Career Pathways programming, such as our Bridges to Careers models. We are able to share staff and resources with others to maximize our impact. One of our main roles as a workforce service provider is to have vast and deep knowledge of community resources available to an individual. We alone cannot address or fund all the needs of our career seekers or employers, but collaboratively we are able to provide comprehensive wrap-around services.

A.5. 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 best practices, like regional ones, center around career pathways programming and employer-led sector partnerships. The Bridges to Healthcare programming was highlighted above, and it is truly a regional effort. In the Southeast Minnesota local workforce area, our entire menu of services centers around our "Bridges" model. In just over 5 years, we've been able to expand this brand to the following training programs – Bridges to Healthcare, Bridges to Public Sector, Bridges to Manufacturing, Bridges to the Built Environment, and our newest addition – Road to Careers (CDL training). These programming options have been built on a foundation of successful partnership and developed with similar attributes – including public-private funding, business-led initiatives, sector-specific training, navigation supports, partnerships with local community colleges, deep partnerships with employer partners, support services, and vetted employment opportunities into quality jobs. We have also provided a critical pipeline of workers into the largest demand industries in our region. We have expanded our offerings to now provide training in other high-demand careers, including technology and entrepreneurship.

Part of the strength of this model is the strong, mutually-beneficial relationships we have been able to build with our partners. With so many partners involved and private funding streams being braided, we have also been able to expand our outreach efforts. The more community organizations and partners involved, the farther the word spreads about our programming. Another benefit has been accountability. As we develop shared goals and measures with our partners, we are on a course for continuous improvement and future visioning for our programming. Employers who are part of our sector partnerships also have better engagement in our work, better outcomes for their employees and hiring, and better connections to a pipeline talent. Lastly, the organizations we partner with can fulfill

their workforce development goals, whether they are geared towards building a pipeline of workers or students, or if they have prioritized workforce development and are then able to rely on us to deliver.

A.6. 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;

Our region is focused on the key industry sectors of Healthcare, Manufacturing, Services & Trades, Information Technology, Agriculture, and Transportation. Our local area adds in Entrepreneurship and Childcare due to the sheer volume of need and parallel workforce challenges within these sectors. As mentioned earlier, we have a unique local area due to the variety of industry sectors that each hold a significant percentage of the jobs. Because of this, we are continually reassessing where to focus our resources and which sectors have existing and successful programming, and where there are gaps.

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;

This was outlined in the Regional Plan C.3.

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.

One of the main priorities of the local board, since 2018, has been outreach. This critical activity is somewhat overlooked in broader discussions of workforce programming but is crucial to the success of the programs and of the individuals in SEMN. Our work world has changed, and career seekers and employers no longer always find their way into a One-Stop Center, therefore it is our responsibility to ensure that individuals have knowledge of, access to, and successful referral into existing programming and resources. We have increased these efforts significantly, effectively increasing our referral and co-enrollment rates over the past couple of years. In addition, we have increased our marketing efforts. Within the last three years, we have created a new website, created 4 additional websites for specific programming that are linked to our website, and have made incredible gains with our social media outreach. Here are some statistics from last year alone:

- Increased Facebook organic page reach by 98.9% (110,890 reached)
- Increased Facebook paid reach by 284.6% (65,771 reached)
- Increased Instagram page reach by 125.8% (1,400 reached)
- Increased LinkedIn page views by 997.6% (1,350 page views)
- Increased LinkedIn unique visitors by 1,193.8%
- Increased visitor sessions by 225% (29,675 sessions)
- Increased pageviews by 178% (110,259 pageviews)

We have also added intentional efforts for our board members and partnering organizations and businesses, totaling over 100, to serve as Ambassadors of workforce development in the 10

counties that we serve. We have deep partnerships with community organizations and employers and it has provided an increase in access to our programming.

The Southeast Minnesota Workforce Development Board is well known for its responsiveness to industry needs, flexibility, and ability to stand up successful training programming quickly. One example of this was the industry need for phlebotomy technicians. Because we already had the framework developed for our Bridges to Healthcare model, we could stand up additional training and support to add this occupation to our list of training programs within weeks, even though it was with a new training partner.

A.7. 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.

Southeast Minnesota hosted several different listening sessions in early 2024, inviting private business, partnering organizations, Workforce Development Board members and Joint Powers Board members. At these listening sessions, we collected feedback and input from over 100 partners. We also sent out a survey to these same groups of individuals and collected responses regarding our local and regional goals and strategies. This information, combined with a customer survey, was used in developing this plan. In addition, the plan has been posted for public comment on our website, on the Winona County website, and has been sent out to all the partners involved in the process. Finally, we sent it out through our newsletter and constant contact email list, which includes hundreds of partners.

A.8. 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)).

Local workforce areas in Minnesota are partnering with the Department of Employment and Economic Development (DEED) to respond to industry and state needs as it relates to partnerships under these acts. The Minnesota Association of Workforce Boards, of which our local areas are members, has assisted in the development of statewide workforce plans to address the challenges and goals of these federal bills. In addition, we are partnering with the Minnesota Department of Labor and Industry (DOLI) to develop localized apprenticeship programs. Many of these bills require deep partnerships at the state agency level prior to developing programming at the local level. We are ready for implementation of several plans and initiatives once our state partners give us the green light.

Southeast Minnesota is also a main partner in the Equity in the Built Environment Project, which is building a Built Environment ecosystem to provide equitable employment opportunities into a variety of careers, focusing on BIPOC women. Other partners include Bloomberg Philanthropies, the City of Rochester, Rochester Community and Technical College, and many construction-based businesses. This project has applied for a few of the funding streams that have become available through the bills listed above and is ready to implement programming to address the workforce needs within the built environment.

SECTION B: PROGRAM OPERATIONS

CareerForce Operations – Connection to Services

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

B.2.

The local Workforce Development Boards will maintain their responsibility for designating CareerForce Centers and offering recommendations regarding affiliate and standalone partner sites. Presently, SEMN operates a comprehensive location in Rochester, complemented by affiliate sites in Albert Lea, Austin, Faribault, Red Wing, and additional staffing offices in Dodge, Fillmore, Houston, and Wabasha counties by Workforce Development, Inc. Furthermore, Direct Appropriation funds from the State of Minnesota support a tenth location in Steele County. These locations are utilized by local core partners as needed.

All core title providers are represented on the One-Stop Committee and the WDB, fostering close collaboration in the development, implementation, and evaluation of workforce programming regionally. Although only one CareerForce location is mandatory in our local area, the Board and core partners advocate for five affiliate sites to accommodate the region's vast geographic footprint, diverse populations, industries, and partnerships. Recognizing the varying needs of participants from county to county, our commitment remains steadfast in providing services as locally and effectively as possible.

B.3. Describe the strategies to ensure proper connectivity and coordination among the physical sites within the local workforce development area.

At the administrative level, regular meetings occur between leadership where discussions take place regarding high-level coordination of services, methods, and programs. Leadership shares information on new programming, updates on existing programming, and brainstorms ideas for addressing challenges, whether it be locally or on statewide priorities. Monthly in-person Director and Manager meetings help ensure coordination and shared information among the physical sites and on-site partners of our workforce development area, using virtual means for connecting as needed. Individual offices also coordinate ongoing staff meetings and communication initiatives with partner staff. Local sites often work with a model similar to integrated resource teams, particularly when individuals are co-enrolled in various funding streams or programs, to maximize resources for that individual and to ensure accessibility to all programming available to them. Co-location on college campuses for many of our offices provides another level of connection and coordination.

Additionally, a few of our college located offices are also in the same wing as Adult Basic Education providers which makes for immensely seamless connection between ABE, Workforce Development and Post-Secondary Education. Staff members can also meet customers at various locations, and we often have office hours at various places popular with our customers.

B.4. Describe the strategies to ensure proper connectivity and coordination among the service providers within the local workforce development area.

Traditionally we have hosted monthly meetings of the One-Stop Committee to provide in person communication and coordination among the WDA core title partners, but attendance was lacking and not all entities were fully represented. We have adjusted this schedule to have a bi-annual collaboration meeting of all partners where multiple members of each entity are invited to attend, i.e. not just one ABE provider, but all ABE providers in the region. In addition, many area service providers serve as WDB and/or Subcommittee members. At the office level, the partners meet more frequently (bi-monthly or even monthly) to discuss specific local happenings and needs. In addition, our WDB has several subcommittees where our partnering organizations can form collaborations and build cohesion between programs and service providers in the region.

B.5. Describe other strategies that will be used to maximize services and access to services, such as non-traditional hours or using partner facilities.

We meet customer needs by utilizing partner facilities in several locations on a very regular basis. Public libraries, Adult Basic Education offices, and colleges are all regular meeting places for our staff and customers. In addition, staff meets customers "where they are", including off-site and outside of the scope of regular business hours. Outreach coordination has been a major focus for our work over the last few years. As the workforce shortage has ever increased, and our in-person foot traffic has decreased, we've adjusted our models of service to allow for even more flexibility, creativity, and accessibility. We encourage staff to be out in the community and involved with various targeted populations, and to reach out to individuals in various communities, to ensure adequate and equitable access to programming. Outreach, particularly to underserved populations, is critical to our region's needs and will be ever-increasing in the upcoming months. Massive region wide outreach is ongoing and ever advancing.

As outlined below, we utilize a multitude of technology resources and virtual services to maximize access to services as well. Individuals are able to reach us virtually as well as in-person, and are able to do so and work on their individual career plan at their own pace and on their own time. This allows maximum flexibility for career seekers to access services.

B.6. 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.

The Workforce Development Board (WDB) guarantees the accessibility of all documented Career Services at our service locations or through virtual channels. Each program is overseen by a Director who manages the program budget, ensures compliance with program requirements, and ensures the availability of appropriate career services across all service locations. Recently, we've implemented significant leadership restructuring aimed at optimizing support for our staff, thereby enhancing the quality of service delivery to our customers, ensuring their ultimate success without compromise. Program Directors provide monthly updates to the WDB Executive Committee, ensuring transparency and accountability.

To equip our staff with the necessary knowledge and resources for effective program administration, we offer comprehensive professional development opportunities. These opportunities are well-

documented and widely available to all staff members, ensuring their familiarity with program requirements and the diverse array of services and resources available to our customers.

While our work is multifaceted, we adopt a collaborative team approach to ensure seamless service delivery. Our Career Planners undergo extensive training on all program elements and work closely with their colleagues to ensure the availability of all services to our customers. Customers can access our services either virtually or in-person, with virtual services and online resources outlined below. This approach ensures that customers receive tailored support and resources relevant to their specific sector of interest, facilitated by knowledgeable and cooperative staff members across the region.

B.7. 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.

Ensuring equitable access to information for all participants is a primary focus for us. Our staff employ a range of communication methods tailored to individual preferences, including Zoom, Skype, Teams, Facebook Messenger, phone calls, and text systems for both one-on-one and group interactions.

Additionally, we leverage our website, Facebook, partner agencies, and physical mail to provide support with paperwork and job packets as needed. To accommodate virtual interactions, we utilize SignRequest for obtaining electronic signatures from customers who prefer remote communication while still accessing our services.

The variety of service delivery methods has significantly expanded since the onset of the pandemic, allowing us to better meet the diverse needs of our clientele. Recognizing the challenges faced by individuals with familial responsibilities, unconventional work schedules, or transportation constraints, we prioritize flexibility in our approach. The adoption of technology has facilitated increased access to our services, with clients appreciating the convenience of remote communication, eliminating the need to visit our offices in person. Furthermore, our partnerships with colleges have enhanced virtual coursework support, extending even to locations like county jails and other community settings.

In maintaining compliance and accessibility standards, we rely on guidance from DEED and receive local assistance from our Vocational Rehab partners. Our EEOC/ADA Officer collaborates closely with DEED's Office of Diversity & Equal Opportunity to ensure ADA accessibility across all our offices. Recognizing the varying levels of technological proficiency among our customers, we provide access to Career Labs in CareerForce locations and computer labs in our WDI offices. Here, staff not only offer access to technology but also provide assistance and instruction to enhance computer literacy. Additionally, through close collaboration with our VRS partners, we can implement various technology-based accommodations to better serve our diverse clientele.

B.8. 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.

At our one-stop centers, we utilize the Workforce One (WF1) system as our primary case management tool, while Cybrarian data tracks universal customers. WF1 serves as a technology-enabled intake and case management platform for all our programs. While most programs are established within WF1 by

DEED teams, we have the flexibility to develop local custom programs within the system. These customized programs cater to participants not yet enrolled in formal programming or those engaged in programs not administered by DEED, such as federal Department of Labor grants.

The Workforce Development Board (WDB) and One-Stop Committee are keen on transitioning to an integrated, technology-enabled intake and case management system encompassing all WIOA partners. However, we await guidance from DEED before embarking on this initiative. Ideally, we aim for an integrated system that spans partnerships, including post-secondary and adult basic education. Though these advancements remain on our horizon, they represent an essential aspect of our future vision for streamlined and cohesive service delivery.

B.9. 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.

We prioritize providing supportive services to all our enrolled customers to ensure they have the necessary assistance to succeed in their employment and training endeavors. Assessing needs and documenting requirements precedes the distribution of support, while ongoing evaluation throughout enrollment allows us to address evolving barriers and make appropriate referrals. Examples of the support services we offer include transportation assistance, childcare aid, work attire, vehicle repairs, work-related supplies, and emergency aid. Our support service policy, endorsed by the Workforce Development Board, delineates the available support and disbursement protocols. Moreover, in select locations, we secure specialized grant funding to extend support services to non-enrolled individuals, aiding them in overcoming barriers to enrollment such as documentation challenges.

