

Orientation Guide

for Minnesota's Local Workforce Development Boards



Provided by the Minnesota Workforce Council Association

Introduction

Your volunteer service as an appointed member of one of Minnesota's Workforce Development Boards is most appreciated. Thank you for contributing your strategic leadership, your professional perspective and your time.

The implementation of the 2014 Workforce Innovation and Opportunity Act (WIOA) empowers Workforce Development Boards with a new opportunity to focus on strategic action, communicate vision, develop and support high-quality partnerships and support high-quality partnerships with industry, address disparities in education and employment, and use data to analyze and evaluate outcomes.

This resource guide is an initial step to share the new WIOA information common to the members of Minnesota's sixteen local workforce development boards.

About the Minnesota Workforce Council Association

The Minnesota Workforce Council Association (MWCA) believes workforce development is the key economic development issue in our economy.

MWCA represents the cooperative efforts of the local workforce development system across the state. Each area's workforce development board and local elected officials provide leadership and direction for local workforce development programs, which are tailored to meet the specific needs of their communities. The Association provides a central forum for the partners to discuss common interests, develop policy consensus, share successful strategies and maintain lines of communication with state and federal governments.

MWCA also supports training and technical assistance for Association membership and line staff providing the direct services to customers.

It is the mission of the Minnesota Workforce Council Association to provide Minnesota with a skilled and competitive workforce through engaged and proactive local elected officials, workforce development boards, and service providers.

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Acronyms

▪ AA	Affirmative Action
▪ ABE	Adult Basic Education (federal and state)
▪ ACSI	American Customer Satisfaction Index
▪ ADA	Americans with Disabilities Act (federal)
▪ AEFLA	Adult Education and Family Literacy Act (federal)
▪ AG	Attorney General
▪ BCD	Business and Community Development (DEED division)
▪ BLS	Bureau of Labor Statistics (division of U.S. Dept. of Labor)
▪ CAP	Community Action Program (federally designated) Cost Allocation Plan (used in the WorkForce Centers)
▪ Carl Perkins	The Carl D. Perkins Career and Technical Education Improvement Act of 2006. Perkins IV provide formula grants to states to develop, implement, and improve CTE programs, services and activities.
▪ CBO	Community-based Organization (non-profit organization)
▪ CEO	Chief Elected Official (Governor, Mayor) Chief Executive Officer
▪ CFR	Code of Federal Regulations
▪ CTE	Career and Technical Education (see Carl Perkins)
▪ CY	Calendar Year
▪ DEED	Department of Employment and Economic Development (Minnesota)
▪ DHS	Department of Human Services (Minnesota)
▪ DLI	Department of Labor and Industry (Minnesota)
▪ DOE	Department of Education
▪ DOL	U.S. Department of Labor
▪ DOT	Department of Transportation (Minnesota, aka MN DOT) Dictionary of Occupational Titles (federal; part of O*NET)
▪ DWP	Dislocated Worker Program (state and federal) Diversionary Work Program (state; part of MFIP)
▪ EDAM	Economic Development Association of Minnesota
▪ EDAs	Economic Development Authorities
▪ EEO	Equal Employment Opportunity
▪ ELL	English Language Learner
▪ EO	Equal Opportunity
▪ EOA	Equal Opportunity Act
▪ EOO	Economic Opportunity Office

▪ ES	Employment Service (also known as Job Service)
▪ ESL	English as a Second Language
▪ ETA	Employment and Training Administration (division of the U.S. Department of Labor)
▪ FBO	Faith-Based Organization
▪ FEIN	Federal Employer Identification Number (the employer equivalent of an SSN)
▪ FFY	Federal fiscal year
▪ GWDB	Governor's Workforce Development Board (formerly Council)
▪ GED®	General Educational Development (tests or diploma)
▪ HEA	Higher Education Act (federal legislation)
▪ HESO	Higher Education Services Office (Minnesota)
▪ HHS	U.S. Department of Health and Human Services
▪ HUD	U.S. Department of Housing and Urban Development
▪ IL	Independent Living
▪ ISEK	Internet System for Education and Employment Knowledge
▪ ITA	Individual Training Account (defined by WIOA)
▪ JS	Job Service (federally funded WorkForce Center partner) aka Wagner-Peyser
▪ LEO	Local Elected Official
▪ LMI	Labor Market Information (or Intelligence)
▪ LWDB	Local Workforce Development Board
▪ MDE	Minnesota Department of Education
▪ MDH	Minnesota Department of Health
▪ MFIP	Minnesota Family Investment Program (Minnesota's version of the federal TANF program)
▪ MJSP	Minnesota Job Skills Partnership (a state program and a board)
▪ MMB	Minnesota Department of Management and Budget
▪ MOA	Memorandum of Agreement or Methods of Administration
▪ MOU	Memorandum of Understanding
▪ MSA	Metropolitan Statistical Area
▪ MSFW	Migrant and Seasonal Farmworkers (federal)
▪ MTO	Minnesota Trade Office (located at DEED)
▪ MWCA	Minnesota Workforce Council Association

▪ NACo	National Association of Counties
▪ NAICS	North American Industry Classification System
▪ NASWA	National Association of State Workforce Agencies
▪ NAWB	National Association of Workforce Boards
▪ NCRC	National Career Readiness Certificate (from ACT)
▪ NGA	National Governor's Association
▪ OCTAE	Office of Career, Technical and Adult Education (U. S. Dept. of Education)
▪ ODEP	Office of Disability Employment Policy
▪ OICs	Opportunities Industrialization Centers
▪ OJT	On-the-job-training (provided by the employer)
▪ OMB	Office of Management and Budget (federal)
▪ O*NET	Occupational Information Network (federal)
▪ OneStop	Federal term for a multi-tenant office housing workforce development services. Minnesota's term is WorkForce Center.
▪ OVAE	Office of Vocational and Adult Education (federal)
▪ Perkins	Carl D. Perkins Vocational and Technical Education Improvement Act (federal)
▪ PIC	Private Industry Council
▪ PY	Program Year
▪ RFP	Request for Proposal
▪ RWDB	Regional Workforce Development Board (new designation under WIOA)
▪ RSA	Rehabilitation Services Administration (division of U.S. Department of Education)
▪ SBDC	Small Business Development Center
▪ SCSEP	Senior Community Services Employment Program (federal)
▪ SNAP E&T	Supplemental Nutrition Assistance Program Employment & Training (federal)
▪ SOC	Standard Occupational Classification
▪ SRC	State Rehabilitation Council
▪ SSB	State Services for the Blind (located at DEED)
▪ SSI	Supplemental Security Income
▪ TA	Technical Assistance
▪ TAA	Trade Adjustment Assistance (federal)
▪ TABE	Test of Adult Basic Education

▪ TANF	Temporary Assistance for Needy Families (federal welfare program)
▪ TEGL	Training and Employment Guidance Letter (from U.S. DOL ETA)
▪ TEIN	Training and Employment Information Notice (from U.S. DOL ETA)
▪ TEN	Training and Employment Notice (from U. S. DOL ETA)
▪ UI	Unemployment Insurance
▪ USDOL	United States Department of Labor
▪ VRS	Vocational Rehabilitation Services (located at DEED)
▪ Wagner-Peyser	Established Employment Service (also called Job Service in Minnesota)
▪ WARN	Worker Adjustment and Retraining Notification
▪ WDA or LWDA	Workforce Development Area or Local Workforce Development Area (formerly Workforce Service Area)
▪ WFC	WorkForce Center
▪ WIA	Workforce Investment Act (former federal legislation)
▪ WIOA	Workforce Innovation and Opportunity Act (Replaced WIA, July 2014)
▪ WIBs	Workforce Investment Boards (language in WIA, now called Workforce Development Boards)
▪ WIF	Workforce Innovation Fund (from U.S. DOL ETA)
▪ WOTC	Work Opportunities Tax Credit

Welcome

The following pages are designed so that you can insert information that is unique to your workforce development board.

(Workforce Development Board Name)

Vision Statement:

Mission Statement:

Committee Structure

Local Staff

Board Member Information

Local Partners

SECTION 1: OVERVIEW OF THE PUBLIC WORKFORCE SYSTEM

Brief History of Employment Training Programs

Government-sponsored employment and training programs date back to the “New Deal” legislation of the 1930s. Legislation such as the Wagner-Peyser Act, Manpower Development Training Act (MDTA), Comprehensive Employment and Training Act (CETA), Job Training Partnership Act (JTPA), and Workforce Investment Act (WIA) has defined the federal effort to reduce unemployment and to respond to cyclical and structural occurrences in the labor market. The basic thrust of federal efforts to date has been to train unemployed and economically disadvantaged persons for available jobs. During recessionary periods, federal, state, and local employment and training efforts also undertake job creating activities, thereby assisting employers to expand with wage subsidies and customized training for disadvantaged.

With the passage of the Workforce Investment Act (WIA) in 1998, legislation created a governing body for local employment and training programs called Workforce Investment Boards to increase the involvement of business in the design and operation of workforce programs. The call for increased engagement continues under the most recent federal employment and training program, the Workforce Innovation and Opportunity Act (WIOA), passed in 2014 and will be in effect for five years (2015-2020).

See Appendix A: Employment and Training Programs Timeline.

The purpose of WIOA is to better align the workforce system with education and economic development in an effort to create a collective response to economic and labor market challenges on the national, state, and local levels. WIOA continues the trend in workforce legislation by further engaging the private sector to lead local workforce development boards and focuses on introducing increased flexibility and accountability of board members. WIOA encourages an improved response to labor market needs by connecting board performance to outcomes that require an understanding of the correlation between training investments and economic return. Changes in WIOA prompt Workforce Development Boards to be increasingly engaged in the business of collaboration, convening and partnership. WIOA may be best summarized in the following statement:

“... To provide workforce investment activities, through statewide and local systems that increase the employment, retention, and earnings of participants, and increase attainment of recognized credentials by participants, and as a result, improve the quality of the workforce, reduce welfare dependency, increase economic self-sufficiency, meet the skill requirements of employers, and enhance the productivity and competitiveness of the nation.”

-National Association of Workforce Boards.

Among the federal, state and local units of government, no single entity is entirely responsible for economic or workforce development. At the federal level, the Departments of Education, Department of Health and Human Services, Department of Commerce and Department of Labor all have a vested interest in economic and workforce development. At the State level, the Departments of Education, Employment and Economic Development, Human Services, Labor and Industry, Minnesota State Colleges and Universities System, University of Minnesota and others are also involved. At the community level, community based nonprofit organizations, counties, economic developers, education institutions, training agencies and WorkForce Centers are involved in the workforce development system, it is not always easy to define roles and clarify boundaries.

See Appendix B: Workforce Development Partners.

The Workforce Innovation and Opportunity Act (WIOA)

Overview

Under WIOA, the public workforce investment system provides the framework for delivery of employment and training activities and business services at the state and local levels. Job seekers, dislocated workers, youth, incumbent workers, new entrants to the workforce, veterans, persons with disabilities, and employers access many of the services that are offered under this system. WIOA is divided into five titles; however, Title I establishes the state and local board structure and contains many of the programs under the workforce investment system.

