

2014

Local Unified Plan

for

Minnesota's Integrated Workforce Investment System

Program Year 2014

To be used in conjunction with [LUP Instructions and Reference Manual](#)

– Submitted by –

Name: WSA #7 South Central WorkForce Council

SECTION A: INTEGRATION AND STRATEGIES

BE SURE TO USE THE LUP INSTRUCTIONS AND REFERENCE MANUAL.

1. A. How does the local area vision fit into the Governor's top priority of "getting Minnesotans back to work?"

Governor Dayton identified "getting Minnesotans back to work" as his top priority. For the Workforce Development System this means "utilizing resources to align the skills of Minnesotans to the skills needed by employers today and in the future" and embracing the "Fifteen Ideas for Strengthening Minnesota's Workforce" as identified in the Governor's Workforce Development Council's report "All Hands on Deck". This report points to three realities of the new economy:

- The growing demand for skilled workers requires that Minnesota strengthen the skills (occupational and soft skills) of all its citizens, especially those underrepresented in the workforce.
- Skill shortages and unemployment are challenges that require a statewide and system-wide response.
- Engaging a diverse array of stakeholders is the best way for the workforce investment system to develop inclusive and effective workforce strategies.

The South Central WorkForce Council Framework for Workforce Development (Attachment I) aligns with the Governor's top priority. Our strategies for workforce development or "getting Minnesotans back to work" include:

1. Developing a skilled workforce –including basic skills, work readiness skills and occupational skills.
2. Industry driven strategies –developing career pathways and sector strategies for key industries and demand occupations; addressing skill shortages in the region.
3. Expand collaborations and align resources –developing partnerships between business, community, economic development, education & workforce development; aligning resources and expertise.
4. Continuous Improvement –utilizing measurable outcomes, evaluation, & technology to develop and implement effective service delivery models.
5. Responsive to labor market changes –develop a flexible system responsive to industry changes.
6. Manage public resources prudently & ethically.

The service focus of our core partners addresses underrepresented populations (closing educational and employment achievement gaps) including: at-risk youth, individuals on TANF, individuals with disabilities, adults (including aging workers), dislocated workers and veterans. Our strategies for workforce development provide these underrepresented populations the skills they need to compete for demand occupations that pay a livable wage; creating a pipeline of workers that responds to local industry demand for skilled workers.

These strategies, including our efforts to implement career pathway/FastTRAC initiatives in the region, respond to the Governor's Vision and the Governor's WorkForce Development Council "All Hands on Deck: Fifteen Ideas for Strengthening Minnesota's Workforce".

B. How does the local area identify and analyze regional economies?

The South Central WorkForce Council identifies and analyzes our regional economy by engaging the board, partners and community in a dialogue about workforce and economic development needs, including a thorough review of labor market information and input from employers. This approach gives the Council a good understanding of the region by combining what statistics reveal with the real-time knowledge of local employers and community partners.

Labor Market Information

Working in cooperation with our MN DEED Regional Labor Market Analyst the South Central WorkForce Council completes a Labor Market Profile of the region (see Attachment G). This Profile includes:

- Labor Market Supply/Unemployment Rates
- Regional Industry Makeup/Major Industries
- Industry Wages
- Mankato/North Mankato MSA
- Job Vacancies
- Employment Projections
- Labor Force Demographics

Employers & Community Partners

Equally important as the statistical review, is information we receive directly from employers and community partners in the region. Although statistics give us valuable information in understanding our regional economy, it must be coupled with the real time information from our local employers. Private sector representatives on the Council, Business Services Representatives, employer surveys, industry summits/forums, cluster studies and industry initiatives provide invaluable information in understanding and analyzing our regional economy. Our connection with local employers (WorkForce Council, Manufacturing Alliance, post-secondary advisory committees, chamber of commerce, JSEC, etc.) gives us access to real-time labor supply and skill needs.

Employer & Community input that contributed to our regional analysis includes:

- Southern Minnesota Economic Summit
- South Central College Manufacturing Summit
- Meeting with local representatives of Trade Unions
- Industry meetings with local employers.
- Industry updates by WorkForce Council Board members.
- Industry updates by MN DEED Business Services Representatives.
- Enterprise Minnesota Manufacturing Study.
- CEDS Review with Region 9 Development Commission.

A summary of industry analysis from employers and community partners is provided in Attachment H.

C. How is this information used to identify the key industries and demand occupations within this economy? [Minnesota's Unified Plan](#)

From our analysis of the regional economy the South Central WorkForce Council utilizes the following factors to identify key industries (Attachment F) within our region.

- High demand distinguishing industries with a greater than average employment concentration, including regional industry clusters.
- High growth industries that are adding more jobs or improving their competitive position.
- High wage industries –average weekly wages higher than average for all industries.
- Exporting industries that have a greater impact on the economic vitality of region by bringing dollars into the region.
- Supporting and supply industries that impact the competitiveness of regional industry clusters.
- Emerging industries including renewable energy and bioscience.

Demand occupations (Attachment J) are identified by utilizing MN DEED Labor Market “Occupations in Demand” report that uses a rich set of labor market information, including statistics on both current demand and future outlook, and coupling that report with real-time input from local employers and job counselors. Information utilized includes:

- Jobs with large numbers of vacancies or indication of labor shortages.
- Jobs projected to grow along with regional industries, providing good future employment opportunities.
- Jobs that support key regional industries or industry clusters.
- Jobs paying higher than average wages or jobs that are part of career ladders that lead to higher wages.
- Education and training requirements of the job.

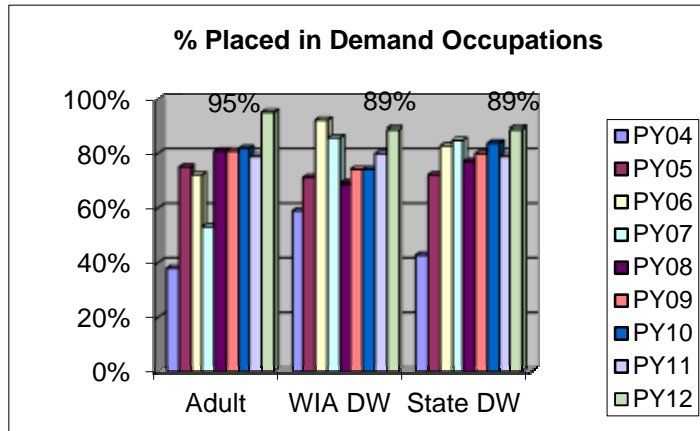
Because of the diverse populations that we serve, from low/unskilled populations (FastTRAC, MFIP, SNAP) to the highly skilled (dislocated workers), our demand occupation list includes entry level opportunities as well as highly skilled employment opportunities within key industries.

- D. How is this information incorporated into your service delivery strategies including how your career counselors use this information to train customers in occupations in demand (OID) in your labor market area?

The identification of key industries and demand occupations is significant in meeting the needs of business and job seekers and is reflected in the following workforce development service strategies:

- The demand occupation list is utilized by career counselors of the core partners to assist program participants in identifying high growth/high demand occupations in the region. Each year South Central WorkForce Council staff meet with representatives of the core partners to review the demand occupation list. Copies of the list are provided to all career counselors to utilize when advising job seekers. Based on the interests and aptitudes of job seekers they are assisted in exploring careers that are in demand and pay a livable wage.
- Job seekers that lack a credential will explore training that will prepare them for career opportunities within the key industries and demand occupations identified by the WorkForce Council. Job seekers complete an occupational research packet prior to enrolling in training to ensure they are knowledgeable about the labor market of their chosen career path.

- Our WorkForce Council has set and will continue to track an annual goal to place 75% of WIA Adult and Dislocated Workers in demand occupations. In Program Year 2013: 95% of WIA Adults, 89% of State Dislocated Workers and 89% of WIA Dislocated Workers were placed in demand occupations.



- The top two key industries in the region are manufacturing and health care. Labor market information reveals that manufacturing employs 18,748 individuals in the region and healthcare/social assistance employs 17,523 in the region. As a result our FastTRAC/Career Pathway partnership will focus our initiatives on these two industries.

- We will continue to build the pipeline of skilled workers for the health care industry through “Pathways to Health Care Careers” FastTRAC/Career Pathway program. This initiative provides low-skilled job seekers an opportunity to explore career opportunities in the Health Care industry while working on the basic skills necessary to succeed in post-secondary training and entry level employment. This FastTRAC initiative aligns local expertise and resources between industry, workforce partners, Adult Basic Education (ABE) providers and South Central College. This past year we provided bridge programming in Health Care in partnership with all four Adult Basic Education providers in our region and integrated instruction for both CNA certification and Medical Terminology. In 2014 we will continue our work to “institutionalize” FastTRAC programming in Health Care to ensure its sustainability and add a certification in First Aid/CPR/AED as well as job shadowing opportunities in the bridge class.

- In Program 2013, we began development of the “Pathways to Manufacturing Careers” FastTRAC/Career Pathway initiative for the manufacturing industry. During Program 2014, we will continue our work with local industry, ABE providers and South Central College to develop a manufacturing career pathway in machining and industrial/facilities maintenance that will include bridge programming, integrated instruction, and stackable credits/credentials. Our efforts will be built off of the Rights Skills Now program in machining and the development of an Industrial/Facilities Maintenance Certificate at South Central College. The manufacturing pathway will include internship opportunities to give learners an opportunity for hands-on experience coupled with classroom instruction.

- Local labor unions and labor market information confirms demand for skill Trades workers. As a result the South Central WorkForce Council facilitated

a meeting between Trade Unions and local workforce/school counselors to identify how to best counsel and refer interested job seekers to trade apprenticeship opportunities. This information was gathered for each labor union and informational material will be developed and provided on our website and in printed format for all workforce center core partner staff.