Our CareerForce site staff maintain close ties with various community organizations and programs offering support services. Recognizing that addressing all barriers to employment requires collaboration and resource-sharing, we actively engage in partnerships within the non-profit sector. Often functioning as a hub agency, we bring together partners from across the community to collectively address the diverse needs and barriers faced by our participants, ensuring a comprehensive and comprehensive approach to support.

CareerForce Operations - Accessibility

B.10. Describe strategies that will be used to leverage technology for services and ensure compliance with accessibility standards.

Our team is deeply committed to leveraging technology and innovative strategies to enhance our services for participants. Beyond traditional modes of communication like phone and email, we've embraced a diverse array of platforms such as Zoom, Microsoft Teams, text messaging, and Facebook Messenger to facilitate engagement with our customers. Recognizing the importance of accessibility, our staff is encouraged to remain flexible and adaptable, actively seeking out opportunities to meet individuals in locations that are convenient for them. This might mean conducting meetings in public libraries, schools, coffee shops, county buildings, or any other remote location where our participants feel comfortable.

The onset of the Covid-19 pandemic prompted us to expand our virtual offerings significantly. This expansion has not only made our processes more advanced and efficient but has also fostered a more

equitable approach to service delivery. To ensure that our team is well-equipped for this transition, all staff members have undergone comprehensive training in a variety of modalities. As a result, certain services are now exclusively offered virtually, providing greater convenience and accessibility for our diverse clientele.

Moreover, the shift to virtual platforms has yielded unforeseen benefits. The time saved by eliminating the need for in-person meetings and reducing commute times has allowed us to invest more heavily in staff training. We've provided extensive instruction on virtual customer service techniques, effective networking strategies in the digital realm, and optimizing social media platforms for outreach and engagement.

This transition has been particularly impactful in our rural communities. By overcoming geographical barriers, individuals who previously struggled to access our services due to transportation limitations, work schedules, childcare obligations, or other constraints are now able to do so more easily and conveniently. The feedback from our customers has been overwhelmingly positive, highlighting the adaptability and responsiveness of our approach. By meeting individuals where they are, both physically and technologically, we've been able to forge deeper, more meaningful connections with our participants, leading to increased success in our service delivery. This shift represents a fundamental transformation in the power dynamics of our interactions, empowering individuals to engage with our services on their own terms and fostering relationships that are more authentic, supportive, and impactful.

B.11. 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.

Details are clearly defined in the One-Stop MOU (Attachment H)

B.12. 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 WDB relies on DEED’s guidance for compliance evaluation and assessments to comply with any applicable provisions of the Americans with Disabilities Act. In addition, our Vocational Rehab partners provide local assistance with accessibility compliance. Over the past several years, the MaxAbility subcommittee of the WDB has focused on expanding opportunities for eligible individuals with barriers to employment. Examples include: holding job fairs specifically for persons with disabilities, providing Americans with Disabilities Act (ADA) training for employers and staff, creating awareness on the

benefits of hiring persons with disabilities and advocating for this population within business and industry.

CareerForce Operations – EEO Compliance

B.13. 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

B.14. The local workforce development area is aware of and conducts annually a physical and program accessibility review.

Yes

B.15. Does the local workforce development area have in place an agreed upon WIOA Discrimination complaint process per the regulations?

Yes

B.16. Does the local workforce development area have in place an agreed upon WIOA Program Complaint Policy per the regulations?

Yes

B.16. 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

B.17. 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).

Affirmative outreach strategies for local workforce development areas are critical for ensuring equitable access to opportunities across diverse populations. We forge partnerships with community organizations, non-profits, schools, and local government agencies representing diverse populations. We have developed communication materials, including flyers, brochures, and website content, that

resonate with different cultural and linguistic backgrounds and we can translate materials into relevant languages spoken in the region to ensure inclusivity.

We have organized targeted outreach events in neighborhoods with high concentrations of underserved populations such as those from Southeast Asia. We have leveraged social media platforms, online forums, and digital advertising to reach a wider audience and utilize targeted advertising features to reach specific demographics within the region.

Through collaboration with local employers we understand their diversity and inclusion goals. We encourage them to participate in outreach efforts and provide opportunities for diverse candidates, including internships, apprenticeships, and job placements.

By employing these affirmative outreach strategies, local workforce development areas can effectively recruit participants who are representative of the populations in their region, fostering greater diversity, equity, and inclusion in the workforce development process.

CareerForce Partners

B.18. Describe the roles and resource contributions of the one-stop partners.

As defined in the MOU, there are three levels of partner agencies:

Core Partners:

These partners house/provide staffing or virtual presence at each CareerForce location and share in the operation and maintenance of the location via the IFA. Core partners participate in the cost of shared CareerForce location functions and operations. The Core partners make up the policy setting body for the location, and services offered.

CareerForce Core partners include:

- Department of Employment and Economic Development (DEED) - Job Service
- Department of Employment and Economic Development (DEED) - Vocational Rehabilitation
- Department of Employment and Economic Development (DEED) - State Services for the Blind
- Workforce Development, Incorporated (WDI)

Resident Partners:

These are Partners that may rent space and may provide a staff presence at some locations but are not represented at all the CareerForce locations. These partners may bring a specific service to CareerForce customers, but do not contribute to the management of the centers, beyond a fixed amount of rent that is negotiated with the location manager.

External Partners:

Partners who do not house at the CareerForce locations but provide services to a group of customers using the centers.

B.19. Describe how the local area board will ensure continuous improvement of eligible providers of services through the system.

Currently, the local WDB has the authority to ensure continuous improvement of services as the oversight entity of Workforce Development, Inc., the local service provider, as well as the service providers we partner with via an RFP process. In the future, we expect that all local service providers will be held to WIOA standards and WDB oversight. Our own continuous improvement is measured in a variety of ways, including performance standards, required Global Career Development Facilitation training for our Career Planners, customer satisfaction surveys, WIOA performance indicators, and our own internal merit measures. These performance metrics are shared with our local board, local elected officials board (Joint Powers Board), county partners, and other funders as required, and we have ongoing discussions on performance improvement with our management team. Our internal merit measures also include targeted goals that need local area attention, such as work experience expenditures in our youth program and program-specific enrollment goals.

B.20. Describe the local workforce development area's processes to ensure non-duplicative services and avoid duplicate administrative costs.

The WDB maintains efficient communication and collaboration channels among partner organizations to prevent duplication of services. Data management systems are utilized to track participant progress and identify service overlaps or gaps. Resource allocation is optimized through centralized procurement and streamlined administrative processes, minimizing redundant costs. Continuous monitoring and evaluation ensure effectiveness and prompt adjustments to service delivery models as needed, ensuring efficient use of resources while meeting community needs.

B.21. 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.

The Memorandum of Understanding for the Regional Oversight Committee details the membership, voting rights, meeting schedule and location, and yearly regional goals. The Memorandum of Understanding for the Southeast Minnesota CareerForce System (One-Stop Operating Consortium) identifies the partners and details their roles and responsibilities, identifies the services to be provided throughout the CareerForce system, outlines the service funding and cost allocation methodology, defines the referral system between required partners, and includes a dispute and resolution process.

B.22. 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.

Local policy letters are created which mirror the requirements set forth by DOL and DEED. These policy letters are brought before the WDB for discussion and approval, thereby eliminating any discrepancies and resolving any potential disagreements before approval. Program Directors share local policy letters with staff and provide training on the requirements and expectations. Local policy letters are also available on our SharePoint page so that staff always has electronic access to them. We are currently

revising policies alongside DEED's process to make sure we are up to date in providing the best service, following all of the rules.

Southeast Minnesota utilizes our One-Stop Operator Consortium that includes our CareerForce partnering organizations to ensure compliance with all infrastructure funding agreements. The region is currently working towards a new Memorandum of Understanding and Infrastructure Funding Agreement that should be in place by late spring, 2024. We also work closely with our state workforce agency, the other workforce development areas, as well as our Region 5 Department of Labor representatives to ensure compliance. In our current MOU, several new processes will be developed, including our quarterly reconciliation and a process for handling discrepancies.

B.23. 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.

Local Workforce Development Boards in Region 6 assist in convening all the required partners in the Infrastructure Funding Agreement negotiation process. All partners must sign the agreement prior to implementation. We host multiple planning sessions including as a group and with individual entities, to explain the agreement, process, and WIOA law, and to ensure understanding and buy-in from partners. In our small rural region, it is incredibly difficult to implement and to gain buy-in from partners, who are required by law to contribute. We have great partnerships and participation in the process, and we are currently working to update our local IFA's, which are slated to be completed by 6/30/24.

B.24. 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.

The WDB ensures that any RFP includes detailed expectations for the project's scope, target audience, and outcomes. As a grantor, the WDB provides support, guidance, and oversight for RFP projects throughout the life of each project.

B.25. Describe and identify the entity responsible for the disbursal of grant funds described in section 107(d)(12)(B)(i)(III) of WIOA.

The WDB is responsible for the disbursal of grant funds. The WDB, through Workforce Development, Inc. also delivers programs, in accordance with the duties assigned to them by the Joint Powers Board of Local Elected Officials via a Memorandum of Agreement.

Levels of Performance

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

Southeast Minnesota adopts our WIOA performance measures as our own programmatic performance measures and we track progress closely in partnership with our DEED partners. We provide ongoing updates on our performance progress throughout the year to the boards, while also providing a monthly fiscal report. DEED provides regular reports on our progress and provides technical assistance for data management. Minnesota uses a system called 'Workforce One' to track our individual career seekers, case management and outcomes, and this makes it easy to track progress on a regular basis.
Details of our local performance outcomes can be found in section Local Plan – A.3

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

Our state partners have released a document that outlines guidelines for high performing boards: Strategic Governance Reference Guide

Within this document, the following outline is found:

The emphasis on high performing and strategic workforce boards is emphasized in our state and local plans and is outlined in WIOA. The law is an opportunity to take a fresh look at a broader, more strategic role for workforce boards to achieve success for a state workforce development system. High performing workforce boards at every level are asked to expand beyond quantitative transactional measures such as the number of customers served to transformational measurements. Transformational measures can include training in an in-demand occupation and consistent, long-term employment while earning or exceeding the area's identified family sustaining wage level, or supporting the development of high-quality partnerships with industry, and across government agencies.

High performing workforce development boards:

- Focus on strategy through the state, regional, and local plans
- Use data for informed decision-making, performance tools for accountability and establish dashboards for continuous improvement goals and progress milestones
- Formulate policies and make recommendations for systems funding and planning
- Provide leadership to the workforce development system to create sustainable change

Minnesota's four critical roles for high-performing workforce boards:

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

We follow the guidelines in this document and mirror the statewide priorities and goals with our own. Our local area is unique from other areas and therefore we develop local goals and priorities, however they always align back to our state goals and priorities. Our sector-led partnerships are our niche for our region and we also rely on our state partners for guidance on areas such as performance tools for accountability and the dashboard for continuous improvement.

Local Workforce Board Governance

B.28. 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 Local Workforce Board adheres to a set of by-laws (Attachment I) that outlines the process for replacing/reappointing individuals to the board. Our Executive Committee oversees these activities and nominations are collected for any new board positions, as well as Executive Slate positions.
For those seats that are scheduled to expire on June 30, 2024, we are already accepting nominations for both the open board seats and the executive slate. We've also had conversations/interviews with several potential board members and are ahead of schedule in terms of ensuring a fully seated board by July 1, 2024.

B.29. Is your local area board currently in compliance with WIOA?

Yes

If no, what steps will be taken to bring your local area board into compliance by June 30, 2024?

B.30. 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

C.1. 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.

The WDB of SEMN has several targeted populations under-represented in the workforce. Programs and services are tailored for individual populations and outreach efforts continue to evolve and expand. Outreach to various populations is our number one challenge in providing services, and we can always improve. However, our board and region rely on several best practices for expanding access to diverse populations of career seekers.
For example, MaxAbility is a subcommittee dedicated to growing competitive employment opportunities for people with disabilities. Over the years, MaxAbility has focused on expanding opportunities for eligible individuals with barriers to employment. It facilitates collaboration among local employers, job placement professionals, nonprofit professionals, and educators to develop and increase opportunities for people with disabilities. Collaborators meet regularly to learn and partner with each other. An annual job and resource fair is also held so applicants can connect directly with employers and other stakeholders to learn about employment opportunities. Supports offered include holding job fairs specifically for persons with disabilities, providing Americans with Disabilities Act (ADA)

training for employers, providing monthly Lunch & Learn webinars on Disability related topics to all interested at no charge, creating local awareness on the benefits of hiring persons with disabilities and advocating for that population in general.

The WDB has hired staff to provide strategic and intentional outreach to populations of people with barriers to employment based on language and culture. Career Counselors working with all programs including youth, dislocated workers, public assistance recipients, etc. provide outreach and assistance daily, helping individuals with various employment barriers. Intentional outreach includes meeting individuals where they are at, visiting locations where various populations congregate, reaching out to population-specific community-based organizations, sharing information with community leaders, and relying on numerous partner organizations to share information. WDI staff speak several languages and can provide targeted outreach in the following languages: Spanish, Somali, Karen/Karenni, Arabic, Anuak, and American Sign Language. The opportunity to serve individuals connected to the MFIP (Minnesota Family Investment Program) and the SNAP (Supplemental Nutrition Assistance) programs also expands our network and outreach to targeted populations, particularly those with multiple barriers to employment. Our ability to diversify funding streams, programming, and resources allows for well-rounded intensive programming.

C.2. 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.

We provide access to supportive services for all eligible customers as funding allows. Detailed information on these are outlined in section C.1 above as well as in the attached support service policy. Through a Rochester Area Foundation grant in Olmsted County and a United Way grant in Mower County, we've been able to expand supportive services for non-enrolled individuals to help them address their structural barriers to employment. For example, individuals must provide citizenship documentation prior to enrollment, which can be a significant barrier to accessing services. Pre-enrollment supportive services could assist someone in obtaining the documentation needed, and transportation to/from the appointment to obtain the identification. Ideally, our support service policy will be expanded to allow broader categories of pre-enrollment support. We continue to search for additional resources such as those mentioned above that can provided the needed flexible funding to achieve this.