WIOA re-authorizes the career center (known as “American Job Centers” or “One-Stops” nationally and “WorkForce Centers” in Minnesota) service delivery system and six core programs. The core programs are:

- WIOA Title I (Adult, Dislocated Worker and Youth formula programs) administered by Department of Labor (DOL);
- Adult Education and Literacy Act programs administered by the Department of Education (DoED);
- Wagner-Peyser Act employment services administered by DOL; and
- Rehabilitation Act Title I programs administered by DoED.

WIOA also authorizes the Job Corps program, the YouthBuild program, Native American programs, and Migrant and Seasonal Farmworker programs, as well as outlines evaluation and multistate projects.

Guiding Principles of the Local Workforce System¹

WIOA seeks coordination between and among agencies so that workers and job seekers have more seamless access to a system of high-quality career services, education, and training through the one-stop service delivery system and partners. WIOA also ensures the measurement and public reporting of the performance of education and training providers so that those seeking services can have access to provider performance information that will help them make informed choices about which training or education programs to pursue. Customers will also have information to better inform their choices when selecting training programs.

Businesses will inform and guide the workforce system, ensuring that services are well aligned with their workforce needs. Workforce development boards implement industry or sector partnerships and use high-quality worker training, including proven strategies such as apprenticeship, to ensure businesses have a pipeline of skilled workers.

Meeting workforce needs is critical to economic growth through partnerships at the State, regional, and local levels. WIOA promotes alignment of workforce development programs with regional economic development strategies to meet the needs of a wide range of employers and to enhance community development. WIOA also places a greater emphasis on reemployment, requiring rapid response activity at the State level, including layoff aversion activities to help employers better manage reductions in force.

A key part of the WIOA vision is making government more efficient so that it more effectively serves the public through a comprehensive, integrated, and streamlined system. WIOA helps to implement that vision by streamlining programs across Federal agencies, co-locating services at the State and local levels, requiring unified and integrated planning at the state level, providing for robust program evaluation, introducing strong common performance metrics to the system, and improving accountability and transparency, ensuring investments are evidence-based and data-driven.

Finally, WIOA strives to strengthen education and workforce services for individuals with significant barriers to employment—veterans, individuals with disabilities, out-of-school and at-risk youth, and other populations—to help ensure that everyone has an

¹ United States Department of Labor; <https://www.doleta.gov/WIOA/Docs/Top-Line-Fact-Sheet.pdf>

opportunity to get a good job. Performance measurement also will take into account differences in the populations served to remove any disincentives to serving those who need the most help.

WIOA's Three "Hallmarks of Excellence"

- The needs of businesses and workers drive workforce solutions and local boards are accountable to communities in which they are located.
- One-Stop Centers (or American Job Centers/WorkForce Centers) provide excellent customer service to jobseekers and employers and focus on continuous improvement.
- The workforce system supports strong regional economies and plays an active role in community and workforce development.

WIOA Programs

Many people refer to the WIOA program by their title. Below is a listing of the five titles that WIOA is divided into:

- **Title I** establishes state and local workforce development boards, the One-Stop delivery system, youth activities, adult and dislocated worker training programs (contains most of the details of the new workforce investment system).
- **Title II** establishes adult education and literacy programs.
- **Title III** of WIA is the Wagner-Peyser Act and is the authorizing legislation for workforce investment-related activities.
- **Title IV** – Rehabilitation Act amendments of 1998.
- **Title V** – General provisions.

Local workforce development boards and WorkForce Centers are structured differently throughout the state, which reflects how the local delivery system has flexibility to work within WIOA's parameters.

Most often, the five of the six core services mentioned previously (adult, dislocated worker, youth, Wagner-Peyser career services, and Vocational Rehabilitation Services) are delivered in WorkForce Centers, although in some cases, some of the programs are contracted out to nonprofit organizations within the community. Adult Basic Education is a required partner under WIOA, but it is not a program that must be housed at a WorkForce Center (Minnesota state law does, however, require a Memorandum of Understanding between the WorkForce Center and ABE).

Partners Under WIOA

Other programs are required partners under WIOA but are not considered core programs or required to be located in a WorkForce Center. Rather, for individuals with multiple needs to most easily benefit, WorkForce Centers are required to provide access to the following services:

- Career and Technical Education (Perkins)
- Community Services Block Grant
- Indian and Native American Programs
- HUD Employment and Training Programs
- Job Corps
- Local Veterans' Employment Representatives and Disabled Veterans' Outreach Program
- National Farmworker Jobs Program
- Senior Community Service Employment Program
- Temporary Assistance for Needy Families (TANF)*
- Trade Adjustment Assistance Programs
- Unemployment Compensation Programs

- YouthBuild

*TANF is now a required partner, unless the Governor takes special action to make TANF an optional one-stop partner. Minnesota, however, has a long history of integrating TANF employment and training programs as an available service in the WorkForce Centers.

WIOA requires into MOUs with Mandatory Partners. Each area must provide at least one-comprehensive one-stop center where each of the Mandatory Partner makes their services available.

The definition of “Access” provides three ways each partner program may meet this requirement:

- 1) Having a program staff member physically present at the one-stop center;
- 2) Having a staff member from a different partner program physically present at the one-stop center appropriately trained to provide information to customers about the programs, services, and activities available through partner programs; or
- 3) Making available a direct linkage through technology to program staff who can provide meaningful information or services.

One Stop Operators

WIOA requires each Workforce Board to procure a One-Stop Operator (OSO) and to determine the functions of the OSO consistent with Federal law and regulation.

The draft rules propose that the minimum role of a one-stop operator is coordination across one-stop partners and service providers – there is no requirement that the one-stop operator provide direct services. One-stop operators may be service providers – and can in fact be the primary service provider within a one-stop - but there must be appropriate firewalls in place to ensure that the one-stop operator is not conducting oversight of itself as a service provider. Local boards must clearly articulate the responsibilities of the one-stop operator in the competition. Mandatory one-stop partners are still required to provide access to programs and services through the one-stop delivery system, including appropriate career services – the competitive procurement rules relating to the one-stop operator function do not affect these requirements.

Types of acceptable operators outlined in WIOA include colleges, CBOs, for-profit businesses, governmental agency, non-profits (501(c)(3), (4), (6)). Local Boards may compete for and be selected as the OSO. Sole source selection is permitted with the agreement of the CLEO in the local area and the Governor. To be considered, the board must establish “sufficient” conflict of interest policies, which must be approved by the Governor. (§678.610(d)). Further, local boards presently serving as the OSO can be reselected but must establish “appropriate firewalls” and conflict of interest policies. (§678.615(a)) These policies must conform to the specifications in §679.430.

State Workforce Development Programs

While many states provide funding for special initiatives or programs, Minnesota is one of few which does that and invests additional resources into formula allocations to workforce development areas that mirror federal programs. State funds are allocated by the Legislature either through direct allocations to individual programs or providers; or, more commonly, go through a state agency to be allocated and monitored. Below is more information about the most prominent employment and training programs funded by the Minnesota Legislature as they relate to the public workforce development system.

State Dislocated Worker Program²

The Dislocated Worker Program provides assistance to some individuals who are displaced from their employment or source of support and require assistance in returning to or entering the workforce.

Several kinds of workers are eligible for assistance under the program. They include those who:

- Are separated or have received a notice of permanent separation from their employment, are eligible for or have exhausted their unemployment benefits, and are unlikely to return to their previous industry or occupation;
- Are terminated or have been notified of impending termination as part of a plant closing or other large layoff;
- Have been long-term unemployed and have limited opportunities for similar reemployment in the area where they live;
- Have been self-employed (including as farmers or ranchers) and are unemployed as a result of economic conditions or natural disasters;
- Are veterans discharged or released from active duty under honorable conditions and are unemployed or earning less than what they could verifiably earn; or
- Are displaced homemakers, meaning they have spent a number of years providing homemaking service while dependent on another person and that person is no longer providing support as a result of the other person's disability or death, or because of a divorce. "Displaced homemaker" can also include a person who previously was supported by public assistance because of the presence of a dependent in the household who is no longer present.

The program provides basic employment services such as job counseling, testing, skills assessment, job search, and placement assistance. It provides money for training, including classroom training, on-the-job training, skills training, and basic education. It offers support services, including temporary help with expenses such as emergency housing assistance and rent, health care, transportation, child care, work-related tools and clothing, and similar costs that may need to be covered while a person is in training.

Funds are appropriated to the Job Skills Partnership Board and then allocated to workforce development areas or other eligible organizations, which may include labor organizations, business organizations, state or local government agencies, or nonprofit agencies. These areas and organizations often in turn contract with individual service providers to deliver services to individuals.

Employers pay a special assessment along with their unemployment insurance taxes that goes into a separate fund called the Workforce Development Fund. Not all the money in the Workforce Development Fund goes to fund the Dislocated Worker Program. The legislature appropriates some of the money in the fund to support other employment and training programs. Whatever money remains after these appropriations are made is available for the Dislocated Worker Program. Under certain circumstances, if there is more money in the fund than is necessary to meet the needs of dislocated workers, the Job Skills Partnership Board can use the extra money for other workforce training programs.

² Minnesota House Research; <http://www.house.leg.state.mn.us/hrd/pubs/ss/ssdwpg.pdf>

Minnesota Youth Program³

As noted above, there are programs in addition to the Dislocated Worker Program that are funded through the state Workforce Development Fund. One of those is the Minnesota Youth Program. Funds for this program go from the Legislature to the Department of Employment and Economic Development, and are then allocated by formula to the sixteen local workforce development areas.

MYP serves youth from all 87 Counties, ages 14 through 24 who are economically disadvantaged or at risk (for example: teen parents, foster youth, juvenile offenders, youth with disabilities, homeless or runaway youth).

MYP participants have severe barriers to success in school and on the job. Youth receive immediate direct benefit from their earnings in work experience. MYP provides structured, well-supervised work experience, educational opportunities and life skills training that establishes good work habits and provides specific job skills. Other positive results:

- Youth attain work readiness skills
- Youth earn academic credit or service learning credit
- At risk youth remain in school and dropouts return to school
- Youth introduced to career pathways and in-demand jobs
- Reduced costs in public assistance
- Juvenile offenders use a portion of their earnings to pay restitution to crime victims
- Unquantifiable benefits of increased self-esteem and the development of citizenship skills, parenting skills and leadership skills.

MYP eligibility criteria is more flexible (inclusive) than the federal youth program. MYP allows the youth workforce system to provide services to In-School Youth; the federal WIOA Youth Program targets Out-of-School Youth and dropouts. MYP also allows youth to enroll in standalone summer programs (where the federal WIOA Youth Program does not).

The Outreach to School/Career Advisor component of MYP provides one-on-one and group career guidance and career exploration assistance to regional high school students with an emphasis on youth who are under-represented in the workforce. MYP assists school districts to meet the “World’s Best Workforce” requirements. The Outreach to Schools/Career Advisor component of MYP assists youth to make career and education decisions and plans while incorporating an understanding of jobs in demand. Each school district identifies the career services most needed in their District and MYP assists in providing those services.

MYP allows the youth workforce system to respond quickly to additional opportunities to offer youth summer and year-round employment when other funding sources are available. For example, MYP participants are co-enrolled in TANF funded youth projects targeting teen parents. MYP participants with disabilities can be co-enrolled in Vocational Rehabilitation Services (VRS) Pre-Employment Transition Services.