- Employers indicate that many job applicants for entry level positions lack work readiness and basic skills. We will continue to utilize the National Career Readiness Credential to identify workers with the basic skills necessary to succeed in employment and to implement strategies for those that need to increase their basic skills. Job seekers lacking these basic skills will be referred to Adult Basic Education for basic skill instruction. Through this partnership we will utilize Work Keys training curriculum and the Learner Web to prepare individuals to take the Career Readiness credential or the Accuplacer for those continuing their education. Work readiness skills are best evaluated on the job, consequently, when appropriate, we will increase work experience, internship and apprenticeship opportunities.
- Employers also indicate that computer skills are a “basic skill” required for most occupations. We will build upon the partnership developed with Adult Basic Education through the Blandin Foundation MIRC initiative and the Computer Literacy Assessments pilot as part of REA sessions for individuals receiving unemployment. Individuals with low computer literacy skills will be referred to basic computer classes provided by Adult Basic Education at the Mankato and New Ulm WorkForce Centers.
- Although unemployment rates in the region are declining, we still have a significant population of long-term unemployed. Two populations that are experiencing long-term unemployment are ex-offenders and older workers. In response, the South Central WorkForce Council secured an adult workforce development competitive grant to focus on these two populations. Strategies include: customized workshops, navigator services, and a work experience/OJT component.
- Our local Business Services Representatives will focus on working with the key industries identified by the WorkForce Council. Through their contact with these employers, we will keep our WorkForce Center partners informed on current workforce needs and issues.
- Through the Economic Growth Collaborative (regional collaboration), we have implemented a strategy to create more awareness of the careers available in manufacturing through a “Tour of Manufacturing” conducted in conjunction with manufacturing week. This event provides an opportunity to inform the public and break myths about the manufacturing environment and to provide youth and adults an opportunity to see the high skilled, high wage career opportunities available within the manufacturing industry.
- Labor market information reveals continued declining workforce participation rates of youth. In response we will implement four initiatives targeted to at-risk youth populations:
 - MFIP Teen Parent Innovation Grant: This is a collaboration of the nine- county

Human Service agencies in SC Minnesota. The intent of the program is to improve teen parent outcomes through the delivery of comprehensive services that promotes high school completion, connects teens to community resources, improves personal development and supports healthy lifestyle decisions through a single point of contact model and stronger collaborations with education, public health, MN Extension, human services, and workforce/employment services.

- Youth Workforce Development Grant: South Central received a MN Youth Workforce Development Competitive Grant to target services to youth from communities of color including work readiness and career exploration curriculum to assist youth to explore, identify and attain positive educational and career goals. Youth will participate in a work experience and project based activities throughout the year including workshops on job search techniques, career exploration, labor market information including demand occupations, value of post-secondary education, entrepreneurial opportunities, goal setting, connections to community resources, life skills training and financial fitness training. In addition to work readiness activities, this program will engage youth and their families and provide cultural awareness to the community. Because we recognize the strong family connection in communities of color, parents will be invited to participate in the initial meetings for program enrollment as well as the group activities. To increase cultural awareness in the community, worksite supervisors will participate in cultural awareness training. We will also invite youth participants to share their story which will allow them to connect with other youth that have had similar experiences and will help youth understand each other's differences.
- Youth Intervention Program grant: This grant is targeted to youth in foster care, especially those nearing aging out of foster care. Services provided under the grant include career exploration, career counseling, life skills workshops, work experience and transition services.
- MN Disability Employment Initiative (DEI): This grant is targeted to youth with disabilities for the purpose of linking MN youth with disabilities to gainful employment through individualized needs assessment and comprehensive services such as career planning, post-secondary education, systems linkages and service coordination.

2. Based on your most recent analysis of regional economies, provide a list of the key industries in your regional economy (See Attachment F).

South Central MN has a diverse industry mix. The top three industries providing the most employment opportunities in our region are Manufacturing, Health Care/Social Assistance and Retail Trade. See Attachment F South Central Key Industries for a comprehensive look at key industries in our region.

3. Provide the following information for current and upcoming regional development initiatives that the local area is involved in.
- Identify and define the mission or objective of the initiative, including the timeframe for implementing the initiative.
 - Identify key players/partners and define their roles, including the role of the WIB.
 - Summarize the status of the initiative, including the WIBs level of involvement to date.

The South Central WorkForce Council is involved in a number of regional development initiatives. We have identified three regional development initiatives below: FastTRAC/Career Pathway Health Care initiative, the FastTRAC/Career Pathway Manufacturing initiative, and the Economic Growth Collaboration of South Central Minnesota.

FastTRAC/Career Pathway Health Care Initiative: The goal of our Health Care FastTRAC/Career Pathway initiative is to address the workforce shortages of the Health Care industry and the skill shortages of underprepared adults by the development and delivery of bridge curriculum and integrated instruction that results in post-secondary credits, stackable credentials and skilled workers for the health care industry. We currently have a grant that ends in the Spring of 2015, however, this is a long-term initiative that aligns systems and resources and will be embedded into how we do business in the future.

Key partners include: Area Adult Learning Cooperative (ABE), Faribault County Adult Basic Education, Mankato Area Adult Basic Education, SW Adult Basic Education, South Central College, SC WorkForce Council and WorkForce Center partners, including MN DEED –Job Service, Vocational Rehabilitation Services and MN Valley Action Council, and local employers. The role of ABE is outreach and referral, eligibility determination, data collection, assessment, bridge curriculum/instruction, integrated curriculum/instruction, transition and MABE tracking. The role of South Central College is outreach and referral, integrated curriculum/instruction, stackable credits/credentials, transition, and MNSCU tracking. The role of the WorkForce partners is: outreach and referral, screening, National Career Readiness Credential assessment, career counseling, job search/placement, transition assistance, access to WIA tuition assistance and support, and Workforce One tracking. The role of local employers is input into planning/implementation, provide guest speakers/industry tours, clinical sites, and job opportunities. The South Central WorkForce Council convenes partners, provides administrative planning, reporting and oversight.

This is a well-established initiative that is embedded into Adult Basic Education and South Central College's Health Care program. The initiative is sustainable with the exception of funding for the Navigator role. The WIB continues to convene partners for planning/continuous improvement, reporting and oversight.

FastTRAC/Career Pathway Manufacturing Initiative: The goal of our Manufacturing FastTRAC/Career Pathway initiative is to address the workforce shortages of the Manufacturing industry and the skill shortages of underprepared adults by the development and delivery of bridge curriculum and integrated instruction that results in post-secondary credits, stackable credentials and skilled workers for the manufacturing industry. Our current grant ends in the Spring of 2015 however, this is a long-term initiative that aligns systems and resources and will be embedded into how we do business in the future.

Key partners include: Area Adult Learning Cooperative (ABE), Faribault County Adult Basic Education, Mankato Area Adult Basic Education, SW Adult Basic Education, South Central College, SC WorkForce Council and WorkForce Center partners, including MN DEED –Job Service, Vocational Rehabilitation Services and MN Valley Action Council and local employers. The role of ABE is outreach and referral, eligibility determination, data collection, assessment, bridge curriculum/instruction, integrated curriculum/instruction, transition and MABE tracking. The role of South Central College is outreach and referral, integrated curriculum/instruction, stackable credits/credentials, transition, and MNSCU tracking. The role of the WorkForce partners is: outreach and

referral, screening, National Career Readiness Credential assessment, career counseling, job search/placement, transition assistance, access to WIA tuition assistance and support, and Workforce One tracking. The role of local employers is input into planning/implementation, guest speakers/industry tours, internship sites and job opportunities. The South Central WorkForce Council convenes partners, provides administrative planning, reporting and oversight.

This initiative is still in the development phase. Our plan is to hold bridge courses for Right Skills Now this summer and conduct integrated classes at South Central College the Fall of 2014. The WIB continues to convene partners for planning, implementation, reporting and oversight.

Economic Growth Collaborative of SC Minnesota: The mission of the Economic Growth Collaborative of SC Minnesota is to *“develop and implement market-driven strategies that align resources and increases the economic competitiveness of the region”*. The collaborative has two main objectives: 1) Bridging Education and Employment and 2) Increasing Awareness & Involvement in Manufacturing & Skilled Trades. This collaborative began through a grant; however, all grants supporting this collaboration have concluded. This collaboration continues through the support of the partners.

Partners include representatives from business, community, economic development, education and workforce development. Organizations represented include: Brown County Economic Development Initiative, Diversity Council, Enterprise Minnesota, Greater Mankato Growth, MN DEED, MSU –Mankato, Region 9 Development Commission, SC College, SC Service Cooperative, SC WorkForce Council, Southern MN Initiative Foundation, and V-Tek. The primary initiative of this partnership at this time is to increase the awareness of job opportunities in manufacturing through a Tour of Manufacturing held annually in the region. All partners are involved in the planning and implementation. The WorkForce Council provides staff support.

In addition, South Central Workforce Council staff are participating in the Minnesota Department of Employment and Economic Development’s (DEED) regional economic competitiveness initiative that will identify opportunities to sharpen its strategies and support to help drive regional economic growth. The project will build upon the planning efforts, partnerships, and initiatives underway in each region. An initial meeting has been held between DEED leadership and local workforce and economic development professionals.

4. What is your strategy to ensure that job-ready job seekers enrolled in your programs (including non-program Universal Customers) are registering in MinnesotaWorks.net and are making their resumes viewable to employers?

WorkForce Center staff serving universal customers utilizing our resource rooms encourages job seekers to register on MinnesotaWorks and stresses the importance of posting their resume so it is viewable to employers. All core partners working with individuals enrolled in programs emphasize the importance of a viewable resume from the initial meeting. After the job seeker is enrolled, the job counselor can check MinnesotaWorks resume status by using the MAD system. If an enrolled job seeker is not in Minnesota Works (viewable) the job counselor contacts the individual to discuss and offer their assistance in developing and posting a quality resume in the system. All customers attending Creative Job Search and Resume Workshops are encouraged to post their resume on MinnesotaWorks. All UI claimants attending REA sessions are required to register on MinnesotaWorks and to post their resume.

Staff from all of the WorkForce Center core partners have received instruction on MinnesotaWorks and customer assistance is provided for any job seekers (Universal or Program) needing assistance developing their resume or posting it on MinnesotaWorks.

Another strategy to ensure job seekers are registering and making their resumes viewable to employers is to increase the number of job orders on MinnesotaWorks. Through employer visits, our local Business Services Representatives will continue to promote employers listing their job openings on MinnesotaWorks.

5. A. What is the local area's capacity for providing career pathway program services including, but not limited to:
- Connecting participants to education (recruitment and referral to career pathway programs); and/or
 - Providing support services to those participants in education and training; and/or
 - Providing career pathway navigation/case management services to those participants in education and training; and/or
 - Providing employment placement and retention after participant credential attainment.