C.3. Describe how the local area board will facilitate the development of career pathways, co-enrollments (as appropriate) and activities that lead to industry recognized post-secondary credentials that are portable and stackable.

The WDB is focused on the following goals: identifying and developing financially sustainable, aligned career pathways systems for youth and adults; increasing the number of skilled workers with credentials that are of value to the area labor market, reducing duplication of services, and strengthening partnerships. Career pathways are a series of structured and connected educational programs and support services that enable students, often while they are working, to advance over time to better jobs, careers, and higher levels of education and training. These programs offer a clear sequence or pathway of education coursework and/or training credentials aligned with employer-validated work readiness standards and competencies.

One of our greatest successes in the Southeast is our rich offering of Career Pathways opportunities. Clients who are interested in pursuing careers are paired with Career Navigators who assist clients in narrowing down their choices regarding which career paths to follow. Career Navigators and clients work together to find appropriate educational paths to follow and/or good fits with local employers. They also identify what, if any, barriers stand in the way of clients finishing their education or maintaining employment and addressing those barriers one by one. For instance, a client may take classes that lead to an industry-recognized certificate. At that point, the client can decide to continue with additional classes to reach the next educational level or may seek employment. That option is available all along the career pathway, always with the goal of securing careers that are in demand and pay a living wage. While career pathways are important for individual career seekers, they are important for employers, as well. Career pathway systems transform the role of employers from customers to partners, co-leaders, and co-investors in the development of the workforce. Employers have a high stake in the development of career pathways that lead to increases in their pipeline of qualified workers. The creation of career pathways can develop in several different ways.

Labor market information may show a high demand for careers for which there are few people trained. If local employers concur there is a high number of openings, either currently or forecasted, and low numbers of skilled workers, we may look for funding sources to create the entry point into career pathways. One key role the WDB plays is making people aware that these careers are not only in demand but pay a living wage. Once customers are made aware of the various career options, if they show an interest, Career Planners will encourage them to enroll in one of the many short-term trainings that lead into the field. Where appropriate, Career Planners will also enroll and/or co-enroll clients in more than one program to best serve the clients and use resources to their best use. These are always created with partners from around the SE MN region and include educational partners, both credit and customized departments, Adult Basic Education (ABE), other community-based organizations, and employers. Based on feedback from employers, and an understanding of what industry-recognized credentials are of importance to them, training to earn those credentials is incorporated into the short-term trainings.

The following are just some of the available and ever-expanding Career Pathways options; some are complete Career Pathways, while others are WDI-sponsored, short-term trainings that lead into Career Pathways.

Bridge to Careers: Healthcare

A collaboration between Workforce development, multiple area ABEs, and multiple community colleges.

- **Certified Nursing Assistant (CNA)** - A career as a Certified Nursing Assistant involves hands-on healthcare to patients who are residents in nursing homes or could work in other home health services. A nursing assistant's duties are to help patients with the basic activities of everyday life.
    - Start CNA Prep Courses at local ABE

- Complete CNA Prep and Career Pathways
- Complete CNA Certification (6 Credits)
    - Nursing Assistant Theory & Clinical
    - Home Health Aide Theory
    - CPR for Health Care Professionals
- Transition to partnering local career college for further medical training (Medical Assistant, LPN, RN) or get assisted in securing CNA employment

- **Advanced Hospital Nursing Assistant -** Upon completion of a CNA certification participants can continue to Advanced Hospital Nursing Assistant programming.

- **Licensed Practical Nursing (LPN)** - A career as a Licensed Practical Nurse (LPN) involves providing hands-on patient care in diverse healthcare settings such as hospitals, nursing homes, clinics, and home health agencies. LPNs assist with a range of tasks including administering medication, monitoring vital signs, dressing wounds, and aiding with personal hygiene. They work under the supervision of registered nurses and physicians, ensuring patients' comfort, well-being, and safety throughout their healthcare experience.

- **Registered Nursing (RN) -** A Registered Nurse (RN) provides vital patient care in hospitals, clinics, nursing homes, and other settings. Responsibilities include assessing patients, administering treatments, coordinating care plans, and educating patients and families. Working closely with healthcare teams, RNs promote health and support patients through their healthcare journeys.

- **Phlebotomy Preparation** - Phlebotomists collect and prepare blood samples for medical testing and transfusions. They work in hospitals, clinics, and blood donation centers, identifying patients, performing blood draws, and ensuring specimen accuracy. Phlebotomists play a vital role in providing quality samples for diagnostic testing, supporting accurate medical diagnoses and treatment decisions.

- **Pharmacy Technician Preparation -** Pharmacy techs support pharmacists in dispensing medications, working in various healthcare settings. They handle prescriptions, measure medication amounts, package prescriptions, and manage inventory. Pharmacy techs play a vital role in ensuring accurate medication distribution, enhancing patient care quality.

Bridge to Careers: Administrative Office Professionals

A collaboration between Riverland College, Rochester Community and Technical College, Workforce Development, Inc., and Southeast Adult Basic Education Consortium.

- This program prepares students for employment as Administrative Office Professionals.
- Students will develop technology and critical thinking skills crucial to ensuring organization success.

- They will learn to provide critical support to organization leaders such as administrators, executives, and managers by keeping current on the 3 T's: Terminology, Trends, and Technology.

  Careers may include:
  - Administrative Assistant
  - Administrative Secretary
  - Administrative Support Assistant
  - Executive Assistant
  - Office Assistant
  - Office Manager

Bridges to Careers: Manufacturing

A collaboration between Hiawatha Valley Adult Education, Minnesota State College Southeast, and Workforce Development, Inc.

- **Pathways to Prosperity: Accelerated Welding Academy –** 40 hours of training in six weeks. Classes are held at one of the Minnesota State Colleges Southeast – Red Wing or Winona and include:

  - 10 hours of classroom training
  - Math for Welders, Weld Symbols, and Safety
  - 30 hours of hands-on welding
  - GMAW MIG Welding
  - Intro to Oxyfuel Cutting
  - Intro to SMAW (Stick)
  - Intro to Plasma Cutting
  - Northstar Digital Literacy Computer Training

- **Pathways to Prosperity: Accelerated CNC Machine Tool** - 60 hours of training in eight weeks. Classes are held at one of the Minnesota State Colleges Southeast – Red Wing or Winona and include:

  - 20 hours of classroom
  - Safety, Blueprint Reading, Precision Measuring and Gauging
  - 40 hours of hands-on CNC/ Machining
  - Basic CNC Setup, Operation and Troubleshooting
  - Downloading and Running Programs
  - Loading Tools and Monitoring Speed
  - Operating CNC Machine Tools for Success
  - Construction-Focused Trainings that lead into the Trades

Other Career Pathways are more focused on a segment of the population and often WDI will apply for grants to support them. Examples include:

- **Southeast Asian Economic Disparities Relief Grant** – The Southeast Asian Economic Disparities Relief grant, locally called the SEA grant, was created to fund a wide variety of training and employment opportunities for individuals who are from Southeast Asia.

    - Through this grant funding, participants have taken the coursework to enter every kind of career from carpentry to nursing to police work, have participated in subsidized work experiences, and connected with county licensors to become licensed daycare providers.
    - Some participants engage in general classes offered at local community colleges, while other individuals partake in coursework through customized training departments that include support from interpreters for Karen, Karenni and Burmese languages.

C.4. Describe and assess the type and availability of adult and dislocated worker employment and training activities in the local workforce development area.

In our local workforce development area, we continue to offer a comprehensive array of employment and training activities to support both adult and dislocated workers in their career advancement and skill development journeys. These initiatives are continuously tailored to meet the diverse needs and goals of individuals seeking to enter or re-enter the workforce. At CareerForce locations and satellite Workforce Development, Inc. (WDI) sites, career seekers have access to essential services, including fax machines, copy machines, printers, and computers with various adaptive software available for online applications. Moreover, we provide career counseling and assessment services to help individuals explore career pathways, identify strengths, and refine their interests.

To further enhance employability, we offer work readiness classes and job skills training programs. We recognize the importance of ensuring accessibility for all career seekers and provide referrals to partner organizations for additional support tailored to their specific needs and goals. Additionally, our offices serve as valuable resources for local businesses, facilitating direct connections with potential employees through events, job postings, and on-site interviews. Our employer outreach specialists play a crucial role in fostering partnerships between businesses and the workforce development system, supporting recruitment efforts, and offering assistance with employability skills training.

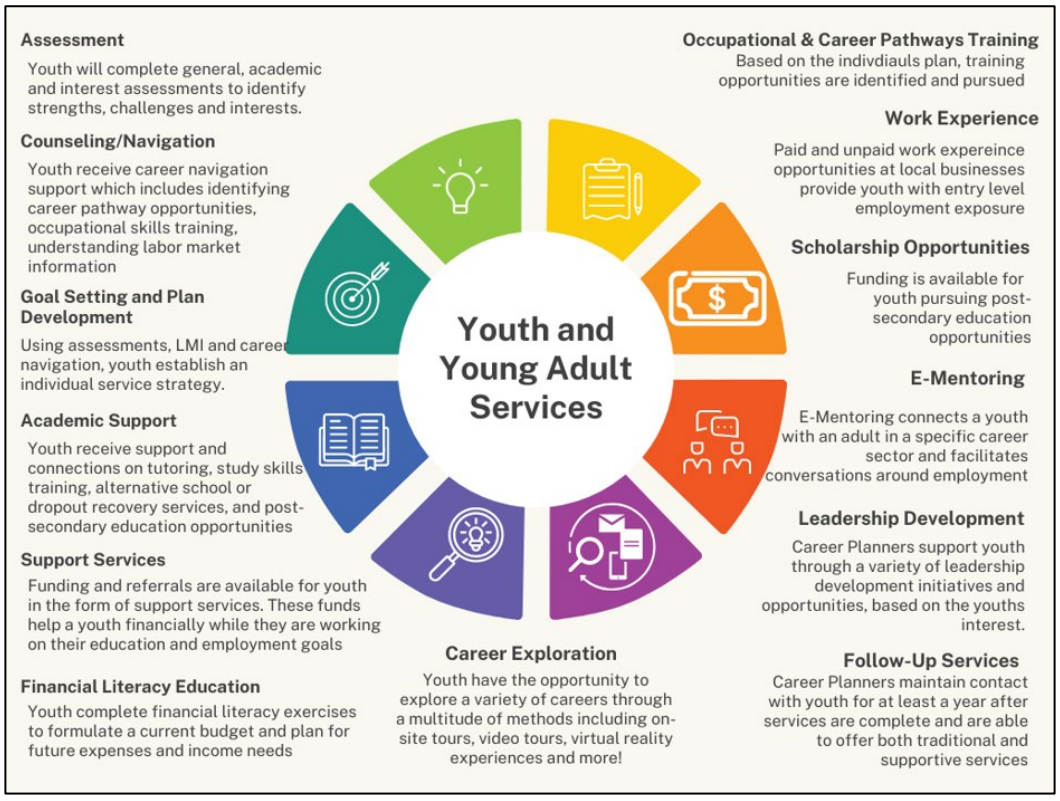
Eligible career seekers benefit from a wide range of services aimed at facilitating their employment journey. These services include personalized career counseling, individualized plan development, and access to work experiences aimed at gaining valuable skills and experience. We continue to offer various training opportunities to meet diverse needs, including ESL training, GED preparation, and non-credential training in areas such as computer software and first aid. Moreover, specialized programs, such as CLIMB training for dislocated workers interested in entrepreneurship, offer tailored support to individuals with unique career goals.