Supplemental Nutrition Assistance Program Employment and Training (SNAP E&T)⁴

Every year, each state is allocated a program grant from the Federal government —a set dollar amount determined by formula—to fund its SNAP E&T program. This money, often referred to as “100 percent funds,” must be used to pay for E&T programs and for the planning, implementation and operation of a state E&T program.

³ Minnesota Department of Employment and Economic Development; https://mn.gov/deed/assets/myp-fact-sheet_tcm1045-134258.pdf

⁴ National Skills Coalition; http://www.nationalskillscoalition.org/resources/publications/tpib/file/NSC_Training_SNAP_2014.pdf

Costs covered by this grant include administrative expenses, such as SNAP agency staff working with employment and training providers to develop SNAP E&T components, performing assessments, placing participants in E&T components, and case management. One hundred percent funds can also be used to provide direct services, such as operating training programs, whether spent directly by the administering agency or through a contract. These services may be provided by the SNAP administering agency, by contract with employment and training providers such as community-based organizations (CBOs) or community colleges, or by purchasing services at market rate in the same way an individual would purchase the service. One hundred percent funds cannot be used to pay for the reimbursement of participant expenses. However, they can be used to purchase necessary supplies or services for participants, even if those items might ordinarily be provided through a reimbursement.

In addition to the formula grants, the federal government will provide reimbursements to states of up to 50 percent of actual expenses for:

- Administrative costs that exceed the state's funding under the E&T formula grant; and
- E&T participant expenses directly related to participation in the program such as dependent care costs, transportation, safety equipment, and supplies and books.

This funding is commonly referred to as "50-50 funds," since the federal government will reimburse 50 percent of the costs of such activities. Annual federal funding for 50-50 funds is not capped, although states may set their own participant reimbursement caps. States may partner with third-party organizations—including community colleges and Community Based Organizations—to offer E&T components, and may use either 100 percent administrative funds or 50 percent reimbursement funds, as appropriate, to cover third-party expenses.

We mention this program here because SNAP E&T has historically been underutilized as a resource for workforce development activities, but innovative efforts on the state and local level—coupled with recent statutory and regulatory improvements—have put new focus on the potential for SNAP E&T to respond to the skill needs of SNAP recipients. There is considerable new opportunity at both the state level to integrate SNAP E&T as a key component of the workforce development system, and ensure that SNAP recipients have access to critical employment and training services—including supportive services such as child care and transportation assistance—to help them obtain stable, family-sustaining employment and, ultimately, move off of SNAP.

Competitive Grants

Competitive grants have gained popularity within the last decade as a way for the Legislature to fund employment and training programs rather than, or in addition to, formula funds and direct allocations to individual organizations (either to WDA providers or other non-profit or community based organizations). This can be attributed, in part, to recommendations outlined in a report by the Minnesota Office of the Legislative Auditor written in 2010; following is an excerpt from that report:

"As our office recommended in 2007, awarding grants through a competitive process is optimal. When legislators appropriate funding directly to a service provider, or the Job Skills Partnership Board allocates small layoff funding noncompetitively, they circumvent best practices intended to award public funds in a fair and effective manner to the most qualified providers.

Avoiding legislative appropriations to specific grant recipients would require amending the Joint Rules of the House and Senate. Article II of the Joint Rules pertains to bills, and Rule 2.02 on appropriating money is the proper place for this amendment.

*To the extent the Legislature concludes that certain workforce needs remain unmet, it should specify goals for meeting those needs but leave the decision on providers to a competitive selection process. If the Legislature continues to award grants directly to recipients named in law, it should rely on a more inclusive and comparable set of information to review recipients. As Chapter 2 recommended, the state needs a more comprehensive set of approaches to evaluate the performance of workforce programs. Results from those approaches would allow the Legislature to make more informed decisions."*⁵

⁵ Minnesota Office of the Legislative Auditor; <http://www.auditor.leg.state.mn.us/ped/pedrep/workforce.pdf>

While local areas are eligible to apply for competitive grants, they do present some challenges. Most notably are that the funding sources for many recent Legislatively funded competitive initiatives has come from the Workforce Development Fund rather than the general fund, thus diverting resources that would otherwise go to the Workforce Development Areas. Additionally, competitive grants take time and resources to acquire and do not result in sustainable programs, whereas formula funding can be quickly allocated, distributed and is more stable from year to year.

Local Workforce Development Areas (WDAs) and Workforce Development Regions

Overview

Local Workforce Development Areas are defined geographic regions in which services funded through WIOA and other federal and state programs are provided. They are created in agreement with local elected officials and require an agreement among government jurisdictions comprising the local area. The number of WDAs in each state varies across the country. Some have as many as 33 (New York), while some have only one (North Dakota and New Hampshire, among others).

History

Minnesota's WDA boundaries have a history that dates back to the 1970s and the Nixon administration. Most of the changes occurred in 1978, under the development of the JTPA (Job Training Partnership Act). It was at this time that the federal government transferred responsibility of the local areas over to the state government. Under JTPA, each area had to have a population of at least 200,000 based on the latest census data, or they could be approved at the governor's discretion. While this was an attempt by the federal government to decrease the amount of local entities, there was an actual increase in the number of entities in Minnesota. The new areas, which were primarily created based on which counties could work together to submit an application, were called Service Delivery Areas (SDAs).

When WIA passed in 1998, there were provisions in the WIA law that stated who could still be considered a service delivery area, now called a Workforce Service Area (WSA). For the first five years after WIA was passed (1998-2003), the same service provisions still applied. In 2003, the Department of Labor (DOL) stated that those provisions had expired and Governors could redesign WSA borders. In December 2005, a Congressional authorization passed that stated Governors could not make further changes to WSA boundaries until WIA Reauthorization was finalized.

Workforce Development Areas According to WIOA

WIOA outlines a process for local area designation; factors that are considered in designating these WDAs include geographic location, population, and commonality of labor market areas.

According to Section 106 of the WIOA law, the Governor has the authority to designate local workforce development areas within the State through: (i) consultation with the State Board; and (ii) after consultation with local elected officials and local boards, and after consideration of comments received from the public comment process.

As part of the local area designation, the Governor shall take into consideration those areas already designated as well as based on considerations consisting of the extent to which the areas are consistent with labor market areas in the State; are consistent with regional economic development areas in the State; and have the Federal and non-Federal resources necessary to effectively administer activities, including whether the areas have the appropriate education and training providers, such as institutions of higher education and area career and technical education schools.

During the first 2 full program years following the date of enactment of WIOA, the Governor shall approve a request for initial designation as a local area from any area that was designated as a local area under WIA and performed successfully and sustained fiscal integrity. The Governor shall then approve a request for subsequent designation as a local area if such area performed successfully, sustained fiscal integrity and in the case of a local area in a planning region, met the requirements under regional coordination.

At present, there are 16 WDAs in Minnesota that reflect many types of configurations, including single cities (Duluth, Minneapolis); single counties; and consortiums of counties.

See Appendix C for more information.

Workforce Development Regions

New under WIOA, the Governor must identify regions in the state after consultation with the local boards and local elected officials. Each region must be comprised of at least two Local Workforce Development Areas.

According to the WIOA law (Sec. 106 (c)(1) , regions the local boards and local elected officials in each planning region shall engage in a regional planning process that results in:

- The preparation of a regional plan;
- The establishment of regional service strategies, including use of cooperative service delivery agreements;
- The development and implementation of sector
- Initiatives for in-demand industry sectors or
- Occupations for the region;
- The collection and analysis of regional labor market data (in conjunction with the state);
- The establishment of administrative cost arrangements, including the pooling of funds for administrative costs, as appropriate, for the region;
- The coordination of transportation and other supportive services, as appropriate, for the region;
- The coordination of services with regional economic development services and providers; and the establishment of an agreement concerning how the planning region will collectively negotiate and reach agreement with the governor on local levels of performance for, and report on, the performance accountability measures for local areas or the planning region.

The difference between the identification of regions and the designation of local areas:

- The purpose of a local area is to administer workforce development activities.
- The purpose of a region is to align workforce development activities and resources with larger regional economic development strategies.

A local area can only be assigned to one region. Minnesota's sixteen Local Workforce Development Areas are organized into six regions. Five regions in greater Minnesota are comprised of two WDAs; the sixth region encompasses the seven WDAs that make up the metropolitan area.

For a map of Local Workforce Development Areas and Workforce Development Regions within Minnesota, see Appendix D.

WorkForce Centers

Overview

WorkForce Centers are found in 48 sites in Minnesota and provide customer-driven service in cooperation with community and business partners. Pursuant to WIOA legislation, local workforce development boards have the responsibility for oversight of WorkForce Centers within their service delivery areas and are responsible for their operations. The Governor and Governor's Workforce Development Board (GWDB) are charged with oversight of the larger One-Stop system and ensure that the basic requirements of federal legislation are executed. The system is designed for maximum accountability and effectiveness in the attempt to deliver services to communities, employers, and workforce participants.

Services offered at WorkForce Centers are available to everyone, including those who are transitioning from one job to another, entering into formal work for the first time, transitioning from public assistance, and youth (both in school and out of school).

What is a WorkForce Center?

To be certified as a WorkForce Center, a workforce development service delivery location must provide services to the general public – e.g., a Resource Area with certified staff and technology – and comply with the WorkForce Center standards as monitored by the Department of Employment and Economic Development. At least one Workforce Center in each workforce development area must be a comprehensive Workforce Center with services and staff available on-site from Title I, Title III and Title IV.

The law requires that each local area reach agreement on shared costs to fund infrastructure of the WorkForce Centers. If local areas fail to reach an agreement, a state funding protocol for allowing costs will be imposed.

See Appendix E for "What is a Workforce Center" Chart.
See Appendix F for a map of WorkForce Centers in Minnesota.

Workforce System Funding Overview

Federal, State, and local funds combine to create the total pool of workforce development resources. Federal and State funds ultimately go to Local Elected Officials/Local Workforce Development Areas via formulas, which vary according to the program.

Since there are multiple funding streams involved with the delivery of workforce development programs, integration and coordination is challenging. That is one reason why WIOA emphasizes integrating funding streams through the One-Stop Centers with an emphasis on coordination by Local Workforce Development Boards – in an effort to provide seamless program delivery. The importance of this role is one that local boards must continue to promote as funding streams become more diversified and increasingly difficult to secure.

See Appendix G for Funding Streams for the Workforce Development System.

SECTION 2: WORKFORCE DEVELOPMENT BOARDS

Local Elected Official Boards

Local Elected Officials (LEOs) may be county commissioners, mayors, or members of local government joint powers board; depending on the geography of the Workforce Development Area (single city versus single county versus multiple counties). The term “Chief Local Elected Official” also appears within WIOA. According to the law, the term means:

- A. The chief elected executive officer of a unit of general local government in a local area; and
- B. In a case in which a local area includes more than 1 unit of general local government, the
- C. Individuals designated under the agreement described in section 107(c)(1)(b), which states “in a case in which a local area
- D. Includes more than 1 unit of general local government, the chief elected officials of such units may execute an agreement that specifies the respective roles of the individual chief elected officials.”