The South Central Workforce Service Area is committed to implementing MN FastTRAC/Career Pathway Initiatives and has been doing so for many years. The goal of our Career Pathway programs is to address the workforce shortages of key regional industries and skill shortages of underprepared adults by the development and delivery of bridge curriculum and integrated instruction that results in post-secondary credits, stackable credential and skilled workers for the industry. We accomplish this goal by aligning the resources and expertise of Adult Basic Education, South Central College, and Workforce partners. Key components include:

- **Bridge Course:** A 6-week *Pathway Course* that is designed to provide learners an opportunity to explore careers in the industry while increasing their basic skills. Curriculum includes contextualized basic skills training, basic workplace skills, Learner Web instruction, NCRC assessment, Key Train (if appropriate), industry site visits and computer literacy.
- **Integrated Instruction:** Integrated courses provided at South Central College by SC College and Mankato Area Adult Basic Education instructors that result in students earning credits and a stackable credential.
- **Central Point of Contact/Navigator:** MN DEED Job Service provides a central point of contact for students participating in FastTRAC. The role of the Central Point of Contact includes: conducting outreach/screening, NCRC assessment, career counseling, labor market information, exit interviews/screening for integrated instruction, job search/job placement assistance, access to WIA tuition and support dollars, follow-up/retention services and Workforce One tracking. Partnerships between the central point of contact and other human service/community based programs provides the wrap-around supports necessary to assist learners in working through their barriers to success.

All partners, including Adult Basic Education, South Central College, MN DEED – Job Service, MN DEED –Rehabilitation Services, MN Valley Action Council and South Central WorkForce Council participate in recruitment and referral to career pathway programs.

- B. What is the local area's capacity for implementing a career pathway system (i.e., convening education providers and employers to design career pathways programs for your economy and client needs)?

South Central has a tremendous capacity to implement career pathways based upon strong relationships developed between Adult Basic Education, South Central College and WorkForce partners. Administrators from all of the partners support the career pathway system and work closely together to implement pathways that met industry needs. A Memorandum of Understanding has been developed to formalize our agreement as partners to align resources and expertise to implement career pathways in the region.

The South Central WorkForce Council plays a lead role in convening partners, planning, fiscal and administrative oversight, articulating roles of the partners, and identifying demand industries and occupations for career pathway design.

6. What is the strategy for the local areas to continue to increase credential attainment across WIA programs?

Workforce, MNSCU and Adult Basic Education partners have made a commitment to increase credential attainment. Local career counselors and educators have a shared commitment to provide the supports necessary to assist learners in completing their training programs. Strategies include aligning resources, career planning, identifying navigators/career counselors, developing stackable credentials and wrap-around services to address barriers to credential attainment.

Credential attainment rates are tracked for all WIA programs, State Dislocated Worker programs and FastTRAC/Career Pathway programs.

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7. To what extent, if any, does your local area plan to support individuals in entrepreneurship? Please include in your answer an estimate of how many dislocated workers you plan to serve thru CLIMB (Converting Layoffs into Minnesota Businesses).

South Central will provide services for individuals interested in entrepreneurship through our continued partnership with local agencies providing entrepreneurial services including: SBDC, MSU-Mankato, SC College, Riverbend Center for Entrepreneurial Facilitation/Ignite, Greater Mankato Growth, Waseca BEST, Southern MN Initiative Foundation, Region 9 Development Commission and local financial institutions. Individuals interested in entrepreneurship are referred to these local partners for services depending on their need and location. Workforce partners provide the full-compliment of program services as appropriate in collaboration with entrepreneurial services including supporting training plans and support services.

Last session, the Minnesota Legislature passed CLIMB: Converting Layoffs Into Minnesota Businesses. This law allows providers to offer entrepreneurial training, business consulting, and technical assistance to dislocated workers who wish to start their own business without impacting performance results. MN DEED will be providing guidance and outreach materials for delivery of these services. We anticipate serving 1-2 individuals during program year 2014 through CLIMB.

8. Identify employment disparities in your local area. How does the local area address the disparities?

People of color are a growing segment of the population in South Central Minnesota and will continue to make up an increasingly larger part of our workforce. Currently, people of color make up approximately 10% of the total population in South Central. Data shows that these members of our community are more likely to live in poverty and be less educated. We are serving people of color at their incidence in the population under dislocated worker programs (10%) and well over their incidence in the population under WIA Adult (33%) and MFIP (33%). Education/training is a key strategy for addressing racial disparities. Our local area is addressing this disparity through a Youth Community of Color grant. Through this grant we are increasing services to youth from "communities of color" including Hispanic and Somali populations in the region. In addition to providing career counseling, work readiness, and work experience opportunities for youth, we are also making connections with their parents. During Program Year 2014 we will be increasing our outreach to people of color and promote post-secondary credential attainment in demand occupations. In addition, the South Central WorkForce Council will track and report service levels, credential attainment, and placement rates for people of color.

Another growing segment of our population is our aging workforce. We are experiencing increasing numbers of job seekers 50+. These older job seekers have struggled since the recession to get re-employed and experience much longer periods of unemployment. During Program Year 2013, we began customizing services for the older worker population, including customized job search strategies, continuing to develop short-term training opportunities in demand occupations, tracking and increasing placement rates of older workers.

SECTION B: PROGRAM OPERATIONS

BE SURE TO USE THE LUP INSTRUCTIONS AND REFERENCE MANUAL.

1. The local area is aware of [Minnesota's Unified Plan](#) submitted September 2012, and recently revised and approved, December 2012.

Yes x

2. The local area is aware of TEGL 36-11 regarding the American Job Center Network.

Yes x

3. Noting the four strategic areas referenced in this section of [Minnesota's Unified Plan](#), local areas agree and acknowledge that these four strategies could change the way business and service delivery is currently conducted at the local area.

Yes x

4. The local areas acknowledge the minimum requirements for a One-Stop.

Yes x

5. Keeping the changing economy in mind, describe the workforce investment needs of your local area:

A. Businesses

Employers indicate that a skilled workforce is the number one factor that predicates business success and competitive advantage. Skills needed that are consistent across industries include:

- Basic work readiness skills (including attendance, timeliness, work ethic, etc.)
- Teamwork and interpersonal skills
- Problem-solving/critical thinking skills
- Basic math and reading skills
- Communication skills (oral and written)
- Computer skills
- Technical/occupational skills

It is important to note that employers across all industries indicate that computer skills are a basic skill, like reading and math, required for all positions from entry-level to highly skilled job opportunities. We are also hearing across industries how important communication and teamwork skills are. *Employers indicate they rarely fire someone due to their technical skills; it is usually due to interpersonal skills/work readiness skills.*

Although there are currently over two job seekers for every job opening, business indicates applicants do not always possess the skills they are looking for. Skill shortages exist in highly skilled, technical positions including engineers, CNC machinists, computer programmers/analysts, internists, physician assistants, nurse

practitioners, and pharmacists. Additional skill needs by industry are included in Attachment H.

Many employers within key industries indicate there needs to be greater awareness of career opportunities within their industry. This is especially prevalent within manufacturing and trade occupations. With the decline of the family farm and industrial arts/technology programs at local school districts, youth are not exposed to these career opportunities as they once were. Marketing and career exploration programs (i.e. Project Lead the Way, Partners In Career Exploration, Tour of Manufacturing) are needed that expose job seekers to career opportunities within these industries and that combat old stereo-types, especially in the manufacturing industry.

Manufacturers tell us they are looking at robotics and mechanization to increase competitiveness and as a strategy to deal with the serious workforce shortages anticipated with an aging population. Consequently, workers will need to be highly skilled in electronics and mechanics to maintain this equipment. Training programs in Mechatronics developed by South Central College is a key strategy in meeting this need as well as Industrial Maintenance Certificate program developed to provide an entry into the highly skilled Mechatronic occupations.

As businesses look ahead to the aging of our workforce and the retirements of baby boomers, employers need succession planning strategies and knowledge transfer plans. Employers are looking at mentorship programs where older, long-term employees mentor younger workers. They also indicate that knowledge can transfer both ways, as younger employees often have better computer/technology skills and can assist older workers with technology changes. A related issue for employers is dealing for the first time with four generations in the workforce. Each generation is motivated differently and responds to differing styles of supervision and incentives.

The recession compounded the problem of an aging workforce. Many industries had few new hires and experienced lay-offs during the recession; consequently, they have not developed a pipeline of younger workers within their industry to fill the positions vacated by retirees. This was prevalent in the Trades where workers were on the bench during the recession, and now that they are experiencing vast growth and retirements they do not have a pipeline of younger workers that have been developed to fill these positions.

Continued education and training is needed for incumbent workers to keep pace with technology/automation, industry advances and to develop the skills needed to move up to management/supervision positions. Employers indicate that due to increased diversity in the workforce, international trade and the global economy, an increased understanding of languages and cultures is necessary. Manufacturers further indicate they need employees who understand the metric system and the logistics of shipping and transportation in a global economy.

Finally, in order to address many of these workforce investment issues, businesses need to develop closer relationships with local education institutions. This includes not only post-secondary institutions to provide specific skill training, but also with K-12 education to implement recruitment and career exploration strategies.

B. Job seekers

The workforce investment needs of job seekers mirrors many of the needs identified by businesses.

There are a variety of individuals looking for work. Whether it is a youth entering the workforce for the first time, a low skilled unemployed individual, a highly skilled dislocated worker or someone currently employed looking for better employment opportunities, they have similar yet specialized needs.

Job seekers need work readiness and basic skills to succeed in the workplace. All occupations, across all industries require basic skills including work readiness skills, basic math and reading, computer, communication, interpersonal, and critical thinking skills. MNSCU campuses report that an increasing percentage of students are requiring remediation in basic skills prior to enrolling in specific occupational training programs. Partnerships with Adult Basic Education through FastTRAC programs and Career Readiness Credential initiatives will be a key strategy to ensure job seekers have the basic skills necessary to succeed in training and employment opportunities.