While our local workforce development area offers robust employment and training activities, we recognize the importance of continued efforts to enhance outreach and accessibility, particularly for underserved populations. In alignment with our new regional plan goals, we aim to increase outreach efforts to diverse and underserved populations, ensuring they have access to career opportunities and the necessary skills and certifications to enter the workforce successfully. Additionally, we will continue to collaborate with employers to establish and implement hiring practices that prioritize diversity and

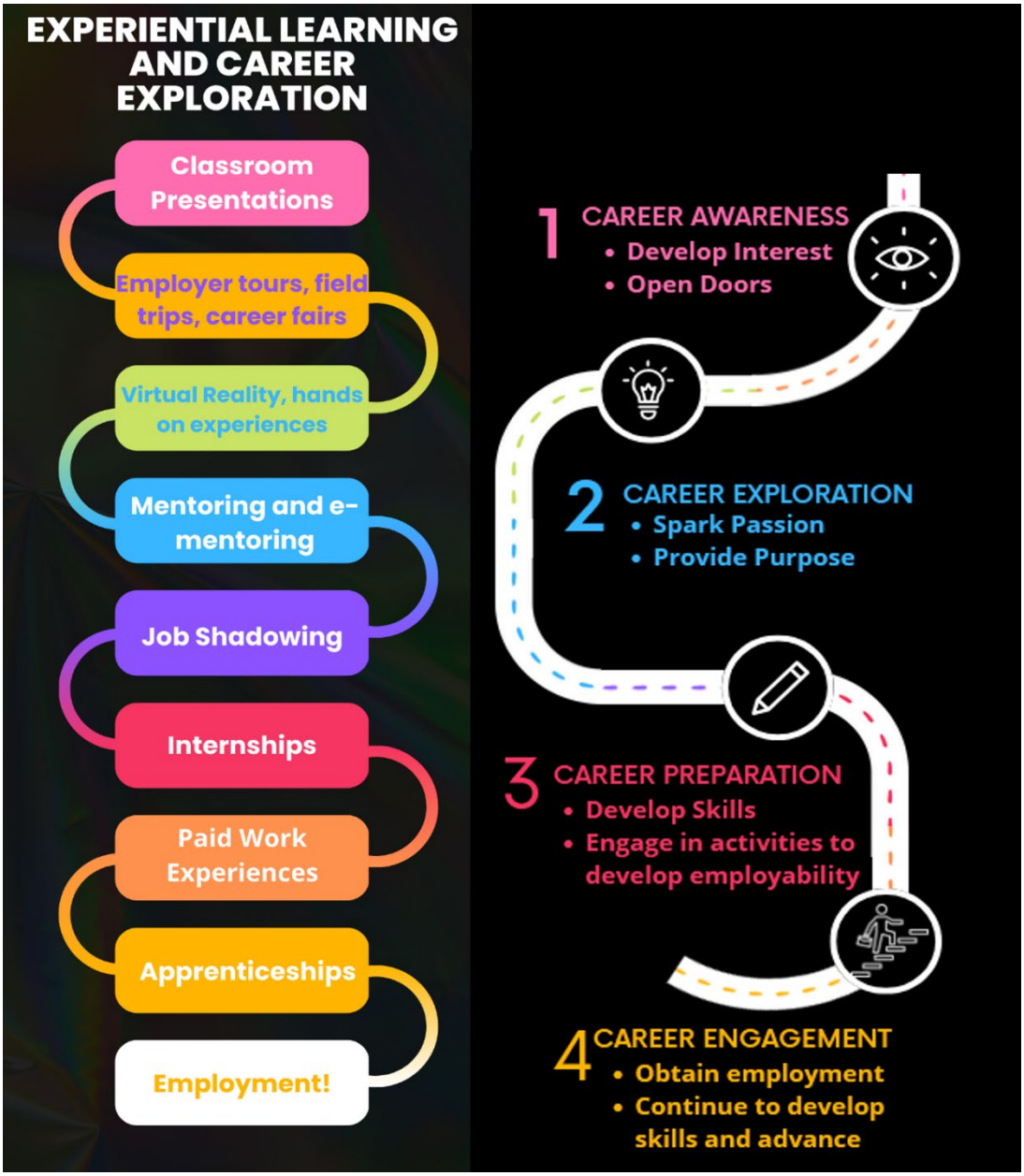
inclusion, fostering an environment of equity and belonging in the workplace. Through these efforts, we will ensure that all community members can benefit from these valuable resources and opportunities, contributing to the region's economic growth and prosperity.

C.5. 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.

The Universal and Career Services noted above are not exclusive to adults; these services are also available to youth, including youth with disabilities. The WDB provides holistic wrap-around services designed to meet all participant needs as they begin to construct and identify their career path. We start by assessing the young person's interests and barriers. Once we understand their needs, we create a plan designed to overcome employment obstacles and obtain the skills necessary to become employed in living-wage work. The activities included in the employment plan are varied based on each person's unique needs. In every case, youth participate in one or more elements in each section of the following graphic.



Youth programs utilize an experiential learning model that exposes area youth to Career Exploration through hands-on activities. This model results in engaging youth in a career pathway program leading to technical skills and industry-recognized credentials. This model is pictured below.



We use this model with schools and employers to build experiential learning programming. This model is adapted to support any student, including students with disabilities. Experiential learning has more significant impacts on students with disabilities who may otherwise disengage with their classroom work. The more we incorporate hands-on learning that leads directly to employment, the better the student's outcomes. As a part of this model, WDI employs youth in subsidized paid work experiences supervised on-site by local businesses. Summer and year-round opportunities are available to give youth real work experiences while developing the skills necessary to find sustainable employment and self-sufficiency.

Staff members engage in their local communities to establish relationships with area employers. They explain our work experience program, the benefits to youth, employers and the community. Youth staff

develop work experience sites within youth interest areas and place youth in work experiences that align with their overall career goals. Frequently the work experience site supervisor serves as a mentor and becomes a caring adult in their life.

We assess our programming by tracking our clients' unsubsidized employment, high school completion, overall quarterly earnings, and who enters registered apprenticeship programs or post-secondary education. Of the participants who completed our program in 2023, approximately 70 percent entered and maintained unsubsidized employment or went on to post-secondary education.

In addition, we partner with Vocational Rehabilitation Services and local educational agencies to support youth with disabilities. Services are individualized and can include activities in 5 areas including: Job exploration counseling, Work-based learning experiences, Counseling on opportunities for enrollment in postsecondary education programs, Workplace readiness training, and Instruction in self-advocacy.

More information can be found in our detailed Combined Youth WIOA and MYP (Minnesota Youth Program) plan, as required. This document is a separate planning document specific to youth and young adult programming.

C.6. 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.

As the service provider, the WDB does not utilize individual training accounts. Our Career Planners help customers investigate training options and make informed decisions through an individualized approach. We utilize a Targeted Training list, which is updated bi-annually, to provide information to our customers about in-demand occupations across the region.

C.7. 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.

Quarterly meetings of the One-Stop Committee provide in-person communication and coordination among the WDA core title providers, including Wagner-Peyser, to help improve service delivery and avoid duplication of services. Regular meetings of the management staff of the One-Stop partners, including Wagner- Peyser, are also important for communication on efforts. State-wide leadership meetings occur monthly as well, where local directors work with DEED on aligning programming and services.

Interagency Coordination

C.8. Describe how the local workforce development system will work with entities carrying out core programs to align and support services with programs of study authorized under Carl D. Perkins Career and Technical Education Act.

The Carl D. Perkins Career and Technical Education Act is represented on our board, and we have staff members enlisted to serve on the three separate consortiums representing our region. We work closely to align programs, services, and funding streams. Recently, we've co-hosted an event to invite stakeholders and community partners to learn more about WIOA, Perkins, and the crossover of events and programming within our region. Our next step is to invite these stakeholders to a facilitated conversation about the goals of our region and how we can move to align even further and co-support initiatives that will have the most impact on our region.

As the primary service provider, our Youth Career Planners work directly with local school districts across the region. Leaders in Career and Technical Education are part of our Career Pathways and Emerging Workforce subcommittees, where they provide guidance and current information on opportunities for partnership. We also work on a broad list of initiatives together throughout the year, everything from Career Fairs for high school students to Work-Based Learning opportunities for targeted student populations.

Our goals under WIOA align with those of our Perkins partners, and we continue to work towards common implementation strategies, utilizing local and regional labor market information to best serve our stakeholders.

C.9. 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.

As the primary service provider, our Career Planners work directly with local school districts and post-secondary institutions across the region. Leaders in secondary and postsecondary education are part of our Career Pathways subcommittee, where they provide guidance and current information on opportunities for partnership, enhance services and help avoid duplication of services.

We also work closely with secondary and post-secondary partners when discussing local and regional economic and business needs. We serve on a number of planning committees and boards with our secondary and post-secondary partners, and we have Vocational Rehabilitation Services, in collaboration with local educational agencies, are responsible for providing statewide access to Pre-Employment Transition Services for all students with disabilities who are between the ages of 14 through 21. Pre-Employment Transition Services are intended to prepare students for life after high school by planning for postsecondary education or training, employment, and independent living.

Services are individualized and can include activities in 5 areas including: Job exploration counseling, Work-based learning experiences, Counseling on opportunities for enrollment in postsecondary education programs, Workplace readiness training, and Instruction in self-advocacy. We have ongoing conversations about programming, expansion of programming, new programming to fit changing workforce needs, etc. We also have these partners written into several competitive grant sources as direct contributors to our programming and funding. It's difficult to outline the depth of our relationships, but it is accurate to state that we work hand-in-hand with our education partners to maximize programming, avoid duplication, and to utilize our funding and resources to best serve the needs of the region.

C.10. 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 Workforce Development Board has an internal policy letter that addresses all support services, including public and other transportation. Our local area covers a large geographic area and it's important for our Career Planners to have the resources at hand to assist individuals with transportation. These services are very different depending on location, so we rely on local staff to be the experts in their community resources. Other support services are vital to individuals' success as well – childcare assistance, clothing for work, rental assistance, emergency assistance, etc. are all common requests for support. Sometimes a very small request, such as a $50 electric bill, will be the difference between someone achieving success in an education program or job opportunity.

C.11. 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.

As stated above, monthly meetings of the One-Stop Committee provide in-person communication and coordination among the WDA core title providers, including the broadest array of education representatives, to help improve service delivery and avoid duplication of services. Details are clearly defined in "Article IV: Programs, Services, Activities & Method of Referrals" section of the MOU (Attachm. Career Pathways subcommittee of WSA #8 focuses on convening partnerships as well as identifying and developing career pathway solutions for area in-demand occupations. A Regional Career Pathways Coordinator works to identify and develop cooperative service opportunities across the region. Any agreements are reviewed by the Workforce Development Board.

The SE ABE Consortium, Rochester ABE, and the Hiawatha Valley ABE submit their local Five-Year Program Narratives for review and approval to be designated by the local WDB as providers for the region. Approved adult basic education programs must develop a memorandum of understanding with the local workforce development centers located in the approved program's service delivery area. The memorandum of understanding must describe how the adult basic education program and the workforce development center will cooperate and coordinate services to provide unduplicated, efficient, and effective services to clients. We currently have board representation from Adult Basic Education on the WDB. This person represents the ABE programs from across the region. They gather input from the regional ABE providers and bring any issues or concerns forward to the WDB.

Local ABE entities are an essential ingredient to our work, particularly our Career Pathways programming. We co-enroll, refer to and receive referrals from, and develop programming together throughout our region. We also work alongside them to create targeted programs for their area, including Career Pathways that meet the workforce needs of their area. The Bridges to Careers model is one of the longest-standing and most successful pathways. This critical partnership includes ABE, Community and Technical Colleges, community-based organizations locally, and WDI. Classes are taught at the ABE and colleges and WDI Career Navigators provide career services and support. One of our newer pathways include the Bridges to Office Support Specialist Careers, and Bridges to Public Sector

Careers, which were developed to meet the workforce needs identified by our county partners and other public-sector employers across the region.

Another example of partnership is in our Rice and Steele Counties where we have Established collaborations through grants and community projects. In Rice County, the Faribault Education Center for adult learners works closely with WDI Career Planners on the Pathways to Prosperity (P2P) grant. South Central College (SCC) in Faribault is the lead organization. It provides career pathways training for underrepresented populations such as ESL learners, people of color, low income, and individuals with an identified disability. The program offers an on-ramp, bridge course, and integrated training courses through SCC. The entry level pathways are Healthcare, Human Services, Manufacturing and Carpentry. WDI is responsible for outreach, recruitment, intake, enrollment, and case management. Students are referred to the FEC for academic assessment and registration. Both the On-ramp and Bridge classes are at the FEC while Integrated takes place at SCC.

In Steele County, Both WDI and the Owatonna Chamber partnered with United Way to form SteelCoWorks. The SteeleCoWorks partnership and WDI partner with the Owatonna ABE on the EL Civics grant. This is an opportunity to assist underrepresented populations in accessing career guidance and employment while receiving education and training from our ABE partners in Owatonna. In addition to this partnership, we have a similar collaboration with the Bluff Country Collaborative, where we are connecting business and industry with schools and students through a Youth Career Navigator and Outreach role.

Employer & Economic Development Engagement

C.12. Describe how the local area board will ensure that eligible providers meet the employment needs of local employers, workers and job seekers.

Local Plan A.6 outlines some of our efforts for building a responsive workforce delivery system for employer needs. Our Workforce Development Board, comprised of 60% private business, also oversees service delivery, and represents key industry sectors in our region. Additionally, we have hundreds of employer partners, served through our 10 Employer Outreach Specialists, that give ongoing feedback on employer needs.

Our region recently developed a Comprehensive Economic Development Strategy (CEDS), of which Workforce Development, Inc. was a core partner in the development of. This document utilized labor market data, industry data, and economic development data to create this comprehensive plan. We plan to utilize both the CEDS and WIOA plan for future planning and ensuring we meet the needs of our local employers, workers, and job seekers.

We also continually assess our performance metrics, both internally and externally determined, which directly correlate to meeting our customers' needs. Furthermore, we administer ongoing customer surveys and partner surveys to assess our impact and opportunities for improvement.

C.13. 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.

To further enhance employer engagement in workforce development programs, including small employers and those in in-demand industry sectors and occupations, the local area board will continue to prioritize collaboration and partnership.

Central to this effort is the Employee Engagement Subcommittee, containing business leaders from diverse sectors. This subcommittee will remain a pivotal forum for members to share insights, expertise, and best practices. Regular meetings will facilitate ongoing knowledge sharing, networking opportunities, and presentations from both peers and industry experts. The subcommittee's role will be underscored, encouraging active participation from interested employer representatives.

Expanding outreach efforts will be paramount, ensuring robust engagement with employers of all sizes. Collaborative initiatives will be forged with local Chambers of Commerce, development corporations, service organizations, and workforce development entities such as CareerForce and DEED. Through these strategic partnerships, targeted outreach campaigns will be launched, and marketing materials promoting workforce development programs will be shared through diverse channels, including social media, email newsletters, and direct engagement.

The local area board will adopt a tailored approach to engagement, recognizing the unique needs and interests of different employers. For instance, when developing sector-specific Career Pathways programs, close collaboration with local businesses representing those sectors will be prioritized. These partnerships will facilitate meaningful input on industry needs, curriculum development, and support service requirements. Additionally, they will serve as conduits for identifying job and career opportunities for program participants.

By implementing these strategies, the local area board aims to cultivate a collaborative ecosystem where employers actively participate in shaping workforce development initiatives. This proactive approach will ensure that workforce programs effectively address the demand for skilled workers in key industry sectors and occupations across the region while simultaneously meeting the diverse needs of employers, including small businesses.