Local Elected Officials have significant responsibilities under WIOA. They appoint members to the local board and are the designated recipients and stewards of state and federal funds. The Governor is required by Federal law to consult with the local elected officials regarding the designation of local workforce development areas. In partnership with the WDBs, the local elected officials have oversight authority for the one-stop delivery system in the workforce development area.

Local Workforce Development Boards

Overview

Central to the Minnesota Workforce System is the Local Workforce Development Board. In partnership with the local elected officials, the 16 boards in Minnesota set local policy and provide input and strategic direction for meeting workforce development goals as outlined in state and federal statute.

The law permits great diversity in how a WDB is structured to deliver services. See Appendix D for Workforce Development Area Descriptions. This chart demonstrates how the 16 WDAs in Minnesota are structured differently by listing the WDA administrative entity (and its type), the WIOA service providers and the local elected official structures (whether it is a Joint Powers Board, a CEP Board of Directors, a County Board or a City Council).

Board Composition

Local Workforce Development Board members are appointed by the LEOs. Board composition is established by WIOA and State Statutes, and includes individuals representing local businesses, labor unions, educational institutions, economic development agencies, and other community based organizations. The chair of the board and a majority of the members must be representatives of the private sector. WIOA modifies the structure of local workforce boards from previous iterations, allowing them to be smaller and charging them with more responsibility to be strategic.

See Appendix H for board composition requirements.

Committee Structures

WIOA eliminates the requirement to have a Youth Council, and suggests committees be established to advise on One-Stop Partner issues, youth services, and services to individuals with disabilities. Beyond WIOA regulations, WDBs have the ability to form committees as they see fit to carry out the strategic vision they have crafted for their local area.

Examples of LWB Committees:

- Business and Workforce Partnership
- Policy and Law
- Marketing and Communications
- Education and Youth Services
- Executive
- Business and Economic Development
- Analysis and Evaluation
- Government and Legislative Relations
- Alliances and Partnerships

Role of the Local Workforce Development Board

Overview

WIOA puts WDBs in the center of these community systems like never before and ascribes to the WDB responsibilities implied in WIA, but now clearly articulates the WDB's responsibility as a convener, a collaborator and charged with hosting community conversations to better align workforce resources and better understand the complexity of their regional markets. The strength of the board comes from being locally- and demand-driven; a high level of involvement from those who know the community best and can direct resources in a way that is most responsive to the needs of local employers and jobseekers.

Under WIOA, the local boards must also develop a strategy for continuous improvement and strengthening of the workforce system through innovation in, and alignment and improvement of, employment, training and education programs to promote economic growth. Leadership must develop a platform in which all members actively participate and collaborate closely with the required and other partners of the workforce development system, including public and private organizations.

The strength of the board comes from being locally- and demand-driven; a high level of involvement from those who know the community best and can direct resources in a way that is most responsive to the needs of local employers and jobseekers.

Local Plans

WIOA requires that local boards set priorities for, and oversee, the workforce development system in their area. The local plan must represent a collaborative process among local elected officials, boards, and required and other partners to create a shared understanding of the local area's workforce investment needs and a vision of how the workforce development system can be designed to meet those needs.

Historically, workforce development policy focused foremost on finding jobs for individuals struggling to find employment - the jobseekers. WIOA more strongly emphasizes aligning workforce development and economic development services to meet the needs of employers.

Specifically, local plans must identify and describe how the local area will:

- Engage employers of all sizes.
- Design a system that meets the needs of local employers (both large and small).
- Design a system that provides opportunities for people with barriers.
- Better coordinate workforce development programs and economic development efforts.
- Develop and implement activities such as incumbent worker training programs, industry partnerships, on-the-job training programs and career pathway programs.
- Partner with business intermediaries and design other business services to meet the needs of employers.
- Ensure the support of quality jobs.
- Create entrepreneurial opportunities for new business growth.
- Prepare youth for both current and future jobs.

DEED issues an annual local planning guidance to WDBs for the local workforce investment system for each year running from July 1 to June 30 of the following year.

The current planning guidance calls for WDBs to submit unified plans describing how their local workforce investment systems will respond to the needs of regional labor markets. These plans must incorporate the input of all of the core partners of the local workforce investment system that, at a minimum, include partners representing Title I-B (Adult, Dislocated Worker and Youth), Title II (Adult Basic Education), Title III (Business Services, Job Seeker Services, and Veterans), and Title IV (Vocational Rehabilitation delivered by Rehabilitation Services and State Services for the Blind). The questions and forms contained are intended to help WDBs examine how they fit into this mission and to evaluate the effectiveness and efficiency of their activities and program delivery. This examination allows WDBs to determine whether appropriate changes need to be made in their areas.

Governance Functions

The governance responsibilities of the Workforce Development Board are as follows⁶:

Local Policies

- Convene, broker and leverage local workforce system stakeholders.
- Oversee the local programs and the local workforce development system.
- Engage employers to ensure the workforce development system and its services are meeting the needs of employers through sector initiatives and other strategic partnerships.
- Develop Career Pathways - align local resources with the needs of business and jobseekers.
- Assess and ensure accessibility for individuals with disabilities.

See Appendix I for more information on Career Pathway initiatives.

Local System Performance

- Negotiation of local performance accountability measures.
- Selection of one-stop operators and providers in their local WorkForce Centers.
- Coordination with educational providers.
- Conduct workforce research and labor market information analysis.
- Promote promising practices.

See Appendix J for more information on performance measures mandated by WIOA.

⁶ National Association of Workforce Boards, "The Workforce Innovation and Opportunity Act."

Local Information

- Develop strategies to maximize accessibility and effective technology.

Local Administrative

- Develop and implement local and regional plans.
- Budget and administer local funds to ensure accountability and performance.

Beyond these mandatory requirements, strategic, forward thinking boards can and should do much more....

Solicit Grants and Donations: WIOA contains provisions explicitly authorizing local boards to solicit grants and donations from non-Federal sources and to operate as tax exempt organizations.

Serve Youth with Disabilities: The Title IV – Rehabilitation Act provides an opportunity to better serve youth with disabilities and assist them towards gaining ‘competitive integrated employment’ through skills development.

Unemployment Insurance Claimants (UI): WIOA increases connections between the job training and employment services and the UI system. UI claimants will benefit from the enhanced services, including the labor exchange services and career counseling that are included as career services under title I, and activities that assist workers in identifying and obtaining jobs in in-demand industries and occupations.

Alignment of Youth Serving Organizations: In representing youth serving organization on boards, greater prospects exist for alignment of juvenile justice, foster care, education resources and efforts for more meaningful approach to engage hard to serve youth and young adults.

Skills Development Programs: A representative of a joint labor-management partnership will be included in the Board contingent and presents an opportunity to validate pre-apprenticeship and skills development bridge program offerings (adult basic education, vocational ESL, etc.) for entry into state-approved apprenticeship training.

Professional, Knowledgeable and Experienced Staff: WIOA will require that contractors revise their program designs and ensure that staff have additional skills. These changes will make for a more rational, responsive system. WIOA will allow for professionally trained front line staff that have the flexibility to better meet the needs of individuals in a timely and efficient fashion.

Advocacy at the State and Federal Level: Workforce board members represent a variety of interests in the community and are most familiar with what is happening at the local level. Due to their unique perspective on how policy decisions can affect local job seekers and businesses, LDB members are often called upon to advocate for the local workforce system by providing information to elected officials at all levels of government.

Alignment of Competitive Resources: It is worth noting that under Minnesota State Statute, it is mandated that local workforce development boards be consulted prior to the awarding of any competitive funds granted within the workforce development area. The purpose of this is to ensure alignment with other federal and state resources, and to minimize duplication of services.

See Appendix K for further information on High Performing Workforce Boards.

SECTION 3: LEGALITIES

Fiscal Liability

The Local Elected Officials are accountable for proper management of workforce funds received on behalf of the workforce areas. The state is ultimately responsible for all workforce funds received on behalf of the state, including those funds that are allocated to local workforce areas.

Conflict of Interest

Each WDB must have a conflict of interest policy that includes the minimum requirements of state and federal laws and regulations. However, the board's conflict of interest policy may be even more restrictive than state and federal requirements. All boards are required to maintain and enforce this policy. Council members must become familiar with the local policy.

Conflict of Interest for local Boards is defined in federal law; there is no additional *policy* at the state level. The WIOA legislation is outlined below:

Conflict of Interest. A member of a local board, or a member of a standing committee, may not:

- 1) Vote on a matter under consideration by the local board:
 - A. Regarding the provision of services by such member (or by an entity that such member represents); or
 - B. That would provide direct financial benefit to such member or the immediate family of such member; or
- 2) Engage in any other activity determined by the Governor to constitute a conflict of interest as specified in the State plan.

Open Meeting Law

Requirements

Typically non-profits are not subject to open meeting laws. But if you are considered a public agency, Minnesota open meeting laws apply. They follow this statute <https://www.revisor.mn.gov/statutes/?id=13D.01>.

To the extent these rules apply to you, electronic means can be used as long as these criteria are met:

- 1) All members of the entity participating in the meeting, wherever their physical location, can hear one another and can hear all discussion and testimony;
 - 2) Members of the public present at the regular meeting location of the entity can hear all discussion and all votes of members of the entity and participate in testimony;
 - 3) At least one member of the entity is physically present at the regular meeting location; and
 - 4) All votes are conducted by roll call, so each member's vote on each issue can be identified and recorded.
- <https://www.revisor.mn.gov/statutes/?id=13D.015>

Closed Meetings

Meetings can be closed for very specific purposes; however, the agenda must show the appropriate time the meeting will close and the purpose, legal citation. Only businesses on the agenda may be discussed. Some areas where it is legal to close a meeting include union negotiations, attorney-client participation, and data privacy monitoring reports.

What Constitutes a Meeting?

The Minnesota Supreme Court held all gatherings of at least a quorum of a board or of a committee or subcommittee at which members discuss, decide or receive information as a group on issues relating to official business of the board are “meetings” subject to the law. Social gatherings that are considered non-business are not subject to the law, and a quorum may not as a group discuss or receive information on official business in any setting (including a social gathering) without complying with the open meeting requirements.

Notice to Public

The Open Meeting Law requires a board to keep on file at its offices a schedule of all regular meetings. For special meetings or in the case that a regular meeting is held at a time or place different from the time or place stated in the schedule of regular meetings, the board must provide the same notice of the meeting that the Board is required to provide for special meetings. That is, meeting dates must be posted, mailed, or delivered at least three days in advance of the date of the meeting. Emergency meetings are allowed, but should rarely occur. For emergency meetings, boards must make good-faith efforts to provide notice, which may be telephone, to each news medium filing a written request for such notice. Any meeting of three or more voting members must be published.

Minnesota Government Data Practices Act

Occasionally, a board needs to discuss data classified as not public at a meeting. In most circumstances, the board may not close the meeting to discuss the data. Such data may be discussed without liability or penalty if the disclosure related to a matter within the board’s authority, is reasonably necessary to address the item before the board at a required public meeting, and is disclosed without malice. The board must make reasonable efforts to protect such data from disclosure, however.