As the labor market continues to change, job seekers need access to good labor market information to make informed career choices. They need to be aware of demand occupations, future employment trends, career pathway and laddering opportunities. Job seekers need access to interest and aptitude assessments to help them identify their strengths and how skill sets transfer across job opportunities.

Job seekers also need basic job search assistance. They need to know how to find the jobs that are available and tap the hidden job market. Employer recruitment methods continue to change. Some employers do not list their job openings. Many require online applications and situational assessments to screen their applicants. Almost all job openings require either an application or resume. Frequently we work with dislocated workers who have not job searched in years and require assistance in conducting a successful job search. WorkForce Centers offer Creative Job Search and Resume classes to provide information on job openings, applications, resumes and interviewing. Special populations, like older workers and ex-offenders need specialized job search assistance to overcome barriers to finding employment.

Job seekers need employment opportunities that pay a livable wage. They need jobs that will provide income sufficient to meet their basic needs. The Jobs Now Coalition Cost of Living In Minnesota Wage Calculator indicates that a family of four with one adult worker needs to earn a minimum of \$16.00 per hour working 40 hours per week in order to meet basic expenses. Approximately, 60% of jobs in the region pay less than \$16 per hour.

Job seekers need the technical skills required for demand occupations in the region. Consequently, job seekers will need computer and occupational skill training that is affordable, flexible and provides the skills necessary to compete for higher wage job opportunities. Training institutions/programs need to provide a wide range of training opportunities in a variety of formats. This would include short-term customized training, on-the-job training, as well as one, two and four year certification/degree programs. They need to provide more evening, week-end and on-line instructional formats to meet the varying needs of life-long learners.

The Georgetown study reveals that 70% of Minnesota jobs will require education

beyond high school by the year 2018. Currently 59% of the SC workforce 25 years of age and older have some level of post-secondary education. Job seekers accessing services who lack a post-secondary credential need career counseling that stresses the importance of post-secondary training in preparing them for high skilled job opportunities in demand occupations.

Workforce participation rates for teens has been on a steady decline. Consequently, teens need work experience opportunities to learn work readiness skills and how to succeed in the world of work, in addition to career counseling and comprehensive labor market information to make informed decisions on their future career choice. Teens need assistance to transition from high school to post-secondary opportunities; making career decisions, enrolling in post-secondary education and exploring financial aid opportunities.

C. Workers

Trends all indicate that our incumbent workforce will need to be life-long learners. Studies reveal that our workforce will not only change jobs at least eleven times in their life-time, but they will also need to change careers. It is estimated that many of the jobs of tomorrow have not yet been created. As technology, mechanization, and information continually changes, our workforce will continue to need training and upgrading of skills. We are experiencing a “churning” of the workforce where we see loss of jobs due to downsizing at that same time where high skilled jobs go unfilled. Many of the jobs lost are the entry-level, lower skilled jobs. All of these trends point to a need for access to training opportunities that provide the skills workers will need to compete and succeed in today's and tomorrow's workforce.

Manufacturing employers have indicated that incumbent workers need training in: mentoring, LEAN/Six Sigma, computer skills/technology, supervisory skills, fiscal management (understanding profit) and employee personal development plans. Health care employers indicated many of the same training needs: computers/technology, mentoring, data analysis, leadership/supervisory skills and the sciences. All industries indicate employees need better written and oral communication skills.

Workers need training that accommodates their schedules such as on-line, nights and week-ends. They also need company-specific training through incumbent, customized and on-the-job training opportunities.

Workers need career advancement/career laddering opportunities. They need opportunities to increase their skills so they can move up the career ladder and obtain higher skilled/higher wage jobs. As the aging population leaves the workforce, there will be a need for employees to fill higher level positions. Employers prefer to recruit within for qualified employees that already know the business. As a result, this will provide openings for new entry level workers. Workers need training opportunities that will prepare them for these advancement opportunities.

NEW

D. Local education (i.e., ABE, post-secondary, etc.)

With the demand for a highly skilled workforce and the decline of well-paying, low-skilled employment opportunities it is more important than ever that our local education institutions provide learners the basic and technical skills necessary to compete for high skilled, high wage employment opportunities. The economic

competitiveness and vitality of our region is dependent on a highly skilled workforce.

This begins with ensuring our students remain in high school and attain their high school diploma or GED. Very few employment opportunities remain for individuals that do not have a high school diploma/GED and the opportunities that are available are very low-skilled, low-wage jobs.

Next our K-12 institutions and Adult Basic Education needs to ensure that all learners have the basic skill competencies necessary to enter post-secondary training and succeed in the workforce. This includes basic reading, writing, math, computer, communication and interpersonal skills. Our post-secondary institutions report that over 50% of enrolling students require some developmental education. Curriculum must address the varying types of learners and provide hands-on, contextual learning opportunities. With an increase in diversity and immigrant populations our education institutions must address the specialized needs of English Language Learners.

Local education institutions including K-12 and post-secondary need to develop/maintain strong connections with business and industry to identify the skill needs of the future labor force and to give learners exposure to career opportunities. With ever evolving technology, it is not financially feasible for our education institutions to keep pace with new equipment/technologies. Partnerships with business and industry can provide students with hands-on learning opportunities and exposure to new industry developments through internships, apprenticeships and other work-based learning opportunities. Education requirements must not only align with the academic needs for continuing education, but also the skill needs of employers.

High skilled employment opportunities increasingly require proficiency in STEM skills – science, technology, engineering and mathematics. All students need a basic proficiency in these skills and many of the demand career pathways will require advanced courses.

Based on the high skill needs of employers and research like the Georgetown study, education needs to provide the supports necessary for students to persist and achieve a credential (certificate, diploma, degree). Comprehensive supports can be accomplished by collaborating with workforce partners and other community resources. Credential attainment can be enhanced by the creation of adult career pathways through partnerships between Adult Basic Education, post-secondary, workforce development and area employers. Adult Career Pathways provide learners with multiple entry and exit points with stackable credentials, academic supports provided by Adult Basic Education and wrap-around supports provided by workforce partners and community resources.

Studies reveal that our workforce will not only change jobs at least eleven times in their life-time, but they will also need to change careers. It is estimated that many of the jobs of tomorrow have not yet been created. As technology, mechanization, and information continually changes, our workforce will continue to need training and upgrading of skills. Our workforce will need to be life-long learners and education will need to provide continuing education and incumbent worker training opportunities. This training will need to be provided in flexible formats including night, week-end and on-line training.

6. Describe the current and projected employment opportunities in your local area.

As you will note on Attachment F, South Central has a very diverse industry mix. Some of the most prominent “distinguishing industries” in the region (defined as those having a much higher than average employment concentration – location quotient of 1.2 or higher) include: agriculture/animal production, printing and publishing, telecommunications, and transportation/warehousing. In addition we are home to a burgeoning chemical manufacturing industry (e.g. ethanol production). Consequently, we have a diverse mix of current and projected employment opportunities in our local area that includes jobs in mature industries like animal production, rapidly changing industries like telecommunications and printing, and new jobs in emerging industries like renewable energy.

Attachment J delineates demand occupations for the South Central region. This list was developed based on labor market information and in-person collaboration with workforce development staff and employers. The list includes current demand, projected growth, education requirements and wages.

Examples of projected employment opportunities by industry include:

Health Care: Certified Nursing Assistants; Home Health Aides; Dental Assistants; EMTs/Paramedics; Family & General Practitioners, Health Care Support Workers, Internists, Licensed Practical Nurses, Medical & Health Services Managers, Nursing Instructors, Occupational Therapy Assistants, Pediatricians, Physical Therapists, Radiologic Technologists, Registered Nurses, Surgeons

Business/Finance: Accountants and Auditors; Administrative Assistants; Bookkeeping/Accounting Clerks, Business Operations Specialists; Financial Managers; Human Resources Specialists; Human Resource Managers; Market Research Analysts; Office Clerks, Sales Managers; Sales Representatives.

Manufacturing: Computer Controlled Machine Tool Operators; Cost Estimators; HVAC Mechanics; Industrial & Mechanical Engineers; Industrial Machinery Mechanics; Laborers and Freight, Machinist, Stock & Material Movers; Logisticians; Machinists; Production Workers; Purchasing Agents; Welders

Technology: Computer Programmers, Computer Software Engineers, Computer Support Specialists, Computer Systems Analysts, Database Administrators, Information Security Analysts, Network & Systems Administrators, Web Development.

Social Assistance/Education: Civil Engineering Technician; Compliance Officers; Correctional Officers and Jailers; Dispatchers; Mental Health Counselors; Police & Patrol Officers; Social/Human Service Assistants; Social Workers; Training & Development; Vocational Education Teacher.

Agriculture/Natural Resources: Ag & Food Science Technician; Environmental Scientists; Farm Products Buyers & Purchasing; Farm, Ranch, Ag Managers; Food Scientists & Technologists, Securities & Commodities.

Transportation: Truck Drivers Heavy and Tractor-Trailer, Bus & Truck Mechanics

Retail: Cashiers, Retail Salespersons, Stock Clerks

Service: Food Prep and Serving Workers; Janitors and Cleaners

Our current and projected employment opportunities is a diverse list, reflective of the industries in our area and includes lower skilled entry level employment opportunities to highly skilled positions.

7. Describe the job skills necessary to obtain such employment opportunities.

As indicated earlier, there are certain basic skills that are required across almost all industries and employment opportunities. They include:

- Basic work readiness skills
- Basic math and reading skills
- Communication skills (oral and written)
- Computer skills
- Teamwork and interpersonal skills
- Problem solving/critical thinking skills
- Technical/occupational specific skills

In addition to these basic skills, 58% of our demand occupations require work experience related to the job (short-, moderate-, or long-term on-the-job training). However, post-secondary vocational training will benefit job seekers to compete for occupations requiring on-the-job training (for example, Home Health Aides, Truck Drivers, Office Clerks, Accounting Clerk, etc). Another 14% require an associate degree or post-secondary vocational training. The remaining jobs require a Bachelor's degree or higher and some require additional work-related experience.