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

C.14. 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 local area board is dedicated to ensuring a robust workforce development system that effectively meets the evolving needs of businesses across our region. Our approach encompasses several key strategies. Firstly, we deploy Local Employer Outreach Specialists who engage in ongoing dialogues with businesses in each county within our 11-county region. These specialists serve as liaisons, fostering relationships with local employers to gain a deep understanding of their challenges and workforce requirements. By maintaining close connections, we can tailor our workforce development initiatives to directly address the specific needs of businesses in various industries.

Utilizing labor market information, job vacancy rates, workforce participation data, and other relevant metrics, we employ a data-driven approach to inform our decision-making process. This analysis allows us to identify trends, anticipate needs, and prioritize initiatives that will have the greatest impact on

local businesses. Additionally, a cornerstone of our strategy involves maintaining regular and intentional conversations with local businesses. By actively listening to their concerns and challenges, we gain valuable insights into how best to support them. These ongoing discussions enable us to remain responsive and adaptable to the dynamic needs of our business community.

Furthermore, we recognize the power of collaboration and actively engage with partner organizations such as CareerForce, the Department of Employment and Economic Development (DEED), Chambers of Commerce, and Economic Development Partners. By leveraging collective resources and expertise, we strengthen our efforts to support businesses and address workforce development challenges effectively. Through these efforts, the local area board aims to establish a workforce development system that is agile, responsive, and supportive of businesses across our region. By fostering strong partnerships, utilizing data-driven insights, and maintaining open communication with local employers, we are confident in our ability to align our workforce development initiatives with the needs of businesses and contribute to the continued economic prosperity of our community.

C.15. Describe how the local area board will better coordinate programs and services with local and regional economic development providers.

The Workforce Development board engages regularly with local Economic Development groups to make them aware of programming provided in our region, have ongoing conversations on economic needs, trends, and business input, and we also partner on some specific programming options in our region. In fact, our area was highlighted last year at the Minnesota Association of Workforce Boards conference, where one of our local ED partners was asked to sit on a panel and share information on our Bluff Country Collaboration partnership, which has WDI and Community Economic Development Association (CEDA) as two of the lead partners. This project co-funds a work-based learning coordinator for seven school districts in a very rural part of our region.

Other partnerships exist, and we also coordinate efforts that have transpired from our CEDS plan (outlined in section C.12) Workforce and Economic Development agencies also partner on events in our region, including hosting speakers from the Federal Reserve, diversity and inclusion seminars, and national experts discussing strategies for organizations to become a best place to work. Furthermore, Employer Outreach Specialists in each county will provide information to the local Economic Development groups whenever they may need employment and wage information for potential employers considering expansion in our region.

C.16. 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 board is dedicated to enhancing linkages between the one-stop delivery system and unemployment insurance programs to better support laid-off workers and offer lay-off preventative services for businesses. Through a multifaceted approach, we aim to address the needs of both job seekers and employers.

Enhanced Outreach and Communication: Collaborating closely with partners at the Department of Employment and Economic Development (DEED) and the Rapid Response team, we prioritize disseminating information about workforce development programs and services to UI recipients. This proactive outreach ensures that laid-off workers have access to the resources and support they require during challenging times.

Expanded Training Opportunities: Workforce Development, Inc. (WDI) has a proven track record of providing on-the-job training opportunities and work experiences to connect UI customers with employers. Recognizing the importance of skill development, we are actively exploring avenues to expand training opportunities beyond traditional job placement. For example, we facilitate the Incumbent Worker Training Program (IWTP) in our region, particularly in high-demand sectors like manufacturing and healthcare-related fields. These initiatives aim to equip individuals, including underrepresented populations, with the necessary skills to meet the evolving needs of employers.

Customized Training Initiatives: Through collaborations with local Adult Education providers and community colleges, we are developing tailored training initiatives aligned with the specific needs of participating businesses.

Community Training Partnerships: Leveraging partnerships with employers and educational institutions, we are implementing community training pilots to address targeted workforce needs. These initiatives provide hands-on training and skill development opportunities, ultimately enhancing the employability of participants and meeting the demands of local businesses.

As we strengthen our relationships with partners, our commitment remains firm in creating opportunities for education, job training, and job placement for unemployed and underemployed individuals. Through collaborative efforts and innovative approaches, we aim to cultivate a resilient workforce that not only meets the needs of businesses but also fosters economic growth and prosperity in our region.

C.17. 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.

Paragraph C.15 above discussed our linkages to economic development entities. In addition, WDI Leadership has made the research of entrepreneurship, specifically the availability of resources in SE MN, a major focus of 2024 with the intent of braiding federal, state, and local supports into a stronger Entrepreneurial Career Pathway. This is also a focal point of the Career Pathways subcommittee of the Workforce Development, Inc. board. Ultimately this information will be shared with all WDI staff who will, in turn, share the information, as appropriate, with career seekers.

There is a wealth of people, resources, and energy around entrepreneurship in the eleven counties of SE MN. One of the farthest reaching and diverse networks is the Entrepreneurs First (E1) collaborative, a primary creation of a partnering organization, Red Wing Ignite. E1 provides connections to a vast array of evolving resources and services for Entrepreneurs in SE MN. What started as six partner organizations has grown to 16 organizations that serve as the Entrepreneurial Hub for SE MN. A major partner is Launch MN, a program of DEED. The initial goal was to help entrepreneurs be quickly connected to

other entrepreneurs who might be further along in their trajectory, especially if they happen to be in similar sectors. This involved identifying the different services needed by entrepreneurs and then finding entities who could provide those services at different points in the development of their businesses and projects. Examples include someone with whom to talk through their idea, financial resources, website and technology experts, legal, educational and training providers, small business development, economic development, and co-working spaces.

Communication amongst the partners continues to be critical to the success of the E1. They need to be familiar enough with one another and the services offered so that when they are the first resource with whom an entrepreneur speaks, partners can confidently make referrals to other E1 partners as additional needs are unearthed. E1 partners consistently express strong shared feelings of positivity in putting the needs of the entrepreneur first, collectively connecting them with the full spectrum of resources were available, and zero feelings of competition with one another even if they were offering similar services. The best "fit" for the entrepreneur is decided by the entrepreneur after all pertinent options have been shared with them. The Collider Foundation, one of the E1 partners, announced that Google will be the newest tenant of the Collider Coworking space in downtown Rochester, creating the first Google office in Minnesota. This is an example of one of the E1 partners working with private industry, healthcare, economic development, and the city to better serve entrepreneurs, freelancers, and remote workers while continuing to support the entrepreneurial ecosystem.

Conversations are now being had with E1 on how to make sure the resources are accessible and made known to workforce clients throughout the eleven-county area. The E1 collaborative has already launched online partner and resources pages to help entrepreneurs identify which partner organizations to prioritize contacting, as well as online forms to fill out if they need assistance in getting connected or wish to make a formal presentation to any of the partners. One of the projects currently underway that WDI is directly assisting with is the development of a 'startup lifecycle resource' tool that identifies at a glance which individual support programs from each of the partners can be most beneficial to an entrepreneur and their small business at whatever stage of development they currently are in. This will not only improve the ability of E1 partners to provide cross-referrals, but also to make the referrals more targeted and expedite the delivery of supports. WDI Is also actively working with the E1 Collaborative to bring a Small Business / Startup resource fair to Rochester in Spring of 2025.

Dislocated Worker Supports

C.18. How does the local workforce development area ensure staff comply with the policies and procedures for Rapid Response as communicated on DEED's website?

Ensuring staff compliance with the policies and procedures for Rapid Response is a top priority within the local workforce development area. To achieve this, the Dislocated Worker & Outreach Director plays an essential role in facilitating effective communication and coordination.

The Dislocated Worker & Outreach Director maintains constant communication with the Rapid Response Team, taking on the responsibility of ensuring that WDI staff adhere to the established policies and procedures for Rapid Response initiatives. This involves staying informed about updates and guidelines provided by DEED's website and disseminating relevant information to the team.

One crucial aspect of this role is the receipt of WARN (Worker Adjustment and Retraining Notification) notices from businesses reporting closures or layoff events. Armed with this information, the Dislocated Worker & Outreach Director and their team gather local intelligence on impending layoffs and company closures within the area. This data is then shared with the Rapid Response team, WDI staff, Area Managers, and the Workforce Development Board, keeping all stakeholders informed about employment and business concerns affecting the region.

By maintaining open lines of communication, staying abreast of developments, and disseminating critical information, the Dislocated Worker & Outreach Director ensures that staff are well-equipped to comply with Rapid Response policies and procedures. This proactive approach enables the local workforce development area to effectively respond to dislocation events, providing timely assistance and support to affected workers and businesses.

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)?

The local workforce development area ensures timely notification to the state Rapid Response team within 24 hours of an actual or potential dislocation event, particularly in cases of mass layoffs involving 50 or more dislocations. The Dislocated Worker & Outreach Director employs a range of methods to gather information on potential mass layoffs, including inquiries from other businesses in the same industry, monitoring television news, and reviewing newspaper articles.

Additionally, WDI staff play a crucial role by promptly notifying the Dislocated Worker & Outreach Director of any dislocation events they become aware of through customer interactions, social media, local news, or their presence within the communities they serve.

Upon receiving notification, the Dislocated Worker & Outreach Director promptly informs the Rapid Response team, providing comprehensive details such as the name of the business, the source of the information, specifics regarding the nature of the event (e.g., closure with potential permanent layoffs), the estimated number of impacted employees, and any relevant details regarding job losses to foreign competition. Subsequently, the Rapid Response team initiates contact with the affected business to apprise them of available services for both the business and its impacted employees.

The Rapid Response team conducts on-site visits to the business, engaging with employees to provide assessments and gather information about their interest in accessing services through the incumbent/dislocated worker programs. Based on the assessment results, if it is determined that there will be 50 or more impacted employees seeking services, the event progresses to a competitive process. In cases where a competitive project is not warranted, the Rapid Response team invites the impacted employees and the local workforce development area team to an informational session on available resources.

During these sessions, the local area WDI Outreach Specialist and Career Planners play a vital role in providing an overview of the dislocated worker program services, highlighting service access points, and explaining the benefits of other available programs. This comprehensive

approach ensures that impacted employees receive timely information and support to navigate their transition effectively in the aftermath of a dislocation event.

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.

Coordination between the local area board and statewide rapid response activities is essential to provide effective support for workers impacted by dislocation events. In this workforce development area, the coordination is facilitated by the Dislocated Worker & Outreach Director, who serves as the connection between the local board and the Rapid Response team.

The process begins with the Dislocated Worker & Outreach Director sharing relevant information about potential mass layoffs within the local workforce development area with the Rapid Response team. This collaboration allows Rapid Response to promptly engage with affected businesses and gain insights into the company's current situation.

Once Rapid Response has interacted with impacted employees and collected information through surveys, they assess the need for further intervention. This assessment may involve determining the company's awareness of the dislocated worker program and evaluating whether the layoffs are trade-affected. Based on these findings, Rapid Response schedules group informational sessions for employees, providing crucial information about unemployment insurance and the dislocated worker program. In instances where the layoffs are considered Trade Adjustment Assistance (TAA) events, a DEED TAA representative may attend the information sessions to offer additional support and resources.

If surveys indicate that 50 or more employees are likely to choose to receive services, the Dislocated Worker & Outreach Director will apply for start-up funding to begin serving the impacted employees. This proactive approach ensures efficient allocation of resources to meet the needs of affected workers.

In cases where a competitive process is initiated, the Dislocated Worker & Outreach Director plays a pivotal role in the submission process. They submit a letter of intent and respond to requests for information (RFIs). Additionally, the company selects a Planning and Selection Committee responsible for reviewing submissions and conducting interviews with potential service providers. The committee ultimately determines which organization will serve the impacted employees, ensuring that services are tailored to meet their specific needs effectively.

If selected as the local service provider, on-site dislocated worker program information sessions are provided to impacted employees, outlining the services available to them to pivot into an in-demand career. Through this coordinated approach, the local area board aligns its workforce investment activities with statewide rapid response efforts, ensuring a seamless and comprehensive response to dislocation events within the region.

C.19. How does the local workforce development area inform the state Trade Act staff of companies that are potentially TAA certifiable?

The local workforce development area has established a structured process for informing the state Trade Adjustment Assistance (TAA) staff of companies that may be potentially TAA certifiable. This process is vital in ensuring that affected workers receive the necessary support and assistance following a potential layoff.

The process begins with the Dislocated Worker & Outreach Director gathering pertinent information related to the impending layoff, including inquiries from other businesses in the same industry, monitoring television news, and reviewing newspaper articles. Additionally, WDI staff play a crucial role by promptly notifying the Dislocated Worker & Outreach Director of any dislocation events they become aware of through customer interactions, social media, local news, or their presence within the communities they serve.

Once this information is compiled, the Dislocated Worker & Outreach Director notifies the state TAA staff via email, providing them with all relevant details gathered. This includes details such as public announcements of the layoff, the name of the business, reasons for the layoffs (e.g., permanent closure or jobs lost to foreign competition), and any available local contact information. This proactive approach ensures that the TAA staff are promptly informed of the potential TAA certifiability of the affected company.

The information provided to the state TAA staff helps them evaluate the company's eligibility for TAA certification and facilitates the initiation of the TAA petition process on behalf of the impacted employees. By notifying the state TAA staff in a timely manner and providing comprehensive information, the local workforce development area ensures that affected workers have access to the benefits and assistance available through the TAA program.

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?

When a layoff involves a company that has been trade-certified by the Department of Labor (DOL), the cooperation between the local workforce development area and the state Trade Act staff is crucial in providing support and resources to affected employees. Typically, the Dislocated Worker & Outreach Director is notified by a member of the Rapid Response team when the layoff is designated as a Trade Adjustment Assistance (TAA) event.