Please contact the Attorney General’s Office if you have any legal questions or concerns. www.ag.state.mn.us

APPENDICES

Appendix A



WIOA Required One-Stop Partners

Participating in the Operation of a One-Stop Delivery System

Core Programs: WIOA Adult, DW, Youth; Wagner-Peyser; Adult Education & Literacy; Vocational Rehabilitation		
Carl Perkins – Career & Technical Education Title V – Older Americans Act Job Corp Native American Programs	Migrant Seasonal Farmworkers Veterans YouthBuild Trade Act Community Action	Housing and Urban Development TANF (Unless Governor Says No) Other programs may be added

Appendix B2: State Level Partners

There are seven major state agencies/entities that are involved with overseeing Minnesota's Workforce Development Services. These state agencies collaborate and create interagency agreements to provide services, such as MFIP Employment and Training Services and Food Support Employment and Training Programs. The state agencies typically contract with counties, who administer the programs, whereby the counties then contract with local nonprofits to provide the services. The seven major state entities are listed below. Following is a brief organizational overview of the agencies, including a description of services that they can provide to workforce boards and/or services that workforce boards can provide to the agencies.

- Governor
- Governor's Workforce Development Board (GWDB)
- Minnesota Department of Employment and Economic Development (DEED)
- Minnesota State Colleges and Universities (Minnesota State)
- Minnesota Department of Education (MDE)
- Minnesota Department of Human Services (DHS)
- Minnesota Job Skills Partnership Board (MJSP)

Governor

Under Federal law, the governor must:

- 1) Designate the geographic boundaries of the local workforce development areas (in consultation with LEOs).
- 2) Appoint members to a federally-required state workforce investment board (GWDB).
- 3) Set criteria for local officials to use when appointing members to local workforce councils.
- 4) Certify that the local councils meet legal requirements
- 5) Recertify the local councils every two years based on how well areas meet local performance measures.
- 6) Note: Many of the governor's responsibilities mandated under WIOA are executed through DEED and/or the GWDB.

Governor's Workforce Development Board

The GWDB is Minnesota's Workforce Investment Board – a federally mandated business-led council whose mission is to analyze and recommend workforce development policies to the governor and legislature toward talent development, resource alignment and system effectiveness to ensure a globally competitive workforce for Minnesota.

Council membership is dictated by state statute to include the following sectors: business and industry, community-based organizations, education, local government, organized labor, state agencies, and the State Legislature.

The GWDB provides strategic direction to the workforce development system through completion of written products; required oversight of federal programs and policies; special demonstration projects; and through capacity-building activities with the sixteen local workforce boards throughout the state.

Department of Employment and Economic Development (DEED)

The Minnesota Department of Employment and Economic Development (DEED) is the state's principal economic development agency, with programs promoting business recruitment, expansion, and retention; workforce development; international trade; and

community development. The agency's mission is to support the economic success of individuals, businesses, and communities by improving opportunities for growth.

DEED's Responsibilities under WIOA

As stated above, DEED is the agency to which many of the Governor's responsibilities under WIOA are assigned. DEED is then responsible for the following activities:

- 1) Developing a 5-year state plan outlining the state plan outlining the state's strategies for workforce development.
- 2) Monitoring the workforce development areas for compliance with federal and state requirements.
- 3) Issuing orders for corrective actions if deficiencies are found.
- 4) Offering training to ensure compliance.
- 5) Allocating federal funding to local areas.
- 6) Monitoring local area spending.
- 7) Administering some of the programs at Minnesota's WorkForce Centers.
- 8) Providing services for the Job Service, Vocational Rehabilitation, and State Services for the Blind programs, among others.

What services can DEED provide for WDBs?

Businesses and Community Development

The Business and Community Development Division provides a variety of financial and technical services to businesses, communities and economic development professionals. The division promotes and assists in the expansion of exports, works with companies to locate and expand in Minnesota, and helps communities with capacity building and infrastructure financing.

Workforce Development

The Workforce Development Division works with local and statewide partners to provide training and support to unemployed and dislocated workers, and financial assistance for businesses seeking to upgrade the skills of their workforce. Additional services include State Services for the Blind, Rehabilitation Services, Employment Programs, Local Labor Exchange, and Disability Determination.

Information and Marketing

In addition to communication and marketing, the Information and Marketing Division provides labor market research and economic analysis products and services to communities, employers, workforce centers, and economic development professionals.

DEED's Role in the Workforce Centers

DEED has joined with other providers of employment and training services to create the Minnesota WorkForce Center System. Individual WorkForce Centers provide services such as, State Services for the Blind, Veteran Services, and Rehabilitation Services. Listed below are five main functions that DEED provides, some of which are required by federal law.

1. Direct Services in the Field

DEED provides those services where a state role is clearly prescribed in federal law:

- Wagner-Peyser staff provide services to their priority categories: employers, unemployment insurance claims, veterans, and people with disabilities. Up to 50% of Wagner-Peyser staff will be devoted to Business Services.
- Vocational Rehabilitation staff provide services to people with disabilities, including those receiving only "core" services
- State Services for the Blind staff provide services to customers who are blind or visually impaired, including those receiving only "core" services

DEED can no longer guarantee that there will be state staff in all WorkForce Centers from any or all of these programs.

2. Technology Systems

DEED provides centralized systems to support field operations and direct customer services. This includes:

- Minnesota's Job Bank/WINS and any successor systems
- Workforce One
- Unemployment Insurance
- Client Tracking System
- 1-888-GET-JOBS

3. Information

DEED provides labor market information, including data on what skills employers' needs.

4. Franchise Support

DEED provides central support to the overall Workforce Center System franchise. This includes:

- Central planning, i.e., coordinating the WIOA Workforce Investment Act Unified Plan
- Assistance in reaching agreement on local Memoranda of Understanding
- Support of a common brand identity
- Centralized marketing materials
- System relationships with other state agencies and the federal government
- Staff training, particularly on the use of labor market information and the centralized tools
- Quality assurance, including monitoring and performance measures

5. WIOA Title I Planning and Monitoring

DEED develops Minnesota's policies, interpretations, guideline and definitions relating to program operations under WIOA Title I, consistent with federal law. DEED provides oversight, technical assistance and monitoring of the Title I programs operated by local elected officials and the Workforce Development Boards.

DEED Business Service Specialists

Overview

Business Services Specialists offer assistance in finding customized solutions. Business Service Specialists are trained to provide information on a wide variety of topics – from entering and competing in the international market to starting a new business in Minnesota. Business Service Specialists work with individual businesses to assess their needs and connect the businesses to resources to improve their business.

What Services Can Business Service Specialists provide to WDBs?

Business Service Specialist staff dedicate their outreach to serve the business community. In a nutshell, Workforce Development Boards, the governing entities of local WorkForce Centers, will identify key industries in the region. BSS staff will research and then contact targeted businesses within these key industries – not for the purpose of selling programs, but for selling solutions to the unique problems of business customers.

As part of DEED's effort in working with boards and regions on strategic planning, boards have the opportunity to set strategic priorities and identify industries that Business Service Specialists should be focusing on in their workforce development area. In doing this, it will provide the Specialists with a strategic direction to work within. In this role, local boards and regions have an opportunity to make decisions and provide guidance to the Specialists so they are able to serve the needs of the area in the most efficient and effective way possible.

DEED Regional Labor Market Analysts

Purpose

Labor Market Analysts provide regional audiences with accessible expertise and analysis services to extend labor market information for planning and decision-making.

Activities and/or Strategies: What Services Can Analysts provide for WDBs?

Regional Analysts serve as experts on the state's collection of economic and employment research and as analysis specialists producing new research. Regional Analysis Outreach Units handle requests, ranging from quick-fact finding to research design, analysis and internal consulting services. Regional Analysts also deliver presentations, briefings and trainings to audiences interested in labor market conditions, trends, workforce shortages and availability of statistics. Training sessions are designed to provide workforce development and economic development professionals with data access skills and a better understanding of the labor market.

Analysts have worked with local Workforce Councils to promote market-responsive service planning. On a number of occasions, Analysts have been engaged to author "statements of need" used in grant applications.

Most importantly, Regional Analysts collaborate with regional stakeholders and other researchers to develop a new research and information resources. Recent projects include:

- Survey design and pilot implementation of the job vacancy survey methodology now used statewide;
- Local labor market assessments and economic impact analyses requested by Dislocated Worker projects in response to major closings;
- Market assessment and technical assistance to JOBZ planning groups in regions of Minnesota;
- "Gap Analysis" model and regional planning process model for MNSCU.

Minnesota State Colleges and Universities

Overview

Minnesota State oversees the state's postsecondary technical and vocational education. Under WIA, postsecondary institutions that receive certain federal funds must participate in the Workforce Centers. The MNSCU Board of Trustees receives these funds, and ensures that a 5-year plan is developed and submitted to the Governor. MNSCU coordinates and plan vocational education programs and provides training to customers of workforce development programs

Minnesota Department of Education (MDE or DOE)

Overview

WIOA requires providers of literacy programs to participate in the Workforce Centers and system. These services include: basic English literacy education, ESL, and services to help individuals obtain their high school diploma or GED diploma. The Department of Education oversees the state's Adult Basic Education (ABE) program required under WIOA.

Minnesota Department of Human Services (DHS)

Overview

The Department of Human Services participants in the workforce development system in a number of ways. The department collaborates with DEED to oversee the Food Support Employment and Training Program and the MFIP/TANF Employment and Training services. The department allocates funding to counties for these programs and evaluated performance. In many cases, the counties in turn, contract with community based organizations and local service areas to deliver the services

Minnesota Job Skills Partnership Board (JSPB)

Overview

The Minnesota Job Skills Partnership Board oversees certain grant funds for workforce development. All training projects pair at least one public/private accredited Minnesota educational institution and one business. Funds may be used for training-related costs or educational infrastructure improvements necessary to support businesses located or intending to locate in Minnesota. A cash or in-kind contribution from the contributing business must match program funds on at least a one-to-one ratio.