Labor market information (and O*Net data) help us to identify core knowledge areas for our demand occupations. The table below identifies some of the top knowledge and skill sets needed for employment opportunities available in south central Minnesota, based on an analysis of jobs on our demand occupations list. Some skill areas, like medicine and dentistry, overlap only a few of the key occupations. Others span the list. Customer and personal service ranks as very important for many of the jobs on our demand occupations list, covering a variety of occupations at varying educational levels. Computers and electronics ranks second among those things listed in the table, being very important for nearly every job on our list. Mechanical, mathematics, and engineering/technology round out the top five. You will note that Science, Technology, Engineering, & Mathematics (STEM) skills rank highly. Additionally, many employers have indicated that many of the soft-skills (active listening, social perceptiveness, and speaking) are a necessary baseline requirement for all occupations.

- | | | |
|-----------------------------|-------------------------------------|--------------------------|
| • Administration and mgmt. | • Computers and electronics | • English language |
| • Biology | • Customer and personal svc | • Law and government |
| • Building and construction | • Active Listening | • Mathematics |
| • Chemistry | • Education and training | • Mechanical |
| • Clerical | • Engineering and technology | • Medicine and dentistry |
| • Production and processing | • Psychology | • Social Perceptiveness |
| • Sales and marketing | • Therapy and counseling | • Transportation |

8. Acknowledge that local areas are aware of the results of the job seeker and business surveys and the mystery shopper results AND are using the results as part of their continuous improvement and priorities for the future.

Yes X

9. Describe your planned continuous improvement activities in which your local area will participate.

The South Central WorkForce Council has established two partnership teams that address continuous improvement/training needs of our core partners. They include the South Central Training Team and Continuous Improvement Team.

The South Central Training Team is made up of staff from the South Central WorkForce Council, and all partnership agencies including: Job Service, Life-Work Planning Center, Minnesota Valley Action Council, MRCL, Rehabilitation Services, and Services for the Blind. The team assesses the training needs of our WorkForce Center partners and provides training that addresses the needs that are common across the partnership. Training days are held twice a year for all partnership staff. These training days are noteworthy in that the agendas are driven by the staff of our WorkForce Center partnership and also address partnership development.

The Continuous Improvement Team deals with quality issues. The team conducts assessments of the system, obtains feedback from our customers and develops continuous improvement plans that address quality issues.

In addition to these activities, the SC WorkForce Council also participates in "Mystery Shoppers" where unidentified staff from other Workforce Service Areas visits our resource rooms and rate the level of services. The Continuous Improvement Team and Operations Committee review the results of these visits and identify improvement areas.

We conducted the National Workforce Institute assessment to identify the training needs of staff. This assessment was also completed by SE and SW MN. As a result of this work, the Southern MN Professional Development Network was established to address training needs we have in common across the four WSAs in Southern Minnesota. A Southern MN training has been scheduled for the Fall of 2014 and will give us an opportunity to address common training needs and to learn from one another.

The SC WorkForce Council conducts an annual review of program results. The Council not only reviews results of WIA programs, but also the results of the partners of the WorkForce Center. Finally, State and SC WorkForce Council staff conduct on-site monitoring of WIA and MFIP service providers on an annual basis. These monitoring reviews provide an opportunity to identify and address areas of continuous improvement.

Finally, each partnering agency provides staff development specific to their agency needs. This includes participating in local, state (MN DEED, MN DHS, MWCA) and national training opportunities.

10. What is the WIBs role to ensure that the local workforce system meets the needs of employers and participants?

The *South Central WorkForce Council* has developed its *Framework for Workforce Development* (see Attachment I). This framework identifies the Council's:

Foundational Values:

- Mission: *Develop and maintain a quality workforce in SC Minnesota*

- Founding Principles: *maintain objective administration & oversight by contracting service delivery*
- Legislation: *Workforce Investment Act, TANF, State DW Statutes*
- Demand Industries: *Agriculture, Health Care, Manufacturing, Bio-Science, Technology, Renewable Energy, Transportation, Social Assistance/Education, Construction/Mining, Retail/Wholesale Trade, and Finance & Business*

Operational Strategies:

- Skilled Workforce: *Basic, Work Readiness, and Occupational Skills*
- Industry-Driven Strategies: *LMI, Industry Connections, Economic Drivers*
- Strong Collaborations & Resource Alignment: *Business, Community, Economic Development, Education, and Workforce Development*
- Continuous Improvement: *Measurable Outcomes, Evaluation, and Improvement Strategies*
- Responsive to Labor Market Changes
- Ethical Management of Public Resources

and Operational Focus for Worker Pipelines:

- Youth
- MFIP/DWP
- Individuals with Disabilities
- Adults
- Dislocated Workers
- Veterans

The SC WorkForce Council's meeting structure is based on a continuous improvement model. The Council identifies the needs of employers and job seekers, establishes goals to meet those needs, sets measurable objectives, implements the plan and then evaluates the effectiveness of the system.

Through the evaluation process the Council reviews how effective we are in meeting the needs of employers and job seekers. Our annual review includes:

- WIA Youth, Adult and Dislocated Worker Services
- MFIP, DWP and SNAP
- FastTRAC/Adult Career Pathways
- Outreach to Schools Program
- Senior Community Employment Service Program
- Resource Room activity (i.e. job orders, registered customers)
- Rehabilitation Services
- Services for the Blind
- Business Service Specialists
- Results of State and local on-site monitoring visits
- Customer Feedback
- Provider Feedback

The Council continually obtains feedback and input from local employers through Council meetings, employer organizations, Business Service Representatives reports, advisory committees, and regional forums.

Each time the Council conducts a Request for Proposal (RFP) process to identify service

deliverers it steps back and re-evaluates our delivery system. Throughout the years, we have utilized the RFP process as a time to streamline our delivery system and institute changes in our services to most efficiently and effectively meet the needs of our customers.

11. Identify the percentage of the participants who will be in training (not pre-vocational services) programs that lead to targeted high-growth and high-wage industries, demand driven occupations, and/or career laddering occupations as identified in Section A, Question 2?

Seventy-five (75%) of WIA Adults and Dislocated Workers will be trained in programs that lead to targeted high-growth and high-wage industries, demand driven occupations, and/or career laddering occupations.

In addition, the SC WorkForce Council has set a goal of 75% of placements will be in demand occupations as identified on our demand occupation list (Attachment G)

12. A. To what extent, if any, does your local area plan to provide incumbent worker (IW) training?

The South Central WorkForce Council is aware of the approved waiver to allow 10% of Adult and Dislocated Worker funding to be utilized for incumbent worker training for lay-off aversion. The Council has an interest in providing incumbent worker training and is actively working with MN DEED staff to develop Incumbent Worker Training with an area employer to avert a large lay-off. We frequently hear of needs of local employers for incumbent worker training that is not connected to lay-off aversion. The South Central WorkForce Council is very interested in exploring opportunities to meet these needs through funding available through the MN Job Skills Partnership Board and plan to respond to opportunities provided by the MJSP Board.

In addition, training programs that we are developing in partnership with South Central College and local employers will help to build our local capacity for incumbent worker training, funded by employers. As an example, we are currently working with South Central College to develop an Industrial Maintenance certificate. Local manufacturers have indicated they would be very interested in funding training for their incumbent workers to receive this certification.

- B. To what extent, if any, does your local area plan to provide on-the-job training?

The South Central Workforce Service Area will continue to offer on-the-job training as a training option for customers. On-the-Job Training is a viable short-term training option, especially for dislocated workers, who need skill upgrading or training customized for a specific employer. Many dislocated workers have good skills; however, they may need skill upgrading to compete for available employment opportunities at comparable wages. All dislocated workers are provided information regarding on-the-job training and a letter that they can present to potential employers explaining the program.

- C. In what ways, if any, does your local area plan to support apprenticeship training for customers?

The South Central WorkForce Council supports apprenticeship training opportunities for job seekers. Current activities include:

- Facilitating a meeting between local labor unions and workforce & high school counselors. Labor Unions represented include: Bricklayers, Carpenters, Cement Masons, Electricians, Elevator Constructors, Laborers, Mechanical Heating & Cooling, Millwrights, Operating Engineers, Painters, and Plumbers & Pipefitters. Through these meetings counselors learned how interested job seekers can access apprenticeships through the labor unions. A labor union contact information sheet was developed by the SC WorkForce Council to assist in career counseling.
- South Central College will be piloting apprenticeship/cooperative opportunities for their advanced manufacturing programs. The “Minnesota Advanced Manufacturing Apprenticeship Pilot” will begin with South Central College working in partnership with companies in southern Minnesota to develop scalable apprenticeship models in mechatronics, as well as computer integrated machining and welding.
- WorkForce Council staff are working with ISD #77 (Mankato area) in the development of apprenticeship opportunities for their high school students in Mechatronics. Department of Education Apprenticeship staff will be meeting with our Youth Council to explore high school apprenticeship opportunities.

13. Is the local area policy regarding self-sufficiency in compliance with WIA regulation and DEED policy?

Yes No

14. A. How does the local area ensure staff comply with the policies and procedures for Rapid Response (specifically 13.9 and 13.10) as communicated on [DEED's website](#)?

The South Central WorkForce Council supports and complies with the policies developed by the MN Department of Employment & Economic Development. To ensure our providers comply with MN DEED policy, all subcontracts with local service providers state: *SUBGRANTEE agrees to administer the program in accordance with the Act, as amended, State and Federal laws, regulations and guidelines promulgated thereunder, including the MN Department of Employment and Economic Development's WIA Title 1B and Related Activities Manual.*

In practice, the WSA Rapid Response Liaison and service provider staff (MN DEED – Job Service) have years of experience in partnering with MN DEED to respond to dislocation events. The WSA recognizes that the primary responsibility for initial Rapid Response lies with the MN Dept. of Employment & Economic Development. Good communication between Rapid Response and local partners is key to responding to the needs of area businesses and laid off workers.

B. How does the local area inform the State Rapid Response team within 24 hours about an actual or potential dislocation event when there is possibility of a mass layoff (50 or more dislocations)?

The South Central WorkForce Council and its provider, MN DEED –Job Service, have built excellent relationships with the State Rapid Response team. The recent recession has afforded us many opportunities to work with Rapid Response partners in responding to local dislocation events. Our local WSA contacts the State Rapid

Response Team within 24 hours, either by telephone or email, whenever we are aware of an actual or potential mass lay-off of 50 or more. As a local provider, MN DEED –Job Service works closely with their colleagues in Rapid Response to respond to actual and potential lay-offs. In addition, our local job service manager has been trained to provide Rapid Response services.