In response, an informational session is scheduled, which involves TAA Representatives, Rapid Response members, the Dislocated Worker & Outreach Director, and the local area WDI Outreach Specialist and Career Planners. This session serves as an opportunity to equip employees with essential resources and information regarding unemployment insurance (UI), Dislocated Worker Program services, and the advantages of enrolling in the TAA program.

Employees are informed that enrollment in the Dislocated Worker Program is a prerequisite for TAA eligibility. They can access career services before their employment separation, and following separation, they are invited to attend the Dislocated Worker orientation session. Subsequently, Dislocated Worker Career Planners schedule individual intake appointments with each employee to discuss their specific needs and goals.

Once enrolled in the Dislocated Worker program, Career Planners assist TAA-certified eligible participants with their TAA application process. This may involve developing individualized employment plans that include options such as education, training, employer-based training (On-the-Job), apprenticeships, and job search assistance. Career Planners leverage their local employer contacts to facilitate job placements aligned with participants' chosen industries. Through this collaborative approach, the local workforce development area and state Trade Act staff ensure that employees impacted by trade-certified layoffs receive comprehensive support and guidance to navigate their career transitions effectively.

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

Yes

C.20. 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.

Ensuring consistent compliance with our local Supportive Service policies is a priority for the local workforce development area, achieved through a series of structured steps and practices. Firstly, thorough program eligibility approvals are conducted to screen participants and verify their alignment with the outlined criteria, ensuring that only eligible individuals receive support services. Over the course of providing generals services, the process for deploying support services incorporates multiple checks and balances to ensure funds are distributed correctly without hampering the expediency of their deployment through WDI's VPAC funds management system. These processes and related policies are regularly reviewed by WDI leadership to ensure they remain effective and do not generate delays for the participants. Additionally, within 30 days of enrollment, comprehensive file reviews are performed to assess compliance with the supportive service policies, allowing for early identification and resolution of any discrepancies or non-compliance issues. These reviews are complemented by ongoing file reviews conducted at regular intervals throughout the participant's engagement in the program, monitoring their continued compliance and progress.

Furthermore, exit request approvals are scrutinized to confirm that all program requirements have been met before participants exit the program or upon completion, ensuring adherence to established policies. Career Planners receive regularly scheduled training sessions to maintain a clear understanding of program policies and procedures, ensuring consistent application across all cases. Moreover, regular policy reviews are undertaken to align policies with evolving participant needs and labor market dynamics, incorporating feedback from staff and stakeholders to enhance support services. Through these efforts, the local workforce development area is committed to maintaining consistent compliance with supportive service policies, ensuring access to support services for all participants and facilitating their advancement toward high-demand, high-paying careers.

Services to Military Service Members and Spouses

C.21. Are all WIOA-funded partners complying with the guidance provided in TEGL 10-09 regarding Priority of Service for Veterans and Eligible Spouses?

Yes

C.22. How do you identify current or former Military Service Members coming into your CareerForce Center?

CareerForce staff provide multiple opportunities to identify current or former Military service members/Veterans. Receptionists greet all customers and complete a brief series of questions to determine the best way to meet each customer's needs. One of those questions is "Are you a veteran?"

Career Planners also ask each of their customers if they are a veteran, and the application for services asks customers to confirm veteran status. Often, veterans identify themselves immediately as veterans and ask to meet with the local Veterans' Representative. Since most of the offices are not regularly staffed by a Veterans Representative, contact information is provided and when possible, a soft hand-off is made. To provide immediate assistance the veteran is referred to a WDI Career Planner.

C.23. How do you inform current or former Military Service Members coming into your CareerForce Center about "Veteran Priority of Service?"

Once a veteran has been identified by our staff, they are immediately informed of their priority of service status. In addition, signage at our front desks indicates that veterans receive priority of service.

C.24. 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?

WDI's web site has a page dedicated to Veteran's where it is clearly noted that Veterans are eligible for Priority of Service for all WDI programs. www.workforcedevelopmentinc.org

C.25. How do you identify current or former Military Service Members with "significant barriers to employment?"

We use an assessment with all our customers to help determine any employment barriers. This includes any current or former Military Service Members.

C.26. 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?

Once the barrier is identified, WDI staff (the intensive service provider in this area) makes any referrals necessary or appropriate to other service providers/resources.

C.27. How are DVOP and/or Local Veterans Employment Representatives (LVER) staff integrated into the overall service delivery strategy in your CareerForce Centers?

When DVOP and LVER staff are available, they work closely with the CareerForce staff. WDI and CF staff make referrals to the DVOP and LVER staff as necessary.

C.28. 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?

WDA staff have been trained in the use of Minnesotaworks.net and regularly refer customers to the virtual CareerForce classes on resume writing and interviewing. Customer Service Specialists encourage all job seekers (including nonprogram Customers) to register with Minnesotaworks.net, and either assists job seekers with writing and posting their resumes or refers customers to the local Job Service representative who is providing virtual services. We encourage all of our job seekers to develop professional resumes with the help of a Career Planner, and assist them in posting their resumes to Minnesotaworks.net, as well as other web-based job-search tools. We can provide that information and assistance virtually as well as when meeting customers in person.

C.29. 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

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

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

Yes

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

Yes

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

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

Yes

SIGNATURE PAGE

Local Workforce Development Area Name	Local Workforce Development Area 8
Local Area Board Name	Workforce Development Board of Southeast Minnesota

Name and Contact Information for the Local Area Board Chair:

Name	Jim Kingsley
Title	Senior VP of Operations
Organization	Wenger Corporation
Address 1	555 Park Drive
Address 2	
City, State, ZIP Code	Owatonna, MN 55060
Phone	507-455-4100
E-mail	Jim.kingsley@wengercorp.com

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

Name	Rick Gnemi
Title	Steele County Commissioner
Organization	Steele County, MN
Address 1	630 Florence Avenue
Address 2	
City, State, ZIP Code	Owatonna, MN 55060
Phone	507-444-7400
E-mail	rick.gnemi@SteeleCountyMn.gov

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

Local Area Board Chair

Name Jim Kingsley

Title Local Area Board Chair

Signature

Date

Local Elected Official

Name Rick Gnemi

Title Local Elected Officials Board (Joint Powers Board) Chair

Signature

Date

Attachment A

REGIONAL OVERSIGHT COMMITTEE

Regional Workforce Development Area Regional Workforce Development Area 6

Local Workforce Development Area Local Workforce Development Area 8

MEMBER (Name, Title)	ORGANIZATION	LWDA	COMMITTEE ROLE
Jinny Rietmann	Workforce Development, Inc.	#8	Executive Director
Kevin Cardille	Winona County Workforce Development Board	#18	Executive Director
Jim Kingsley	SEMN Workforce Development Board	#18	Board Chair
Phil Sayles	SEMN Workforce Development Board	#18	Board Vice-Chair
Mitch Lenz	SEMN Joint Powers Board	#18	LEO, Board Chair

Attachment B

LOCAL WORKFORCE DEVELOPMENT AREA CONTACTS

ROLE	Contact Name	Phone	Email	Reports to (name only)
Rapid Response Liaison for Mass Layoffs	Kortney Wobbe	507-292-5189	Kwobbe@wdimn.org	Beth Christensen
Equal Opportunity Officer	Beth Christensen	507-821-1002	Bchristensen@wdimn.org	Jinny Rietmann
Program Complaint Officer	Beth Christensen	507-821-1002	Bchristensen@wdimn.org	Jinny Rietmann
Records Management/Records Retention Coordinator	Michelle Breamer	507-821-1001	Mbreamer@wdimn.org	Beth Christensen
ADA Coordinator	Beth Christensen	507-821-1002	Bchristensen@wdimn.org	Jinny Rietmann
Data Practices Coordinator	Michelle Breamer	507-821-1001	Mbreamer@wdimn.org	Beth Christensen
Language Access Coordinator	Beth Christensen	507-821-1002	Bchristensen@wdimn.org	Jinny Rietmann

CareerForce Center in Rochester

ROLE	Contact Name	Phone	Email	Reports to (name only)
Site Representative	Jakki Trihey	507-529-2701	Jtrihey@wdimn.org	Beth Christensen
Job Service Manager	Autumn Herber	507-205-6057	Autumn.herber@state.mn.us	Workforce Development Board
Vocational Rehabilitation Services Manager	Alisha Otteson	507-910-3401	Alisha.otteson@state.mn.us	Lisa Hatz, DEED
State Services for the Blind Manager	Brianna Holeman	507-280-5592	Brianna.holeman@state.mn.us	Natasha Jerde
Local Workforce Development Area Director	Jinny Rietmann	507-292-5165	Jrietmann@wdimn.org	Workforce Development Board
Adult Basic Education (ABE)	Nadine Holthaus	507.328.4440	Naholthaus@rochesterschools.org	Amy Eich
Carl Perkins Post-Secondary Manager	Jeannie Meidlinger	507-529-2720	jeannie.meidlinger@rctc.edu	Matt Durand
Adult	Kyle Mullen	651-376-2005	Kmullen@wdimn.org	Beth Christensen
Dislocated Worker	Kortney Wobbe	507-292-5189	Kwobbe@wdimn.org	Beth Christensen
Youth	Megan Horton	507-330-2730	Mhorton@wdimn.org	Beth Christensen

Attachment C

LOCAL AREA BOARD MEMBERSHIP LIST

Regional Workforce Development Area	Regional Workforce Development Area 6
Local Workforce Development Area	Local Workforce Development Area 8

MEMBER	POSITION/ORGANZIATION	TERM ENDS
Representatives Of Business in Local Workforce Development Area		
Labor & Community-Based Organizations		
Education & Training		
Government		

MEMBER	POSITION	SECTOR	ORGANIZATION	TERM ENDS
Abdille, Mustafa	Human Resources Manager	Rice	Jennie-O Turkey Store	2025
Amaya, Dalila	Human Resources Coordinator	Mower	Hormel Foods	2023
Bambrick, Mike	Apprenticeship Instructor	Labor #2 - Apprenticeship	IBEW 343 - SC MN JATC	2024
Benike, Aaron	President	Olmsted	Benike Construction	2027
Berg, Rachel	Senior HR Manager	Dodge	McNeilus Truck & Manufacturing	2026
Boyd, Dr. Jeffery	President	Higher Education	Rochester Community and Technical College	2022
Brownell, Laurie	Executive Director	CBO-Older Workers	Southeastern Minnesota Area Agency on Aging	2024
Budimlic, Armin	Executive Director	CBO	Intercultural Mutual Assistance Association	2027
Caldwell, Shelly	Regional Sales Manager	At-Large	Marco	2026
Cashman, Brian	Coordinator of Alternative Programs/Secondary Coordinator, SE Perkins Consortium	K-12/ABE	Goodhue County Education District	2025
Eaton, Jean	Owner	Freeborn	Granicrete Minnesota	2027
Hanson, Chris	General Manager	At-Large	Poet Bioprocessing	2027
Heimer, Carrie	Chief Human Resources Officer (CHRO)	Goodhue	Red Wing Shoe Company	2027

Henderson, Liz	Office Manager	Houston	New Age Tree Service of MN, Inc.	2026
Holthaus, Nadine	Adult Literacy Program Manager	CBO-Minorities	Rochester Public Schools/Hawthorne Education Center	2025
Jacobson, Phil	Vice President of Human Resources	Goodhue	Gemini, Inc.	2026
Kingsley, Jim (Chair)	Vice President of Operations	Steele	Wenger Corporation	2026
Herber, Autumn	Job Service Supervisor SE MN	Employment Service	MN DEED - Job Service	2024
Otteson, Alisha	Vocational Rehabilitation Services Manager	Rehab/SSB	MN DEED/Vocational Rehabilitation Services	2025
Callahan, Randi	Director of Community Supports	CBO-CAP	Three Rivers CAP	2024
Powell, Lane	New Business Development Manager	Fillmore	Harmony Enterprises	2025
Pugleasa, John	Director of Human Resources	Public Assistance	Houston County Human Services	2025
Pyfferoen, Michelle	Dean	Economic Development	Small Business Development Center/RCTC	2026
Rechtzigel, Barb	Program Manager, Workforce Development Human Resources	Olmsted	Mayo Clinic	2027
Root, Jim	Vice President of Human Resources	Wabasha	Gunderson St. Elizabeth's Medical Center	2027
Sayles, Phil	Human Resources	Steele	Viracon	2027
Smith, Geoff	President	Mower	IBI Data	2027
Steele, Sheldon	Political Coordinator	Labor #1	Laborers District Council of MN & ND	2026
Thompson, Jena	CEO	Freeborn	Daisy Blue Naturals	2025
Urias, Marv	Human Resources Manager	Rice	K&G Manufacturing, Inc.	2027
Watson, Joy	Executive Director	CBO-HRA	Rice County Housing & Redevelopment Authority	2025
VACANT	VACANT	At-Large	--	--
VACANT	VACANT	At-Large	--	--

CONTACT INFORMATION

NAME	ADDRESS/PHONE/EMAIL
Chair	Jim Kingsley, Wenger Corporation
Vice Chair	Phil Sayles, Viracon Glass
Secretary	Brian Cashman, Goodhue County Education District

Attachment D

LOCAL AREA BOARD SUBCOMMITTEE LIST

Regional Workforce Development Area	Regional Workforce Development Area 6
Local Workforce Development Area	Local Workforce Development Area 8

Committee Name	Objective/Purpose
Executive Committee	The executive committee oversees strategic initiatives, ensuring effective implementation of policies and programs to address job seeker and employer needs. They monitor expenditures, review budget proposals, and ensure efficient allocation of funds for workforce development initiatives. Regular updates from directors' help maintain financial transparency and ensure resources are used effectively to meet community needs.
Joint Powers Board	The Joint Powers Board coordinates efforts across multiple counties, overseeing budget management and receiving reports from the Executive Director and Program Directors. They align resources, review budget proposals, and ensure efficient fund allocation towards common goals. Regular reports maintain transparency, aiding informed decision-making to address community needs effectively.
One-Stop Operating Partners	The One-Stop Operating committee manages the daily operations of a workforce development system, coordinating services for job seekers and employers. They oversee budgets, receive reports from service providers, and ensure effective program delivery. By fostering collaboration and streamlining access to services, they optimize the one-stop center's function as a vital resource for the community's workforce needs.