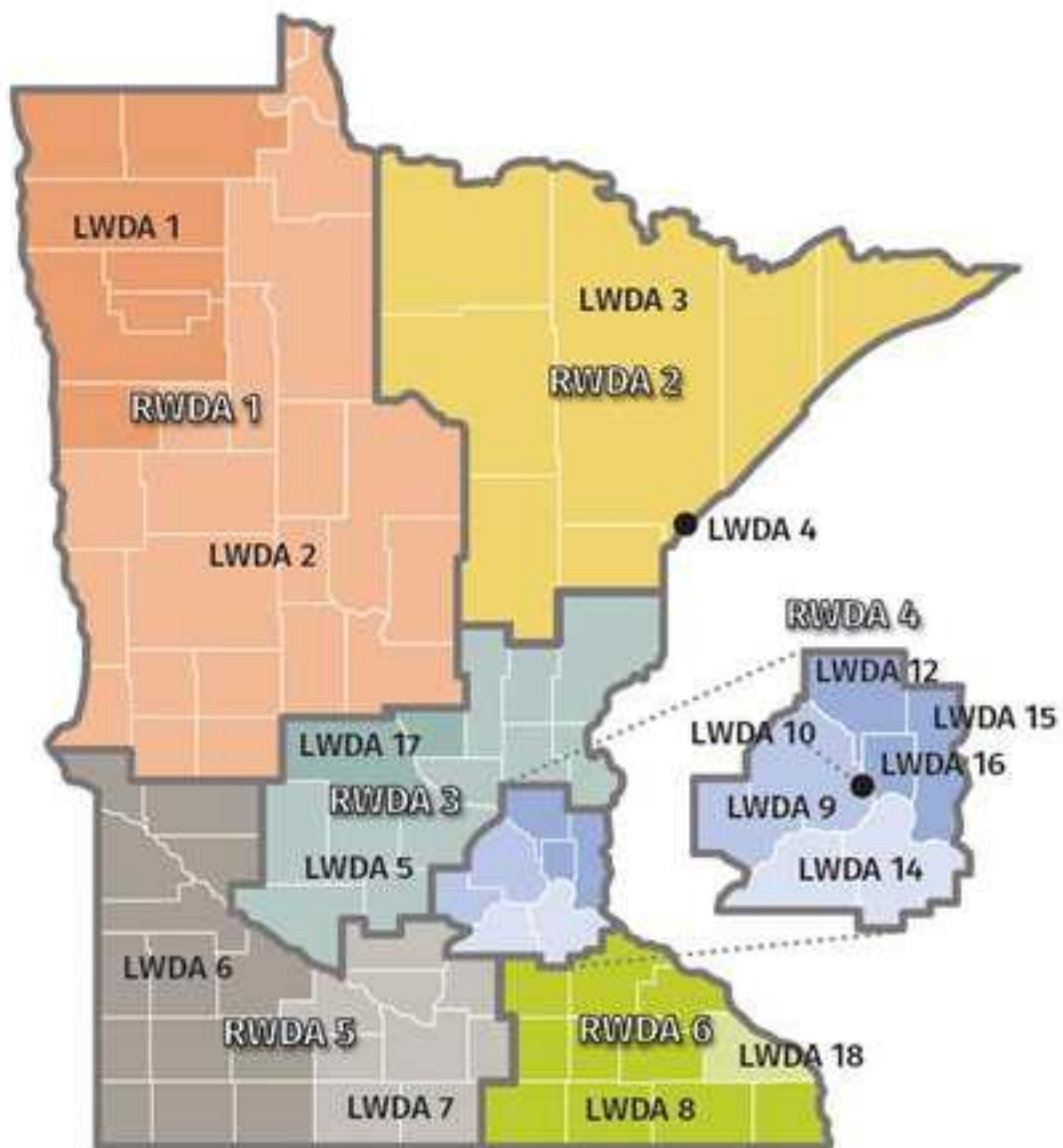
One of the largest grant programs, the Pathways Program, awards grants to accredited educational institutions that have collaborative partnerships with businesses and provide training and new jobs for low-income individuals. Other grant programs include:

- Special Incumbent Worker Training Program: grants to provide training to assist businesses and workers to gain new skills that are in demand in the Minnesota economy.
- Health Care and Human Services Training Program: grants to provide training to alleviate worker shortages in the health care and human services industries
- Low Income Worker Training Program: grants to help low-income individuals receive training to acquire additional skills in order to move up the career ladder to higher paying jobs.

Appendix C

WDA	Local Elected Official Structure	Administrative Entity	Administrative Entity Type	WIOA Service Providers	WIOA Service Provider Type
Northwest MN (1)	Joint Powers Board	Northwest Private Industry Council	Non-profit	DEED CBOs	State Gov't Non-profit
Rural MN Concentrated Employment Program (2)	CEP Board of Directors	Rural Concentrated Employment Program (CEP)	Non-profit	CEP	Non-profit
Northeast MN (3)	Joint Powers Board	Northeast Minnesota Office of Job Training	County Gov't	Northeast MN	Non-profit
City of Duluth (4)	Mayor	Duluth Workforce Development	Non-profit	City of Duluth CBOs DEED	City Gov't Non-profit State Gov't
Central MN (5)	Joint Powers Board	Central Minnesota Jobs and Training	Non-profit	CMJTS DEED	Non-profit State Gov't
Southwest MN (6)	Joint Powers Board	Southwest MN Private Industry Council	Non-profit	Southwest MN CBOs	Non-profit Non-profit
South Central MN (7)	Joint Powers Board	MN Valley Action Council	Non-profit	DEED CBOs	State Gov't Non-profit
Southeast MN (8)	Joint Powers Board	Workforce Development, Inc.	Non-profit	Workforce Development, Inc.	Non-profit
Hennepin/Carver (9)	Hennepin County Board	Hennepin County Training and Employment Assistance	County Gov't	CBOs Carver County	Non-profit County Gov't
City of Minneapolis (10)	Mayor	Minneapolis Employment and Training Program	City Gov't	CBOs	Non-profit
Anoka County (12)	County Board	Anoka County Job Training Center	County Gov't	Anoka County	County Gov't
Dakota-Scott (14)	Joint Powers Board	Dakota-Scott Workforce Services	County Gov't	DEED CBOs Scott County Dakota Technical College	State Gov't Non-profit County Gov't MnSCU
Ramsey County (15)	Joint Powers Board	Ramsey County Workforce Solutions	County Gov't	Workforce Solutions CBOs	County Gov't Non-profit
Washington County (16)	County Board	Washington County Workforce Center	County Gov't	Washington County	County Gov't
Stearns-Benton (17)	Joint Powers Board	Stearns-Benton Employment and Training Council	County Gov't	Stearns-Benton Employment and Training Council	County Gov't
Winona County (18)	County Board	DEED	State Gov't	DEED	State Gov't

Appendix D



Appendix E

Minnesota WorkForce Center System Certification Standards

Summary

The Workforce Innovation and Opportunity Act (WIOA), signed into law on July 22, 2014, is the first legislative reform of the public workforce system in 15 years. The Minnesota Department of Employment and Economic Development (DEED), in consultation with Minnesota's Local Workforce Development Boards (LWDBs) and the Governor's Workforce Development Board (GWDB), has updated WorkForce Center Certification criteria to comply with WIOA.

Policy

All requirements in this policy need to be fully implemented no later than July 1, 2017. This policy sets **minimum** statewide certification standards. Nothing in this policy precludes a LWDB from adopting higher standards within their Local Workforce Development Area (LWDA).

Each LWDB must operate at least one "Comprehensive WorkForce Center" (WFC) within their LWDA that provides access to services of the required programs designated in WIOA. LWDBs may also designate WorkForce Center Affiliate sites and/or specialized centers.

In order for a site to obtain certification as a comprehensive or affiliate WorkForce Center:

1. The Center must be identified in the LWDB's Memorandum of Understanding (MOU) for the local One Stop system.
2. Co-location of programs as explained in this policy is required in comprehensive WFCs, and co-location of additional partners is encouraged for more efficient customer access to programs and financial savings.
3. Facilities, programs, websites and documents must be accessible to all populations including people with disabilities.

Minimum Standards for Comprehensive One Stop Centers

REQUIRED PARTNERS

A comprehensive WorkForce Center must provide **onsite access** to the following programs:

- WIOA Title 1 Adult
- WIOA Title 1 Dislocated Worker
- State Dislocated Worker
- Wagner Peyser
- Vocational Rehabilitation Services

NOTE: WIOA services may also be delivered by required partners in sites such as libraries, community based organizations, secondary and post-secondary education facilities, community centers, faith based organizations, etc.

In order to be certified as a comprehensive WorkForce Center:

- Staff from the above programs must be physically present on site on a regular and predictable schedule.
- The above programs must contribute financially to the space and infrastructure costs of the comprehensive WFC(s) as outlined in the local Memorandum of Understanding (MOU).

OTHER PARTNERS

The comprehensive WFC must also **provide access to** the other required One-Stop System partners outlined in WIOA, if present in the LWDA. “Access to” means that WFC staff, at a minimum, are trained to make appropriate referrals. “Access to” also means that program staff can be physically present **or** that direct links to program staff using technology are available. LWDBs may require a financial contribution from other partners for the operations or staffing of the Comprehensive WFC if partner program regulations allow for the contribution. These programs include:

- Adult Basic Education
- Carl D. Perkins career and technical education programs
- Community Services Block Grant programs
- Department of Housing and Urban Development employment and training activities
- Job Corps
- Jobs for Veterans
- Migrant and Seasonal Farmworker programs
- Minnesota Family Investment Program (i.e. federal TANF program)
- Minnesota Youth
- Supplemental Nutrition Assistance Program
- Native American programs
- Senior Community Service Employment Program
- State Services for the Blind
- Trade Adjustment Assistance
- Unemployment Insurance programs
- WIOA Title 1 Youth programs
- Youthbuild

COMPREHENSIVE WORKFORCE CENTER CERTIFICATION STANDARDS

Standards	Minimum Requirements	Responsible partner
<p>A Comprehensive WFC must provide the following:</p> <ul style="list-style-type: none"> WIOA career services Access to WIOA training services Access to services from all One-Stop System partner agencies Workforce and labor market information Access to job listings Job search resources Information on how to file a claim for Unemployment Insurance 	WFC must be open enough hours and at appropriate times (which could include evenings/weekends) to meet customer demand for onsite services.	LWDB and partner agencies
	Staff are knowledgeable about career development tools, community resources, can assist customers in career exploration and job search, and make appropriate referrals. Trained and certified staff are available during all operating hours.	DEED in consultation with MWCA* establishes employee certification standards and training
	Appropriate technology devices and communication resources are available to meet customer needs at no cost. Customers must be able to access the Internet on computers and/or tablets or have WiFi available to use their own devices.	Technology policies created jointly by DEED and MWCA*
<p>Services to Business: Employers can identify and hire skilled workers and access other supports for their current workforce.</p>	Businesses can obtain staff assistance during WFC operating hours.	DEED and LWDB coordinate business outreach efforts as outlined in the Local Unified Plan
<p>Accessibility to persons with disabilities: WorkForce Centers provide access and opportunities to all job seekers, including individuals with disabilities.</p>	Appropriate assistive technology (AT) is available.	AT requirements established by DEED in consultation with MWCA*
	Physical locations, services, programs, publications, and websites are accessible and meet all ADA requirements.	Local partner agencies, DEED. Standards developed and monitored by DEED.
	All staff are sensitive to the unique needs of individuals with disabilities and are prepared to provide necessary accommodations.	All partner agencies. DEED develops and provides training for all partners.

COMPREHENSIVE WORKFORCE CENTER CERTIFICATION STANDARDS		
Standards	Minimum Requirements	Responsible partner
Quality: WFCs reflect a welcoming environment to all customers.	All staff are trained and certified in the competencies required for their jobs and are courteous, polite, responsive, and helpful to job seekers and businesses.	LWDB and DEED
Brand identity: All WFCs comply with state wide branding policies.	All WorkForce Centers use the state wide brand on building signage, marketing materials, etc.	DEED consultation with MWCA*
Non-discrimination	A WorkForce Center must serve all customers, regardless of race, color, age, creed, religion, national origin, sex, disability, or sexual orientation.	All service providers and partners, monitored by DEED
Safety: Procedures exist that promote a safe environment for customers and employees	Written safety plan exists and is distributed to all employees.	Master lease holder of the facility
	Evacuation routes and other notices related to safety are posted.	