- C. How does the local area cooperate with the State Rapid Response team in securing information when there is a possibility of a mass layoff?

The local WSA provides any information they have received to the State Rapid Response Team regarding a mass lay-off. This could be in the form of media announcements or relaying information received from the company itself or from affected workers who come to the WorkForce Center for assistance with Unemployment. Through a conversation with State Rapid Response, a determination is made whether State Rapid Response or our locally trained Rapid Response team member (BSS Manager) will make the official contact with the company to confirm the lay-off information, identify if they might qualify for TAA, obtain a lay-off list and determine if they will cooperate in setting up outreach/informational meetings with affected workers. If there is no competition for a project (which is usually the case) local staff works closely with Rapid Response to set up the meetings and obtain information (surveys) from the affected workers. On occasion we have had poor turn-outs at the informational meetings, in which case local staff provides outreach to affected workers to obtain survey information. In either case, surveys are sent to State Rapid Response to tabulate and generate a report. Based on survey results, occupations of affected workers, local economy, type of lay-off, etc. a determination is made whether a special project will be sought or referral to formula programs. As history has shown us, every mass lay-off is different with differing circumstances. It is through good communication and working relationships between the local WSA and the State Rapid Response Team that results in the most effective coordination of processes, procedures and roles to meet the needs of workers affected by their unique lay-off event.

- D. Who is the rapid response liaison for mass layoffs?

Name	Diane Halvorson
Title	Executive Director
Phone	(507) 345-2408
TTY	Relay 7-1-1 or 1-800-627-3529
E-mail	diane@workforcecouncil.org

15. A. How does the local area inform the State Trade Act staff of companies that are potentially TAA certifiable?

Local businesses and/or workers often contact the WorkForce Center when they know a potential or actual lay-off may occur. As staff talk with the business or laid off workers, they are trained to inquire as to the reason for the lay-off and whether foreign trade competition may have had an impact. If there is the slightest connection to foreign trade competition, WorkForce Center staff informs State Trade Act staff either by phone or email of a potential TAA affected lay-off.

- B.** How does the local area cooperate with the State Trade Act staff where the layoff involves a company that the DOL Trade-certified?

Once the Department of Labor TAA certifies a company, State Trade Act staff sets up a meeting with all the workers affected. It is at this time that the local WSA is contacted and provides assistance in setting up a site for the meeting and provides contact information of affected workers if necessary. The State Trade Act staff sends a mailing to all affected workers that invites them to an informational meeting and includes the Trade Act application. As staff meet with the workers they encourage them to attend the TAA orientation. Individuals are referred to their local WorkForce Center to be enrolled in a Dislocated Worker Program (if they are not already enrolled) to establish an Employment Plan with their counselor. The Counselor then assists with the completion of the TAA application and it is submitted to State Trade Act staff for approval. Once the training plan/application is approved by Trade Act staff, the individual, the post-secondary institution and the WF Center are notified. Trade Act staff are responsible for entering Trade Act activities into Workforce One. Local staff continues to provide case management and support services if necessary. The process is much the same for OJTs, with the exception that Trade Act staff work closely with local staff to provide good customer service to employers in the completion of the paperwork. Local and State Trade Act staff continue to communicate as necessary throughout program delivery and program exit.

NEW

- C.** Is the local area willing to participate in TAA Counselor Training and TAA Participant Training when a Trade-Certification occurs (see Reference Manual)?

Yes No

If No, please explain:

- 16.** Provide a description of the process used by the local area to provide an opportunity for public comment, including comment/input by representatives of business and labor organizations, prior to submission of the plan.

Through their representation on the South Central WorkForce Council, representatives of business and organized labor participate in the development of our local unified plan. The SC WorkForce Council includes representatives of the following industries: manufacturing, health care, business and financial services, transportation, social assistance and telecommunications. In addition, we have two active labor representatives from the International Brotherhood of Electrical Workers and Carpenters Union who represent the trades industry and are involved in the review process.

A public notice of the Local Unified Plan is published in all nine-county legal newspapers of our workforce service area, giving all employers, labor organizations and other interested parties an opportunity to review and comment. The notice indicates that the plan is available for review and comment on our website and provides information on how

to provide input or comment.

17. Describe the competitive process to be used for awarding subgrants, grants and contracts in your local area for all WIA activities.

The South Central WorkForce Council conducts a formal Request for Proposal (RFP) process to identify the service deliverers of WIA Youth, WIA Adult, WIA Dislocated Worker and State Dislocated Worker programs. The process begins by the development of an RFP Task Force. The Task Force includes SC WorkForce Council members and staff and a Joint Powers Board representative. All Task Force members are required to sign a Conflict of Interest/Nondisclosure Statement prior to their participation. The RFP Task Force evaluates current service delivery and identifies changes to be made to the system and/or services to efficiently and effectively deliver services to our customers.

A Request for Proposal package is developed and published requesting potential providers to detail how they will fulfill the requirements for services and expected outcomes. Publishing of the RFP includes a notice in all nine-county legal newspapers and letters sent to area organizations/agencies, other identified providers of workforce development programs, and those that request to be on our RFP list.

The Task Force reviews and evaluates the responses. Evaluation criteria includes:

- ◆ Identification of Need
- ◆ Services (including: intake, eligibility, assessment, referrals, Individual Service Strategies, career exploration including high growth industries/demand occupations, case management methods, program/service design)
- ◆ Commitment to Partnership/WorkForce Center System
- ◆ Performance Outcomes
- ◆ Budget/Costs –including cost/price analysis
- ◆ Operational Capability

Based on evaluation results the RFP Task Force develops a recommendation that is submitted to the South Central WorkForce Council and Joint Powers Board for approval.

SECTION C: SYSTEM OPERATIONS AND ATTACHMENTS

BE SURE TO USE THE LUP INSTRUCTIONS AND REFERENCE MANUAL.

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

Yes X No

2. The local area is aware of and staff participate in the Reception and Resource Area Forum website to better serve all customers?

Yes X

3. The local area acknowledges [Minnesota's Unified Plan](#) submission regarding performance.

Yes X

4. **A.** List contact information for the Equal Opportunity Officer (whose duties include resolving local-level discrimination complaints).

Name	Diane Halvorson
Title	Executive Director
Phone	(507) 345-2408
TTY	Relay 7-1-1 or 1-800-627-3529
E-mail	Diane@workforcecouncil.org
Reports To	South Central WorkForce Council

UPDATED

- B.** The local area and their partners are aware of the responsibilities of the Equal Opportunity Officer, including attending DEED sponsored EO Training?

Yes X

5. Does the local area have in place an agreed upon WIA Discrimination complaint process per the regulations? (This is different than posting the required complaint procedure for the customer.)

Yes X

6. Does the local area have in place an agreed upon WIA Program Complaint Policy per the 20 CFR and WIA regulations?

Yes X

7. List contact information for the program complaint officer (includes all programs within your local service area).

Name	Diane Halvorson
Title	Executive Director
Phone	(507) 345-2408
TTY	Relay 7-1-1 or 1-800-627-3529
E-mail	diane@workforcecouncil.org
Reports To	South Central WorkForce Council

NOTE: Question #8 from PY13 LUP was deleted. Otherwise remaining questions are in the same order.

8. List contact information for the designated WorkForce Center Site Representative(s) in each of your WFC locations. (*Highlight, copy and paste additional contact information fields as needed for each WFC.*)

Official Name of WFC	Fairmont WorkForce Center
Name	Connie Hines
Title	Workforce Center Site Manager
Phone	(507) 235-5518
TTY	(507) 235-5518
E-mail	Connie.hines@state.mn.us
Reports To	Karen Wagner

Official Name of WFC	Mankato WorkForce Center
Name	Karen Wagner
Title	Area Manager
Phone	(507) 389-6725
TTY	(507) 389-6512
E-mail	Karen.wagener@state.mn.us
Reports To	David Niermann

Official Name of WFC	New Ulm WorkForce Center
Name	Jill Berglund
Title	Family Resource Coordinator
Phone	(507) 354-3138
TTY	(507) 354-3138
E-mail	jill@mnavac.org
Reports To	Nancy Haag

9. List contact information for the Americans with Disabilities Act (ADA) coordinator for all partner programs in your local area (list only one).

Name	Christine Bauman
Title	Area Manager

Phone	(507) 389-6954
TTY	(877) 360-1919
E-mail	christine.bauman@state.mn.us
Reports To	Jan Thompson

10. List contact information for the local area data practices coordinator.

Name	Lynn Sorenson
Title	Director
Phone	(507) 345-2413
TTY	Relay 7-1-1 or 1-800-627-3529
E-mail	lynn@mnvac.org
Reports To	John Woodwick

11. List contact information for English as a Second Language (ESL) coordinator for all partner programs in the local area (list only one).

Name	Beverlee Mountain
Title	ABE Program Coordinator
Phone	(507) 345-5222
TTY	(800) 627-3529
E-mail	Bmount1@isd77.k12.mn.us
Reports To	Audra Boyer

Considering the [Public Law](#), answer the following questions pertaining to your process and procedures that ensure that Veterans receive priority for service.

12. What process is utilized to identify Veterans coming into your WorkForce Center?

In accordance with DOL Training and Employment Guidance Letters and the Executive Order, WorkForce Center staff and management support and actively work toward providing priority of service to all veterans and eligible spouses seeking employment and training services or information at the local WorkForce Center. Upon their initial visit to the WorkForce Center, customers are asked whether or not they served in the United States Armed Forces, either active duty, National Guard or as a Reservist. If a WorkForce Center customer identifies themselves as a veteran they are given a self-assessment to determine if they have any identified Significant Barriers to Employment (SBE). Veterans with SBE are referred to the Disabled Veterans' Outreach Program (DVOP) Specialist. In addition, they are provided information on universal services and other services available to customers of the WorkForce Center.

To ensure Veteran's learn about the services available at the WorkForce Center, our Veteran Representatives participate in Yellow Ribbon events and coordinate with County VA representatives and Veteran Representatives located on both MNSCU campuses in the region: MN State University Mankato and South Central College.

13. What process is utilized to assess the needs of Veterans seeking service in your WFC, and identifying Veterans with a barrier to employment?