Bridges to Careers	Bridges to Careers is a collaborative of all partnering organizations under our Career Pathways programming, including our Adult Basic Education partners, post-secondary education institutions, private business, and community-based organizations. Our purpose is to:
	• Bring together workforce development organizations, educational partners, community-based organizational partners, and employer partners to:
	  ○ Network and build relationships
	  ○ Share resources and programming opportunities
	  ○ Collaborate on workforce development initiatives
	  ○ Share workforce challenges and develop solutions
	  ○ Discuss braided funding streams and partner on new grant opportunities
	  ○ Elevate our impact as a workforce system
	• Review Federal and State workforce priorities
	• Review Existing Career Pathways opportunities and develop new partnerships

Employer Engagement	The Employer Engagement Subcommittee of the Workforce Development Board aims to facilitate robust connections between employers, the workforce system and workforce development initiatives, with a goal of fostering mutually beneficial partnerships. Our mission is to bridge the communication gap between employers and available opportunities within the workforce development landscape, ensuring alignment between employer needs and workforce resources. Through proactive engagement, collaboration, and innovative strategies, we seek to enhance workforce development outcomes, drive economic growth, and create a thriving ecosystem in Southeast Minnesota where businesses and job seekers can thrive.

MaxAbility Taskforce	MaxAbility is a taskforce dedicated to growing competitive employment opportunities for people with disabilities. It facilitates collaboration among local employers, job placement professionals, nonprofit professionals, and educators to grow opportunities for people with disabilities. Collaborators meet regularly to learn and partner with each other. An annual job and resource fair is also held so applicants can connect directly with employers and other stakeholders to learn about employment opportunities.
Employment & Equity Taskforce	The Employment & Equity taskforce was formed to address employment and economic disparities in our region. This committee is comprised of community organizations and businesses and their focus is on implementing the Inclusive Workforce Designation.
Emerging Workforce	The Emerging Workforce Taskforce, developed in correlation with WIOA law, is a standing committee that provides information and assists with planning, operational, oversight, and other issues relating to the provision of youth services to youth and young adults.

Attachment E

LOCAL WORKFORCE DEVELOPMENT AREA SUB-GRANTEE LIST

Regional Workforce Development Area	Regional Workforce Development Area 6
Local Workforce Development Area	Local Workforce Development Area 8

Name of Sub-Grantee	Services Provided	Funding Source	Sub-Grantee located in which CFC?	If not in CFC, provide Address, City, State, ZIP Code
Goodwill Easter Seals	Career Services/Navigation	RETAIN Phase II		PO Box 64056 St. Paul, MN 55164

Attachment F

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

Regional Workforce Development Area	Regional Workforce Development Area 6
Local Workforce Development Area	Local Workforce Development Area 8

Name and Location (City)	**Program Service Delivered**
Workforce Development, Inc. – Caledonia	This site, managed by Workforce Development, Inc., is not a CareerForce location but offers all WIOA services. Additionally, it's open for use by partnering organizations for off-site activities.
Workforce Development, Inc. – Kasson	This site, managed by Workforce Development, Inc., is not a CareerForce location but offers all WIOA services. Additionally, it's open for use by partnering organizations for off-site activities.
Workforce Development, Inc. – Preston	This site, managed by Workforce Development, Inc., is not a CareerForce location but offers all WIOA services. Additionally, it's open for use by partnering organizations for off-site activities.
Workforce Development, Inc. – Wabasha	This site, managed by Workforce Development, Inc., is not a CareerForce location but offers all WIOA services. Additionally, it's open for use by partnering organizations for off-site activities.
Workforce Development, Inc. – Owatonna	This site, managed by Workforce Development, Inc., is not a CareerForce location but offers all WIOA services. Additionally, it's open for use by partnering organizations for off-site activities.

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.

The key industry sectors identified through DEED demographic analysis, community partner feedback, and alignment with DEED and/or Drive for 5 are Healthcare, Manufacturing, Services & Trades, Transportation, Information Technology, Agriculture, Childcare, and Entrepreneurship.

By far, the largest industry in the region is Health Care and Social Assistance with 64,826 jobs at 1,709 employing establishments according to DEED's Quarterly Census of Employment and Wages third quarter 2020 estimates. Health Care and Social Assistance accounts for over one-quarter of the total jobs in the region. Coming in second place is Manufacturing, which accounts for 15% of all regional jobs with 36,031 jobs at 662 firms. Together, just these two industry sectors make up 42.2% of the total jobs in the region. The remaining notable industries make up an additional 24.5% of total jobs with Accommodation and Food Services having 18,997 jobs at 1,144 firms, Construction (Services & Trades) seeing 9,949 jobs at 1,498 establishments, Information with 2,485 jobs at 209 firms, Educational Services (including Early Childhood Education, aka Childcare) seeing 19,406 jobs at 276 firms, and Transportation with 7,908 jobs at 618 firms. See Table 1.

Table 1. Southeast Industry Employment Statistics, 2022

Industry Sector	Number of Firms	Number of Jobs	Total Payroll ($1,000s)	Avg. Annual Wage
Total, All Industries	**13,373**	**239,872**	**$14,675,198**	**$61,179**
Health Care & Social Assistance	1,892	65,463	$5,278,819	$80,638
Manufacturing	662	36,031	$2,499,067	$69,359
Educational Services	276	19,406	$1,016,792	$52,396
Accommodation & Food Services	1,144	18,997	$414,583	$21,824
Construction	1,498	9,949	$669,453	$67,288
Transportation & Warehousing	618	7,908	$438,660	$55,470
Information	209	2,485	$141,974	$57,132

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

Per DEED 2020-2030 Employment Outlook report, significant increase in openings from growth and exits by 2030 is expected in a majority of these key industries in Southeast Minnesota with Healthcare growing by 23,719 openings, Transportation & Material Moving by 10,433 openings, Manufacturing & Production by 9,331 openings, and Construction by 3,749 openings.

Three of the key industries were determined due to other aspects of their capacity for impact across communities and other industries. For example, targeted positions in the Information Technology field can offer notably high wages with lower education requirements, such as the Network Support Specialist position that requires an associate degree while paying a salary of $73,341 per year. Both

DEED and local analysis indicates this type of wage could offer significant boosts to communities that have historically been funneled towards lower paying jobs. The agriculture sector is a larger part of Southeast Minnesota's economy than is always fully reflected in economic analyses, but it stands out as generating $2.8 Billion from 11,478 local farms and a majority of counties in the area ranking among the top half in the state.

In almost every conversation and community analysis Childcare was highlighted as a key infrastructure need that impacts the availability of employees for almost every employer of every type. By supporting growth and success in that industry it generates benefits to the workforce environment in virtually every other sector. Entrepreneurship is also a uniquely identified focus area in that it can be tied to any industry sector, yet there remains substantial opportunities to further grow mutually beneficial collaborations with partners involved in that sector.

Attachment H

LOCAL WORKFORCE DEVELOPMENT AREA 8: ONE- STOP MOU

Attachment I

LOCAL WORKFORCE DEVELOPMENT AREA 8: BYLAWS

Click to access the 2022 Bylaws in PDF format.

AMENDED AND RESTATED B Y L A W S

Adopted JUNE 2022

SOUTHEASTERN MINNESOTA WORKFORCE DEVELOPMENT BOARD

(doing business as:

Southeastern Minnesota Workforce Development, Inc.

also formerly known as Southeastern Minnesota Private Industry Council, Inc.)

Mission Statement

To develop and advance the workforce of southeastern Minnesota.

Vision

Southeastern Minnesota Workforce Development, Inc. will act as:

- The champion for workforce development customers, achievements and issues;
- The convening agent to bring workforce partners together to resolve workforce issues;
- The change agent to promote innovative and creative workforce system solutions;
- The accountability agent to measure and manage the area's workforce development system

As a result of our work, prospective employees will find unlimited opportunities, and business will locate or develop the skilled workforce they need.

PREAMBLE

These bylaws have been adopted by Southeastern Minnesota Workforce Development, Inc. (WDI) to provide processes for the establishment of job training and placement policies which govern and direct the administration of the One-Stop Service Centers system also known as Minnesota WorkForce Centers, provide oversight for the school-to-work youth program activities initiated in southeast Minnesota, and act as a Workforce Development Board under the provisions of the Workforce Innovation and Opportunity Act of 2014 (Public Law 113-128), and under the provisions of MN Statute 116L.666, revised 2014, known as a Workforce Council.

ARTICLE I.

NAME, LOCATION, AND JURISDICTION

Section 1. Name: WDI (the "Corporation") is established under and pursuant to the Workforce Innovation and Opportunity Act of 2014 (PL 113-128), hereafter, referred to as the Act, and in compliance with the provisions of the Workforce Council Act, Minnesota Statute 2014, 116L.666 and in accordance with the provisions of the Minnesota Nonprofit Corporation Act, Minnesota Statutes, Chapter 317A. The corporation may conduct its business under one or more assumed names as determined by the members of the Corporation, including without limitation "Workforce Development, Inc."

Section 2. Location: The Corporation shall establish its principal office in such locations as it may from time to time determine and may establish such other offices in such other locations as it may deem appropriate.

Section 3. Jurisdiction: The area within which this corporation may function shall be the counties and cities that comprise the southeastern Minnesota Workforce Service Area (WSA #8) as defined by the Unified State Plan for WIOA Implementation and an agreement between the State of Minnesota and the Workforce Development Joint Powers Board of County Governments (Joint Powers Board), and such other areas as the members of the Corporation may determine.

ARTICLE II. PURPOSES, POWERS, AND DUTIES

Section 1. Purposes: The purpose of the Corporation is to involve the private business community, local units of government, human service organizations, economic development and education institutions in the planning, design, and delivery of state and federally funded employment and training programs for the economically disadvantaged and other specified groups of individuals as defined by state and federal law.

Section 2. Powers: The Corporation shall possess, exercise, and discharge the powers and duties specifically as established by the Act; and generally as its private non-profit corporation status allows and in accordance with the Memorandum of Agreement between the Corporation and the Workforce Development Joint Powers Board of County Governments.

Section 3. Duties: The powers and duties of the Corporation shall be performed and carried out by its directors, officers, or employees as authorized by state and federal laws:

1. Develop Memorandum of Understandings with the One Stops
2. Conduct research
3. Convene and engage employers and partners
4. Coordinate with education
5. Negotiate performance standards
6. Champion innovative solutions
7. Develop and promote technology solutions
8. Work with the One Stop Operator Consortium to promote continuous improvement and accountability
9. Staff the Workforce Development Board and Joint Powers Board
10. Provide career services as allowed in federal regulations

Section 4. Joint Powers Relationship: The elected officers of the Corporation and the Joint Powers Board are empowered to meet and must concur concerning certain issues as required in the Memoranda of Agreement between the Corporation and the Joint Powers Board of County Governments.

Section 5. Registration: The Corporation shall annually register with the Secretary of State as required by law.

ARTICLE III.

CORPORATION MEMBERSHIP AND REPRESENTATION

Section 1. Membership: The Corporation shall consist of thirty-three (33) members representing various private for-profit businesses, organizations, and institutions appointed by the Joint Powers Board as specified in the Memorandum of Agreement between the Corporation and the Workforce Development Joint Powers Board of County Governments. All terms of office begin on July 1 unless otherwise specified. Original terms vary in length to accommodate continuity of experience.

Section 2. Business Membership Selection: Each county shall have at least one (1) business representative, the largest six (6) counties shall have two (2) business representatives, and four (4)

business seats are to be considered "at large." At-Large business representatives shall be selected from any location in any of the counties.

Two (2) of the business seats are reserved for those who are also representatives of the Local Elected Officials.

Section 3. Non-business Membership Selection:

Classes of membership

A. Education Institutions, two (2) representatives

One seat shall be for K-12 systems and one seat shall be for post- secondary institutions.

B. Labor, Community Based Organizations, and Other Education, seven (7) representatives (for 20% of overall membership).

- Labor Organizations, two (2) representatives; one of which must be an apprenticeship coordinator
- Community Based Organizations and Other Education, five (5) representatives (or 15% of overall membership according to state statute)

C. Minnesota Job Service, one (1) representative

D. Economic Development, one (1) representative

E. Rehabilitation Service, one (1) representative

F. Public Assistance Agency (TANF), one (1) representative

G. Others, as required (see Attachment A for current list)

Section 4. The Use of Alternate Representatives: Each private business and all other organizations represented in the membership of the Corporation shall be allowed an alternate representative of choice. Alternate representatives will be given and may exercise all the rights reserved for members when they act in the absence of the seated member at regular and/or special Corporation meetings.

All alternate representatives will receive meeting notices and materials for all meetings of the Corporation and/or its committees. Alternate representatives shall be registered with the Secretary of the Corporation.

Section 5. Term of Office: The terms of office for members shall be fixed at three years from the time of election, but staggered for continuity. Upon expiration of the term, a successor shall be selected in the manner prescribed by the Memorandum of Agreement between the Corporation and the Workforce

Development Joint Powers Board of County Governments. The secretary or executive director of the Corporation shall be responsible for notifying the Joint Powers Board when Council members' terms expire. All members shall serve until their successors are selected and qualify.