* The Minnesota Workforce Council Association includes staff and chairs from all of Minnesota's local Workforce Development Boards and is the designated statewide organization when WIOA calls for the state or state board to consult with local boards.

AFFILIATE WORKFORCE CENTER

In addition to the comprehensive WorkForce Center, the Local Workforce Development Board may make WIOA programs, services and activities available through one or more affiliated sites.

AFFILIATE WORKFORCE CENTER CERTIFICATION STANDARDS		
Standards	Minimum Requirements	Responsible partner
The LWDB is responsible for designating affiliate sites.	At least one required WIOA core partner** is located onsite.	LWDB

AFFILIATE WORKFORCE CENTER CERTIFICATION STANDARDS		
Standards	Minimum Requirements	Responsible partner
Affiliates must provide WIOA career services onsite , as well as access to one or more of the following: <ul style="list-style-type: none"> ▪ WIOA training services ▪ Services or programs from WorkForce Center system partner agencies ▪ Workforce and labor market information ▪ Access to job listings ▪ Job search resources 	At least one staff person employed at the affiliate is certified and has a working knowledge of all services offered at comprehensive WFCs sufficient enough to make appropriate referrals.	DEED in consultation with MWCA establishes certification standards
	Programs offered through an affiliate site have demonstrated efficacy as measured by corresponding program performance requirements	LWDB (by reviewing program outcomes of affiliate site)
	Customers must be able to access the Internet on computers and/or tablets or have WiFi available to use their own devices.	Lease holder of the affiliate site
Accessibility to persons with disabilities: Affiliate sites provide access and opportunities to all job seekers, including individuals with disabilities	Appropriate assistive technology is available	Onsite service providers
	Physical locations, services and programs are accessible and meet all ADA requirements	Master Lease holder & onsite service providers
	All staff are sensitive to the unique needs of individuals with disabilities and are prepared to provide necessary accommodations	Onsite service providers
Quality: Affiliate sites reflect a welcoming environment to all customer groups	All staff are courteous, polite, responsive, and helpful to job seekers and businesses.	Lease holder of the affiliate site, monitored by LWDB
Brand identity: All affiliate sites comply with state wide branding policies	Affiliate sites adhere to branding requirements established by DEED in consultation with MWCA, GWDB and others.	LWDB, monitored by DEED
Non-discrimination	The affiliate site must serve all customers, regardless of race, color, age, creed, religion, national origin, sex, disability, or sexual orientation.	Responsibility lies with all programs and partners, monitored by DEED

AFFILIATE WORKFORCE CENTER CERTIFICATION STANDARDS		
Standards	Minimum Requirements	Responsible partner
Safety: Affiliates must have procedures in place that promote a safe environment for customers & employees	Evacuation routes and other notices related to safety are posted.	Master lease holder of the facility

*** “Core Partners” are WIOA Title I (Adult, Dislocated Worker, and Youth), Wagner-Peyser, Vocational Rehabilitation, and Adult Education programs*

SPECIALIZED CENTERS

LWDBs may operate specialized centers to address special needs, such as the needs of dislocated workers, youth, employers, or key industry sectors or clusters.

ACRONYM KEY

ABE – Adult Basic Education

ADA – Americans with Disabilities Act

AT – Assistive Technology

DEED – Minnesota Department of Employment and Economic Development

GWDB – Governor’s Workforce Development Board

LWDA – Local Workforce Development Area

LWDB – Local Workforce Development Board

MFIP – Minnesota Family Investment Program

MOU – Memorandum of Understanding

MWCA – Minnesota Workforce Council Association

SNAP – Supplemental Nutrition Assistance Program

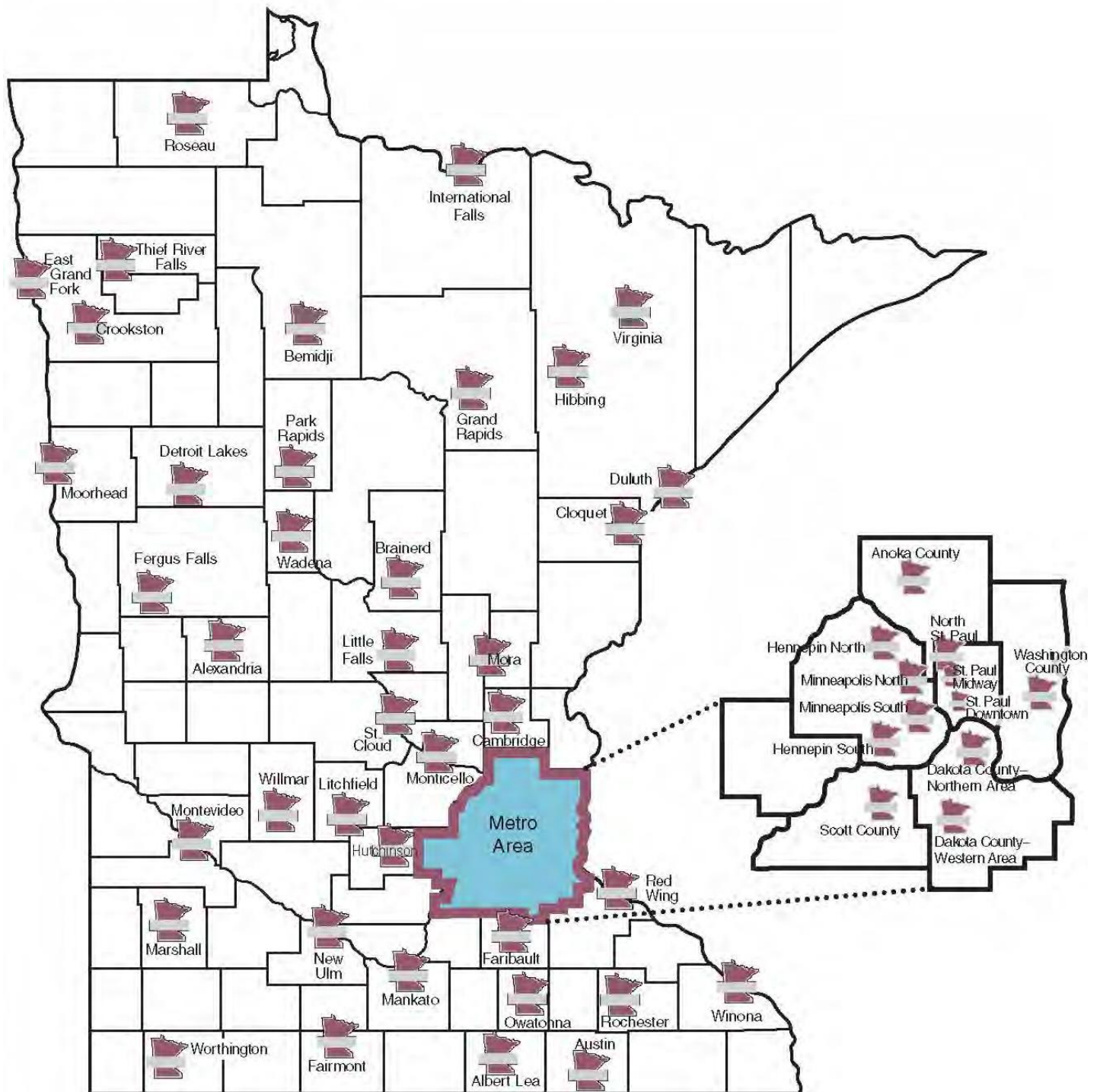
TANF – Temporary Assistance for Needy Families

UI – Unemployment Insurance

WFC - WorkForce Center

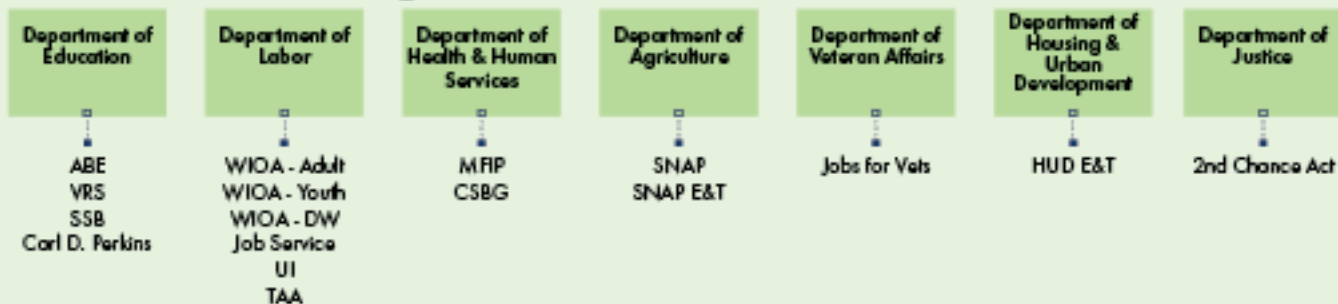
WIOA – Workforce Investment and Opportunity Act of 2014

Appendix F

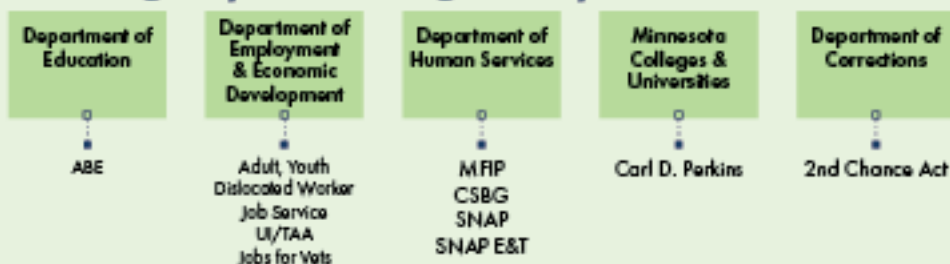


Appendix G

WIOA Federal Funding Streams



State Agency Fund Designees by the Governor



Local Oversight of Funds



Appendix H

Minimum Board Membership Requirements under WIOA, WIA and JTPA

WIOA (19 seats at minimum)	WIA (25 seats at minimum)	JTPA (19 seats at minimum)
51% Business Majority (at least 9 seats) <ul style="list-style-type: none"> - Business owners or chief execs and/or - Organizations representing businesses, including small businesses. 	51% Business Majority (at least 13 seats) <ul style="list-style-type: none"> - Business owners or chief execs (including business contractors) with maximum “within region” policy or hiring authority. <ul style="list-style-type: none"> o At least three reps must have substantial employment opportunities o At least three reps must be from small businesses (<fifty employees). 	51% Business Majority (at least 10 seats) <ul style="list-style-type: none"> - Business owners or chief execs with substantial management or policy responsibility; - Represent the industrial and demographic composition of the business community. At least ½ of reps shall be from small business, including minority business if possible
At least 20% represent the workforce (at least 4 seats) <ul style="list-style-type: none"> - At least 2 reps of labor organizations - A representative or training dir. for a joint labor mgmt apprenticeship program. - May include Community Based Organizations 	At least three labor representatives (at least 3 seats)	At Least 15% from organized labor and community-based organizations (at least 3 seats)
Education and Training (at least 2 seats) <ul style="list-style-type: none"> - One rep providing Adult Ed - One rep of an institute of higher ed. - May include local educational entities or CBOs 	Education (at least 4 seats) <ul style="list-style-type: none"> - At least two representatives of K-12 education, - At least two representatives of postsecondary education. 	Representatives of educational agencies (at least 2 seats) <ul style="list-style-type: none"> - Agencies shall be representative of all educational agencies in the service delivery area.
Gov’t, Economic and Community Dev’t (at least 3 seats) <ul style="list-style-type: none"> - One rep of state employment service - One rep for economic and community dev’t - One rep of voc rehab program - May include reps from housing, transportation programs or philanthropic orgs 	Gov’t, and Economic Dev’t (at least 5 seats) At least one: <ul style="list-style-type: none"> - public vocational rehabilitation agency rep - Public assistance agency rep - Economic development agency rep - Community-based organization pre - Public employment services rep 	Representatives of Gov’t, and Economic Dev’t (at least 4 seats) <ul style="list-style-type: none"> - Vocational rehabilitation agencies. - Public assistance agencies. - Economic development agencies. - The public employment service.
Local additions	Local additions	Local additions
Additional criteria – <ul style="list-style-type: none"> - Optimum policy-making authority - able to speak affirmatively on behalf of the entity s/he represents and commit that entity to a course of action. - Demonstrated experience and expertise – have the skills and practical knowledge to contribute fully to the strategic vision of the local area’s workforce system. 		