Upon their initial visit to the Workforce Center, customers are asked if they served on active duty in the United State Armed Forces, National Guard or a Reserve Component.

If a Workforce Center customer identifies themselves as a veteran, they are given the Veteran Self-Assessment available at the reception desk. This form asks them to self-identify any SBE. After completing the self-assessment questionnaire, the veteran is referred to the DVOP Specialist if they have identified a SBE. During the in-person assessment interview with the Veterans Employment Representative, additional barriers may be identified.

If the veteran does not have an SBE, the veteran is referred to universal services available at the WorkForce Center and any other services they may be eligible for (i.e. Dislocated Worker Services, Rehabilitation Services, etc.).

The Veterans self-assessment questionnaire is also used to identify those veterans eligible for Gold Card services. The Gold Card provides unemployed post 9/11 era veterans with the intensive and follow-up services they need to succeed in today's job market. The Gold Card initiative is a joint effort of the Department of Labor's Employment & Training Administration (ETA) and the Veterans' Employment & Training Service (VETS).

14. What is the process for referral to appropriate program staff, or in the case of a Veteran with an employment barrier, to the local Veterans Employment Representative?

All WorkForce Center customers that identify themselves as a veteran are referred to universal services. If they have an identified an SBE, they are referred to the DVOP Specialist, in addition to universal services or other programs for which they may be eligible.

Local DVOP Specialists are aware of the programs and service available in the Workforce Center and make the appropriate referrals to these services. They are also aware of the community resources available to the veterans and make referrals as needed. Veteran's representatives also maintain close working relationships with military staff that can help them identify veterans returning from Iraq or those who participated in prior theaters to ensure that information about our programs and services are available. Veterans' representatives are present at the debriefing when veterans return to the area and participate in the Yellow Ribbon Campaign. Veterans Representatives work closely with the Department of Veterans Affairs counselors assisting veterans who are enrolled in the VA's Vocational Rehabilitation program. VA Counselors are provided space at the WorkForce Center. In addition, DVOP and LVER staff are cited on the DEED website as the primary contact for veterans' services (www.deed.state.mn.us/veterans/).

All WorkForce Center programs give priority access to veterans (if eligibility requirements are met) and have taken steps to eliminate barriers that might prevent veterans from accessing services. WorkForce Center partners have participated in re-integration training for veterans returning home from deployment. All WorkForce Center websites are linked with the Veterans website. WorkForce Center staff will continue to explore ways to increase priority of services to Veterans and will continue to promote the hiring of veterans to area businesses.

15. A. Understanding that this program requires participation of all partners, not just DVOP/LVER staff, what is the local area doing to identify post 9/11 Veterans coming into your WorkForce Center(s)?

Upon their initial visit to the Workforce Center, customers are asked if they served on active duty in the United States Armed Forces, National Guard or a Reserve Component. If a Workforce Center customer identifies themselves as a veteran they are given the Veteran Self-Assessment available at the reception desk. The Veterans self-assessment questionnaire is used to identify those veterans eligible for Gold Card services (post 9/11 veteran). The Gold Card provides unemployed post 9/11 era veterans with the intensive and follow-up services they need to succeed in today's job market.

In addition, when a veteran is enrolled in a program (i.e. WIA, State DW, VRS) - they are asked as part of the enrollment process whether they are a veteran of the Armed Forces. If they have not already completed a Veteran Self-Assessment they will be instructed to do so and then referred to the services most appropriate for them.

- B.** How are WorkForce Center partners referring eligible post 9/11 Veterans to service providers in your WorkForce Center and what types of services are being provided?

Veterans have priority access to the full compliment of services available at the WorkForce Center. Veterans are referred to appropriate services based on their needs determined through assessment. For Veterans that primarily need job search assistance, they are provided universal services including: Creative Job Search classes, Resume Writing classes, and assistance utilizing services available through the Resource Room, including job searching and posting their resume on MinnesotaWorks. If the Veteran has an identified barrier, they are referred to DVOP.

Veterans are also screened to determine if they are eligible for program services available at the WorkForce Center. This would include: WIA Adult Services, Dislocated Worker Services, Vocational Rehabilitation Services, or Senior Community Employment Services. Through these programs the Veteran can access the full compliment of intensive and training services, including: staff assisted job search, career counseling, developing employment plan, credentialed and non-credentialed training, entrepreneurial training, literacy training, on-the-job training, etc. If the veteran is appropriate for VR services, they are referred to our Vocational Rehabilitation Services partners. VRS coordinates with the federal VRS Veterans Program through dual enrollment.

In addition to WorkForce Center services, our partner -MN Valley Action Council also provides services for homeless Veterans and energy assistance.

- 16.** Are all WIA-funded partners complying with the guidance provided in TEGL 11-11 and 11-11, Change 1 regarding Selective Service?

Yes X

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

Yes X

18. Is the local area's conflict of interest policies in compliance with above two references?

Yes X No

19. A. The local area is aware of the referenced statute on Government Records.

Yes X

B. Indicate the Records Management/Retention Coordinator.

Name	<u>Lynn Sorenson</u>
Title	<u>Director</u>
Phone	<u>(507) 345-2413</u>
TTY	<u>(507) 354-3138</u>
E-mail	<u>lynn@mnvac.org</u>
Reports To	<u>John Woodwick</u>

20. There should be in place a Handling and Protection of Personally Identifiable Information procedure. Are all WIA-funded partners complying with the guidance provided in TEGL 39-11?

Yes X No

If No, when will you have this process in place?

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

Yes X

22. A. Briefly describe the WIBs policy and timetable for filling vacancies, replacing/reappointing individuals whose terms have come to an end. **Include in your description any plans to fill the terms that will be expiring as of June 30, 2014.**

The South Central WorkForce Council policy for filling vacancies is as follows:

- (a) Council members vacating their position notify the Council Chair or WorkForce Council Executive Director in writing.
- (b) The full WorkForce Council and Joint Powers Board are notified by the WorkForce Council Executive Director at the WFC/Joint Powers Board meeting(s).
- (c) When the vacated position is from the private sector, business organizations are contacted and asked to nominate a business owner, executive or manager for the vacant position. Priority will be given to nominees from Counties who are not currently represented on the Council. Nominations are submitted to the WorkForce Council Executive Director, who in turn submits them to the Joint Powers Board.
- (d) Nominees are solicited who have optimum local policy making authority, policy and decision making responsibilities.
- (e) The Joint Powers Board reviews the nominees and appoints one for each vacant position.
- (f) The WorkForce Council Executive Director presents the name of the person(s) appointed, to the WorkForce Council for confirmation.

- (g) Members are officially appointed when all parties approve.
- (h) Selecting public sector members is handled in the same fashion, except that letters are sent requesting nominations from organizations appropriate to the position. For education, contact is made to Adult Basic Education and post-secondary schools. For labor, contact is made with State and local labor unions. For economic development, contact is made with economic development organizations such as Region 9. For Rehabilitation, contact is made with agencies serving individuals with disabilities, such as the Vocational Rehabilitation Services. For Job Service, the Field Operations Area Manager is contacted. For community based organizations, we contact local community based organizations. For Human Services, the regional human services directors are asked to nominate.

The South Central WorkForce Council timetable for replacing or reappointing Council members is as follows:

1. In May, Council members whose terms are expiring on June 30th are contacted to inquire whether they are willing to serve an additional 3-year term.
2. For Council members who are seeking reappointment, the Joint Powers Board reappoints and the SC WorkForce Council confirms the re-appointment at their respective meetings in June.

When vacancies occur, WorkForce Council staff in June and July make contact with chambers and Business Services Representatives (or appropriate organization for non-private sector representatives) to let them know the Joint Powers Board is seeking nominations to serve on the South Central WorkForce Council. Staff meet with nominees in August and individuals are appointed and confirmed during the Joint Powers Board and SC WorkForce Council meetings in September.

B. Complete Attachment B - Workforce Investment Board/Council Membership List
Due by September 30, 2014.

C. Complete Attachment C - Workforce Investment Board Subcommittee List.
Complete with local plan.

23. If applicable, Complete Attachment D - Workforce Service Area Sub-Grantee List.

24. If applicable, Complete Attachment E - Workforce Service Area Non-WFC Program Service Delivery Location List.

CERTIFICATIONS AND ASSURANCES

By signing and submitting this plan, the local workforce investment board is certifying on behalf of itself and the grant recipient, where applicable:

- A. That this *Program Year 2014 Local Unified Plan (LUP) for an Integrated Workforce Investment System* was prepared and is in accordance with all applicable titles of the Workforce Investment Act of 1998 (WIA), Title V of the Older Americans Act, applicable Minnesota state statutes and that it is consistent with the Minnesota Unified State Plan;⁽¹⁾
- B. that members of the local board and the public including representatives of business and labor organizations have been allowed at least a thirty day period for comment and that any comments representing disagreement with the plan are included with the local plan forwarded to DEED (as the Governor's representative) by the local board and that available copies of a proposed local plan are made available to the public through such means as public hearings and local news media; (WIA, Section §118 (c))
- C. that the public (including individuals with disabilities) have access to all of the workforce investment board's and its components' meetings and information regarding the board's and its components' activities;
- D. that fiscal control and fund accounting procedures necessary to ensure the proper disbursement of, and accounting for, funds paid through the allotments funded through the master agreement issued by DEED have been established;
- E. that veterans will be afforded employment and training activities authorized in WIA, Section §134, and the activities authorized in Chapters 41 and 42 of Title 38 US code, and in compliance with the veterans' priority established in the Jobs for Veterans Act. (38 USC 4215.), U.S. Department of Labor, Training and Employment Guidance Letter 5-03, and Minnesota's Executive Order 06-02;
- F. that it is, and will maintain a certifiable local Workforce Investment Board (WIB) and it will maintain a certifiable local Youth Council;
- G. that it will comply with the confidentiality requirements of WIA, Section §136 (f)(3);
- H. that the master agreement and all assurances will be followed;
- I. that it will ensure that no funds covered under the master agreement are used to assist, promote, or deter union organizing;
- J. that collection and maintenance of data necessary to show compliance with the nondiscrimination provisions of WIA, Section §188, as provided in the regulations implementing that section, will be completed;
- K. that this plan was developed in consultation with local elected officials, the local business community, labor organizations and appropriate other agencies;
- L. that it acknowledges the specific performance standards for each of its programs and will strive to meet them;