Section 6. Absence: If a member has three consecutive unexcused absences from Corporation meetings (meetings of the whole Board or its subcommittees; an unexcused absence is defined as one in which the member did not notify the chair or the executive director of intended absence), the member shall be notified in writing concerning forfeiture of membership.

Section 7. Code of Ethics: A Code of Ethics is established for the Corporation. It includes but may not be limited to the following:

A. A Member will maintain confidentiality of participant information and disclose information of the Corporation publicly only after the Corporation has officially acted, e.g., Committee recommendations.

B. A Member will refrain from voting on a contract or grant application when s/he has a substantial financial interest at stake, or represents an organization/agency submitting a competitive application.

C. A Member will not direct staff to perform a task without having prior Corporation authorization to give such direction.

D. A Member will conform to the rules and standards as adopted by the Corporation and sit on at least two major committees (see attachment "B" for current list of committees).

E. A Member is not eligible for a loan from the Corporation unless it is undertaken for the sole benefit of the Corporation.

Section 8. Member Rights and Indemnification:

A. A Member may not be made a member of the corporation without their express consent.

B. A Member must be given access to membership records of the Corporation.

C. A Member may demand annual and/or special meetings of the Corporation.

To the full extent permitted by Minnesota law or by other provisions of law, each member who was or is a party or is threatened to be made a party to any threatened, pending or completed action, suit or proceeding, wherever brought, whether civil, criminal, administrative, or investigative, by reason of the fact that the member is or was a director, member or officer of the Corporation, or is or was serving at the specific request of the Corporation as a director, officer, employee, or agent of another corporation, partnership, joint venture, trust or other enterprise, shall be indemnified by the Corporation against expenses, including attorneys' fees, judgments, fines and amounts paid in settlement actually and reasonably incurred by the member in connection with such action, suit or proceedings, provided, however, that this indemnification shall apply only to the extent such member is not indemnified by such other corporation, partnership, joint venture, trust or other enterprise. The indemnification provided by this section shall continue as to a person or agent and shall inure to the benefit of the heirs,

executors, and administrators of such member and shall apply whether or not the claim against such member arises out of matters occurring before the adoption of this section.

ARTICLE IV.

WORKFORCE DEVELOPMENT BOARD MEETINGS

WIOA law says:

§ 679.390 How does the Local Workforce Development Board meet its requirement to conduct business in an open manner under the "sunshine provision" of the Workforce Innovation and Opportunity Act?

The Local WDB must conduct its business in an open manner as required by WIOA sec. 107(e), by making available to the public, on a regular basis through electronic means and open meetings, information about the activities of the Local WDB. This includes:

(a) Information about the Local Plan, or modification to the Local Plan, before submission of the plan;

(b) List and affiliation of Local WDB members;

(c) Selection of one-stop operators;

(d) Award of grants or contracts to eligible training providers of workforce investment activities including providers of youth workforce investment activities;

(e) Minutes of formal meetings of the Local WDB; and

(f) Local WDB by-laws, consistent with § 679.310(g).

Section 1. Annual Meeting: The annual meeting of the Corporation shall be held within 90 days of the close of the program year consistent with the closeout of the contract year.

Section 2. Regular Meetings: The Corporation shall hold at least six regular meetings each fiscal year.

Section 3. Special Meetings: A special meeting of the Corporation may be called for any purpose or purposes at any time by the chair or a majority of the members of the Corporation.

Any member may request a special meeting. The request must be made in writing, mailed or delivered in person, to the Corporation President or the Executive Director.

The President or Executive Director will set the date, time, and place of the special meeting. All members will be notified accordingly, including the purpose(s) for the special meeting. No business may be transacted at a special meeting except as has been described in the notice.

Section 4. Notice of Meetings: The Executive Director of the Corporation shall electronically give notice of the time and place of each meeting (regular or special) to each member and alternate not later than ten (10) days prior to the date thereof.

Upon request, written notice shall be mailed to each member at their last known mailing address as same appears in the last available records. The deposit of such notice in the United States mail, postage prepaid, shall be deemed sufficient notice. Concurrently, the Executive Director shall forward to each member and alternate representative a tentative agenda of the business that is anticipated and will be covered at the meeting. Members may transact at any regular meeting any business which may properly be brought before the Corporation, provided, however, that the agenda be amended at the beginning of the meeting to include the items.

Section 5. Adjournment: Any meeting of the members may be adjourned from time to time upon a vote of a majority of the members present at the meeting. No other notice of the adjourned meeting shall be required other than by announcement at the meeting at which adjournment is taken.

Section 6. Quorum

For all properly announced meetings of the Corporation as a whole, attendance of at least fourteen (14) members or their registered alternates shall constitute a quorum.

A. For all properly announced subcommittee meetings, attendance of at least three (3) members or their registered alternatives shall constitute a quorum.

Section 7. Voting Rights: Under extraordinary circumstances, a special Board meeting may be conducted via teleconference or similar communication device. The use of a special teleconference Board meeting shall be at the discretion of the chairperson. A member participating by teleconference or a similar communication device shall count towards a quorum provided approval is given by chairperson. All teleconference votes must be taken by roll call. Action normally taken at either a regular or special meeting may be acted upon in this manner. Participation in such meeting shall constitute attendance and presence in person at the meeting of the person or persons so participating.

Section 8. Minutes: The minutes of each meeting shall be prepared and distributed to the members prior to the next regular scheduled meeting of the Corporation. Minutes and any corrections thereof, duly adopted, at a regular or special meeting of the Corporation shall be deemed to be correct with a majority vote of approval.

Section 9. Per Diems, Travel and Meals Reimbursement: Corporation members who are not reimbursed by their employer for any time volunteered to the Corporation are eligible for a $50.00 per diem stipend for meetings attended, (regular, special, committee). Travel cost reimbursement will be paid at current rates established by the I.R.S. and based upon direct mileage from the member's business or home to and from the place of the meeting. Meal reimbursement requests must be accompanied by a receipt.

ARTICLE V. OFFICERS

Section 1. Number of Officers: The officers of the Corporation shall be a president, a first vice-president, a second vice-president, a secretary, and a treasurer. The Corporation may establish additional offices from time to time. The officers shall serve for a term of two (2) years and the vice-presidents shall succeed in order to the presidency. No two offices may be held by the same person at the same time.

Election of officers shall be held at the annual meeting of the Corporation.

Section 2. President: The president shall be a business member of the Corporation and shall upon nomination from the business membership, be elected by all the members. The president shall be responsible for carrying out the policy decisions of the Corporation and shall have the powers and duties vested under and pursuant to the Act, its amendments, other state and federal laws and/or agreements.

The president shall preside at all meetings of the Corporation.

Section 3. First and Second Vice Presidents: The vice-presidents shall be business members of the Corporation and shall upon nomination from the business membership, be elected by all the members. The vice-presidents shall assist the president in carrying out duties and shall perform such additional duties as may be established by the Corporation from time to time.

In the absence of the president at any meeting of the Corporation, the first vice-president shall preside and if s/he be absent the second vice-president shall preside. In the case of disability preventing the president from carrying out the duties, the first vice-president shall succeed to the presidency.

The Vice President shall also serve as the committee chair for the Executive Committee, and will report out to the full board.

Section 4. Secretary: The secretary shall be elected from among all the seated members of the Corporation. The secretary shall cause the issuance of notices of all meetings and shall cause minutes to be kept of all meetings and maintain a record for that purpose. The secretary shall keep a record of all members and their alternate representatives and of all non-council committee members. The secretary shall maintain the members' attendance record and be responsible for notifying members concerning forfeiture of membership. The secretary shall notify the Joint Powers Board when Corporation members' terms expire. The obligations of the secretary may be delegated to the executive director or designee.

Section 5. Treasurer: The treasurer shall be elected from among all the seated members of the Corporation. The treasurer shall disburse the funds as authorized by the members and shall cause to be rendered to the Joint Powers Board an account of transactions and the financial condition of the Corporation as required from time to time by the Joint Powers Board. The treasurer shall be one signatory on all financial instruments of the Corporation. The obligations of the treasurer may be temporarily assumed by the president of the Corporation.

Section 6. Bonding: All officers and employees of the Corporation who handle funds or who are custodians of property shall be bonded in the amount to be determined by the Corporation. The cost of such bond or bonds shall be paid from the funds of the Corporation.

Section 7. Vacancies: If a vacancy occurs in the office of the president, the first vice- president shall assume the position at the next meeting of the Corporation according to procedures established by these by-laws. The second vice-president shall succeed to first vice-president, and a new second vice-president shall be elected at the next regularly scheduled election.

If a vacancy occurs in the office of secretary or treasurer, the Corporation shall elect a successor from among its membership to serve out the existing term of such office.

Section 8. Removal: Any officer may be removed from office in the same manner as selected.

ARTICLE VI ADMINISTRATION

Section 1. Executive Director: The Corporation may employ an executive director. The administration of the work to be accomplished by the Corporation shall be the responsibility of an executive director who is to serve as the chief administrative officer of the Corporation.

Section 2. Duties: The executive director is to be selected by and be responsible to the Corporation as detailed in the Memorandum of Agreement drawn between the Workforce Development Joint Powers Board of County Governments and the Corporation. The executive director and administrative personnel are support staff to the Joint Powers Board. The executive director shall be selected on the basis of training and experience in the field of employment and training, from among the citizens of the nation at large.

In addition, the executive director shall make recommendations as to staffing requirements, prepare and submit budgets, prepare reports and publications, direct the work of the staff and work with such consultants as may be engaged from time to time. The executive director shall be one signatory on all financial instruments of the Corporation and shall be authorized by the Corporation and Joint Powers Board to be the principal signatory for all other corporation purposes unless otherwise required by state or federal law. The executive director may testify before public bodies or committees and may consult and confer with appropriate non-partisan officials on behalf of the Corporation in connection with its program or the achievement of its goals and purposes. The executive director may, upon the request of the appropriate legislative/congressional representative, give testimony on behalf of the Corporation and for its programs to partisan groups.

Section 3. Delegated Duties: Any duty of president, vice-presidents and secretary may be performed by the executive director under supervision pursuant to resolution of the Corporation. The Corporation may upon resolution delegate authority to any of its committees to act on its behalf.

Section 4. Staff: The executive director shall, from time to time, make recommendations as to the size and composition of the staff employed by the Corporation. The Corporation shall establish personnel policies as may be required.

Section 5. Technical Assistance: The Corporation may contract to obtain services from state agencies, professional consultants, non-profit groups, and with local governments for staff capacity building and technical assistance related to any of its responsibilities.

Section 6. Committees: The Corporation may establish such committees as it deems necessary to carry out its duties and responsibilities and may from time to time recommend the establishment of additional committees. All committee members shall be appointed by the President. Every member shall serve on at least one (1) standing committee. The Corporation may request other individual, not members, to participate in the meetings for information purposes. A quorum of appointed members must be present at committee meetings to vote on a recommendation.

Section 7. Policy Letter: The Corporation will publish policy letters defining program purposes, resource development, fund allocations, mandated services to participants and subrecipients for program delivery, monitoring and evaluation methods.

ARTICLE VII. AMENDMENT TO BYLAWS

Section 1. Amendment of Bylaws: The bylaws of the Corporation may be amended by the majority vote of the members at any regular meeting of the Corporation provided that notice of such regular meeting shall state in writing the proposed amendment and the fact that it is to be voted upon at the meeting.

ARTICLE VIII. GENERAL AND MISCELLANEOUS

Section 1. Conduct of Meetings: All meetings of the Corporation and its various committees shall be conducted pursuant to procedures provided by these bylaws and Roberts Rules of Order, Newly Revised.

Attachment A

WORKFORCE DEVELOPMENT, INC. BOARD SEATS

1	At-Large	Private
2	At-Large	Private
3	At-Large	Private
4	At-Large	Private
5	Dodge	Private
6	Fillmore	Private
7	Freeborn	Private
8	Freeborn	Private
9	Goodhue	Private
10	Goodhue	Private
11	Houston	Private
12	Mower	Private
13	Mower	Private
14	Olmsted	Private

15	Olmsted	Private
16	Rice	Private
17	Rice	Private
18	Steele	Private
19	Steele	Private
20	Wabasha	Private
21	CBO-CAP	Public
22	CBO-Other	Public
23	CBO-HRA	Public
24	CBO-Adult Basic Ed	Public
25	CBO-Older Workers	Public
26	Economic Development	Public
27	Higher Ed	Public
28	Job Service	Public
29	K-12 Education	Public
30	Labor #1	Public
31	Labor#2 - Apprenticeship	Public
32	Rehab	Public
33	Public Assistance - TANF	Public

Attachment B

WORKFORCE DEVELOPMENT, INC. SUBCOMMITTEES

Standing Committees

1. **Management Committee** – A group of Members who come together regularly to review the management practices and recommend operating policy for the Corporation.
2. **One-Stop Operating Partners** – A group made up of public sector Members, as well as other public and non-profit partners that relate to the Workforce Centers that review progress and developments in the WorkForce Centers and recommend policy that impacts the delivery system.
3. **Sector Pathways Committees** – Groups of Members that come together to study the future needs of business in southeastern Minnesota and the strategic responses necessary to ensure alignment with the workforce development system.
    A. Emerging Workforce
    B. Career Pathways

C. Employer Engagement

4. **Equity Taskforces** – Groups of Members that come together to study the needs of job seekers and workers in our area, and recommend policy to establish fair and equitable delivery of services to those in need.

   A. Employment & Equity

   B. MaxAbility Employment

   C. Salute Southern MN Veterans Network

Ad Hoc Committees (examples)

1. **Personnel**
2. **Legislative**
3. **Request for Proposal (RFP)**
4. **Development/Capital Campaign**
5. **Scholarship**