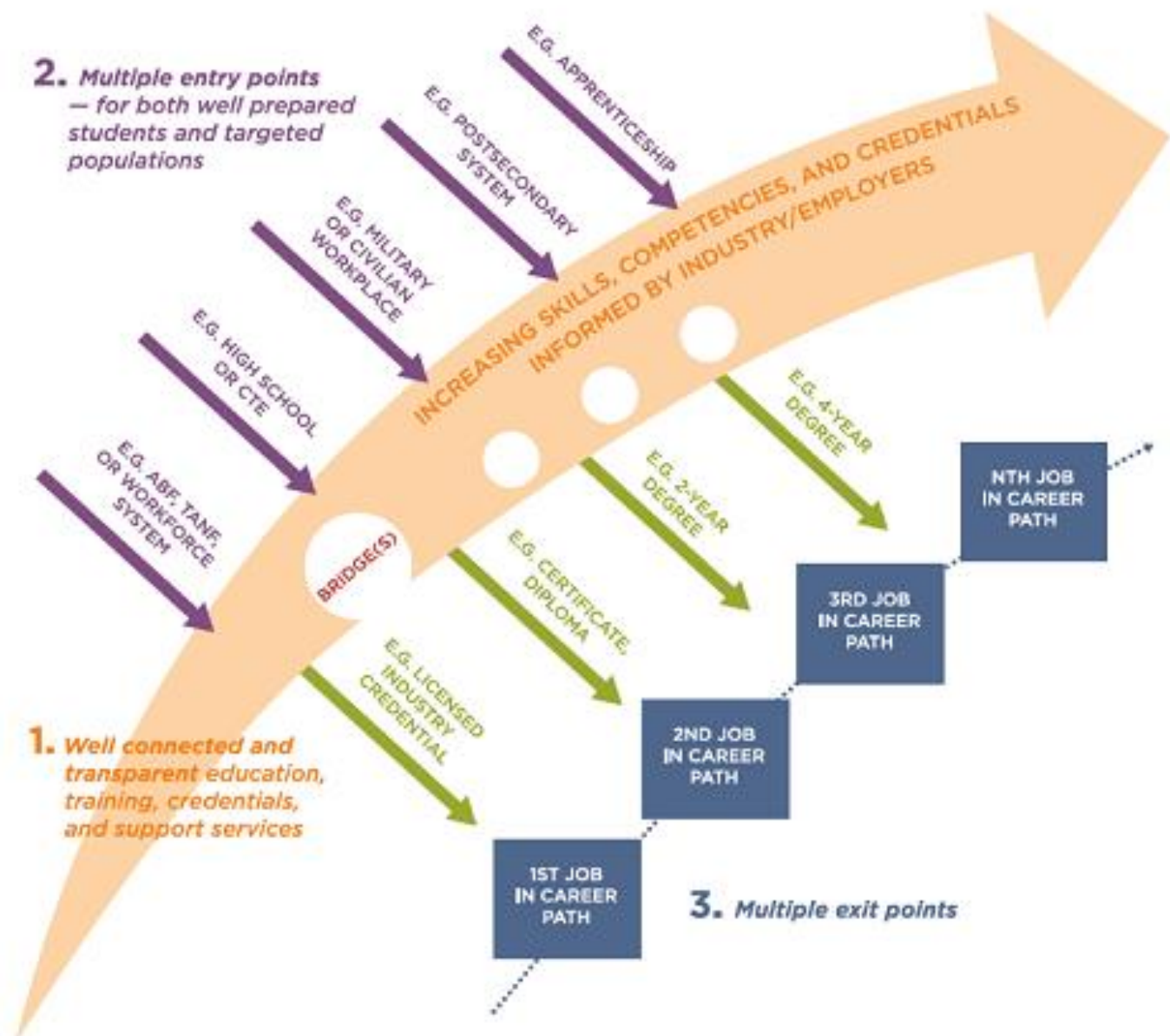
Appendix I

What is a Career Pathway? *WIOA Sec. 3 (Def.7)*

CAREER PATHWAY —The term “career pathway” means a **combination of rigorous and high-quality education, training, and other services** that—

- A. **Aligns** with the skill needs of industries in the economy of the State or regional economy involved;
- B. **Prepares** an individual to be successful in any of a full range of secondary or postsecondary education options, including apprenticeships registered under the Act of August 16, 1937 (commonly known as the “National Apprenticeship Act”; 50 Stat. 664, chapter 663; 29 U.S.C. 50 et seq.) (referred to individually in this Act as an “apprenticeship”, except in section 171);
- C. **Includes counseling** to support an individual in achieving the individual’s education and career goals;
- D. Includes, as appropriate, **education offered concurrently** with and in the same context as **workforce preparation** activities and training for a specific occupation or occupational cluster;
- E. **Organizes education, training, and other services** to meet the particular needs of an individual in a manner that accelerates the educational and career advancement of the individual to the extent practicable;
- F. Enables an individual to attain a **secondary school diploma** or its recognized equivalent, and at least 1 recognized postsecondary credential; and
- G. Helps an individual **enter or advance within a specific occupation or occupational cluster**.

Appendix I2



Source: Shared Vision, Strong Systems: The Alliance for Quality Career Pathways Framework Version 1.0, Center for Law and Policy, June 2014

Minnesota Career Fields, Clusters & Pathways



Appendix J

WIA VS. WIOA: PERFORMANCE MEASURES

WIA Common Measures 9 Measures		WIOA Measures 15 Measures (+employer measures)	What is Different?	Comments & Questions
ADULT				
Entered Employment Rate	REVISED	Entered Employment Rate	Now Employed Q-2 after exit	Adds additional quarter lag to reporting, makes managing programs/performance more challenging
Employment Retention Rate	REVISED	Employment Retention Rate	Now Employed Q-4 after exit	Adds additional quarter lag to reporting, makes managing programs/performance more challenging
Average Earnings	REVISED	Earnings	Median earnings Q-2 after only	Earnings measure will be reported 1 qtr earlier than Common Measures
	NEW	Credential Rate	New Measure	Will require follow-up for 1 yr after exit
	NEW	In Program Skills Gain	New Measure	Real Time Measure, not exit based. How report & document skill gains toward credential or employment?
DISLOCATED WORKER				SAME AS ADULT COMMENTS
Entered Employment Rate	REVISED	Entered Employment Rate	Now Employed Q-2 after exit	"
Employment Retention Rate	REVISED	Employment Retention Rate	Now Employed Q-4 after exit	"
Average Earnings	REVISED	Earnings	Median earnings Q-2 after only	"
	NEW	Credential Rate	New Measure	"
	NEW	In Program Skills Gain	New Measure	"
YOUTH				<i>New 75% of funds to O/S Youth – Now defined as ages 16-24</i>
Placement in Emp/Ed/Train	REVISED	Placement in Emp/Ed/Train	Now Q-2 after exit	Adds additional qtr lag in reporting
Literacy & Numeracy Gains	DELETED	<i>Eliminated</i>		Eliminates most complex Common Measure
	NEW	Retention in Emp/Ed/Train	New Q-4 after exit	Will require follow-up for 1 yr after Exit
	NEW	Earnings	New Median earnings Q-2 after only	New for Youth. Will it include In-School Youth?
Attain Degree/Certificate	REVISED	Credential Rate	Similar Measure	Applies to all Youth not just in Ed/Training?
	NEW	In Program Skills Gain	New Measure	Real Time, not exit based – see Adult comment
Employer Measures				
	NEW	<i>Employer Measure (TBD)</i>	New At least one Employer Measure to be implemented in Year 2	Will this apply separately to Adult, Dislocated & Youth resulting in 18 measures?

Appendix K1



Appendix K2

MINNESOTA'S HIGH PERFORMING STATE AND LOCAL WORKFORCE BOARD FRAMEWORK AND STRATEGIES

1. Embrace and communicate the vision for workforce development

Structural Elements	Operational Elements
Align workforce development vision with state, regional and local economic development strategy	Align meeting agendas, committee priorities and communication with state, regional and local vision and goals
Champion the workforce system champions	Communicate the vision to key stakeholders
Establish specific goals and priorities to drive the vision	Identify and communicate priority actions to support and realize the vision

2. Build support and lead employer-led high quality sector partnerships

Structural Elements	Operational Elements
Develop and govern sector strategies for workforce development	Identify strategic sectors using labor market information and accelerate regional and local partnerships with industry to meet talent and skills needs
Identify a strategic backbone for supporting and expanding employer-led sector strategies for workforce-industry partnerships	Support/Assist in defining, identifying, assessing progress while building capacity of high-quality regional and local partnerships
Membership reflects decision-making capacity from industry sectors and talent pipelines	Solicit Feedback on the responsiveness to industry and individual customer needs

3. Prioritize solutions for racial and economic disparities in education and employment

Structural Elements	Operational Elements
Establish strategies for system access to a wider range of services	Update policies to identify culturally relevant service delivery strategies and use technology to enhance and expand service delivery
Prioritize resources to meet the specialized needs of harder to employ.	Engage business and education to assess and forecast occupational and skill set needs of employers and map career pathways within occupations in demand that lead to family-sustaining wages.
Membership reflects the racial and economic disparity community familiar with education and employment issues and needs.	Recruit/Engage community members involved in racial and economic disparities in education and employment to understand barriers

4. Achieve outcomes and results through alignment with system partners and leveraging of federal, state, and philanthropic resources

Structural Elements	Operational Elements
Identify cross-system indicators aligned with the vision that are supported by state data sources	Ensure data-driven discussions using results-based data (RBA) and regular reporting on strategic levels
Planning for aligning systems and boards across programs to the vision	Identify and disseminate best practices in service delivery through a career pathways system and use results-based data (RBA) data to for continuous improvement.
Utilize project-specific task forces with clear deliverable to ensure progress on priority issues.	Recommend and support professional development for staff and work with system partners to build the board's capacity