(1) [Minnesota's Unified Plan](#) is available on the DEED website

- M. that there will be compliance with the Architectural Barriers Act of 1968, Sections §503 and §504 of the Rehabilitation Act of 1973, as amended, and the Americans with Disabilities Act of 1990;⁽²⁾
- N. that WIB members will not act in a manner that would create a conflict of interest as identified in Regulations 20 CFR, Section §667.200(a)(4), including voting on any matter regarding the provision of service by that member or the entity that s/he represents and any matter that would provide a financial benefit to that member or to his or her immediate family;
- O. that Memoranda of Understanding that is endorsed and signed by the current WIB Chair and current WorkForce Center partner managers and Cost Allocation Plans are in place and available upon request for each WorkForce Center within the WIBs local workforce service area;
- P. that the required voter registration procedures described in Minnesota Statutes §201.162 are enacted without the use of federal funds;
- Q. that insurance coverage be provided for injuries suffered by participants in work-related activities where Minnesota's workers' compensation law is not applicable as required under Regulations 20 CFR, Section §667.274;
- R. that the local policies on fraud and abuse adheres to DEEDs Chapter 2.9 of WIA Title I-B and Related Activities Manual as required under Regulations 20 CFR, Section §667.630 (The local policy is to be in accordance with State requirements)
- S. that it has provided an opportunity for public comment and input into the development of plan by persons with disabilities and has provided information regarding the plan and the planning process, including the plan and supporting documentation, in alternative formats when requested;
- T. that core services are integrated such that all WorkForce Center partners, as part of the MOU, provide the same high level and quality of core services to job seeking customers;
- U. that all staff are provided the opportunity to participate in appropriate staff training;
- V. that an acceptable WIA program complaint procedure will be established and will be maintained;
- W. that an acceptable WIA discrimination complaint procedure will be established and will be maintained;
- X. that there is an agreement between the WIB and the "unit of local government" (that represents the local elected official/s) that outlines what powers the unit of local government agrees to give the WIB on their behalf and how they are going to work together;
- Y. that (if applicable) if there is a joint powers board, that there is a joint powers agreement which outlines who is on the joint powers board and how the local units represented on it are going to work together;
- Z. that it will comply with the nondiscrimination provisions of WIA, Section §188 and it's implementing Regulations at 29 CFR, Part 37. Each grant applicant for financial assistance

(2) See [Discrimination Complaint Handling Procedures](#)

as defined in Regulations 29 CFR, Part 37.4 must include in the grant application the exact language as is in the following (29 CFR, Part 37.20):

ASSURANCES

As a condition to the award of financial assistance from the Department of Labor under Title I of the Workforce Investment Act of 1998 (WIA), the grant applicant assures that it will comply fully with the nondiscrimination and equal opportunity provisions of the following laws:

- [WIA Act of 1998 \(29 CFR, Part 37\) Section §188](#), which prohibits discrimination against all individuals in the United States on the basis of race, color, religion, sex, national origin, age, disability, political affiliation or belief, and against beneficiaries on the basis of either citizenship/status as a lawfully admitted immigrant authorized to work in the United States or participation in any WIA Title I financially assisted program or activity;
- [Title VI of the Civil Rights Act of 1964 \(42 USC 2000d\)](#), as amended, which prohibits discrimination on the bases of race, color, and national origin under any program receiving federal financial assistance;
- [Title VII of the Civil Rights Act](#), as amended, which prohibits discrimination on the basis of race, color, religion, sex or national origin in employment;
- [Section §504 of the Rehabilitation Act of 1973](#), as amended, which prohibits discrimination against qualified individuals with disabilities;
- [The Age Discrimination Act of 1975](#), as amended, which prohibits discrimination on the basis of age;
- [The Americans with Disabilities Act of 1990 \(42 USC 12101\)](#), as amended, which prohibits discrimination on the basis of physical, sensory, or mental disability or impairment and the ADA Amendments Act of 2008 effective January 1, 2009;
- [Title IX of the Education Amendments of 1972 \(20 USC 1681-1688\)](#), as amended, which prohibits discrimination on the basis of sex in educational programs;
- [Title V of the Older Americans Act of 1965](#) and all regulations that apply to the Senior Community Services Employment Program, which generally prohibit discrimination under any program funded in whole or in part with Title V funds because of race, color, religion, sex, national origin, age, disability or political affiliation or beliefs;
- [The Minnesota Human Rights Act of 1973, Minnesota Statutes, Chapter 363A](#), which prohibits discrimination on the bases of race, color, creed, religion, natural origin, sex, marital status, disability, status with regard to public assistance, sexual orientation, citizenship, or age;
- Each grant applicant and each training provider seeking eligibility must also ensure that they will provide programmatic and architectural accessibility for individuals with disabilities. The grantee will follow the requirements of [Section 508](#) standards and Web Content Accessibility Guidelines 2.0 (WCAG2.0) to develop and maintain accessible information and telecommunications technology systems and services (HF1744/SF1600 2009-2010).
- [Title II of the Genetic Information Nondiscrimination Act of 2008](#) which prohibits discrimination in employment on the basis of genetic information.
- [Equal Protection of the Laws for Faith-based and Community Organizations](#) (EO 13279) signed December 12, 2002. Prohibits discrimination against grant seeking organizations on the basis of religion in the administration or distribution of federal financial assistance under social service programs, including grants, contracts and loans:
- [Jobs for Veterans Act \(P.L. 107-288\)](#) Establishes a priority of service requirement for covered persons (i.e. veterans and eligible spouses, including widows and widowers) in qualified job training programs.
- [Vow to Hire Heros Act of 2011](#): Establishes guidelines for service providers who are providing employment, training, academic or rehabilitation services for military veterans.

- [Executive Order 13333](#): *This contract may be terminated without penalty, if the GRANTEE or subgrantee, or the contractor or any subcontractor (i) engages in severe forms of trafficking in persons or has procured a commercial sex act during the period of time that the grant, contract, or cooperative agreement is in effect, or (ii) uses forced labor in the performance of the grant, contract or cooperative agreement. (22 U.S.C. § 7104(G))*
- [Seat Belts](#): *Pursuant to Executive Order (EO) 13043 (April 16, 1997), Increasing the Use of Seat Belts in the United States, recipients of federal funds are encouraged to adopt and enforce on-the-job seat belt policies and programs for their employees when operating vehicles, whether organizationally owned or rented or personally owned.*
- [Text Messaging](#): *Executive Order 13513: Sec. 4, Text Messaging While Driving by Government Contractors, Subcontractors, and Recipients and Subrecipients of federal funds, are encouraged to adopt and enforce policies that ban text messaging while driving company-owned or rented vehicles or Government-owned, Government-leased, or Government-rented vehicles, or while driving privately-owned vehicles when on official Government business or when performing any work for or on behalf of the Government, and to conduct initiatives of the type described in section 3(a) of the Executive Order.*
- [Executive Order 13166](#), *Improving Access to Services for Persons with Limited English Proficiency(LEP) was issued in 2000. This Order directs Federal agencies to work to ensure that recipients of Federal Financial Assistance provide meaningful access to their LEP applicants and beneficiaries.*

The grant applicant also assures that it will comply with Regulations 29 CFR, Part 37 and all other regulations implementing the laws listed above. This assurance applies to the grant applicant's operation of the WIA Title I-financially assisted program or activity, and to all agreements the grant applicant makes to carry out the WIA Title I-financially assisted program or activity. The grant applicant understands that the United States has the right to seek judicial enforcement of this assurance.

As WIB and partners are receiving many of the federal dollars discussed in [Minnesota's Unified Plan](#) submitted September 2012, it is realized that partners and their subgrantees must also adhere to the same certifications and assurances that the state must assure.

SIGNATURE PAGEWorkforce Service Area Name WSA #7 South CentralWorkforce Investment Board Name South Central WorkForce Council

Name and Contact Information for the WIB Chair:

Name	<u>Deb Barnes</u>
Title	<u>Administrator</u>
Organization	<u>Oak Terrace</u>
Address 1	<u>1306 S. Ramsey</u>
Address 2	<u></u>
City, State, ZIP Code	<u>Blue Earth, MN 56013</u>
Phone	<u>(507) 526-5876</u>
E-mail	<u>barnes@bevcomm.net</u>

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

Name	<u>Steven Pierce</u>
Title	<u>County Commissioner</u>
Organization	<u>Martin County Board of Commissioners</u>
Address 1	<u>51 Downtown Plaza</u>
Address 2	<u></u>
City, State, ZIP Code	<u>Fairmont, MN 56031</u>
Phone	<u>(507) 238-4304</u>
E-mail	<u>pierce@bevcomm.net</u>

We, the undersigned, attest that this submittal is the Program Year 2014 Local Unified Plan for our WIB/WSA and hereby certify that this LUP has been prepared as required, and is in accordance with all applicable state and federal laws, rules and regulations.

Workforce Investment Board Chair**Chief Local Elected Official**Name Deb BarnesName Steven PierceTitle Workforce Investment Board ChairTitle Chair –Joint Powers Board

Signature _____

Signature _____

Date May 14, 2014Date May 19, 2014

PERFORMANCE STANDARDS

The tables below indicate target level of performance for the common measures for the core partner programs. **These are the minimum standards for which each locality will be held responsible.** Upon notification to DEED, local areas can set higher standards for which they will be held responsible. Additional information regarding performance standards will be forwarded by the end of April 2014

Statewide Performance Measures Program Year 2014 July 1, 2014 to June 30, 2015	Wagner-Peyser	Community Service Employment Program	Adult (WIA Title I-B)		Dislocated Worker (WIA Title I-B and State)	
Entered Employment Rate: Of those not employed at registration: Number of adults who have entered employment by the end of the first quarter after the exit quarter <i>divided by</i> Number of adults who exit during the quarter.	TBD	TBD	State 80%		State 86%	
Employment Retention Rate: Of those employed in the first quarter after the exit quarter: Number of adults who are employed in the second and third quarter following the exit quarter <i>divided by</i> Number of adults who exit during the quarter.	TBD	TBD	State 84%		State 90%	
Average Earnings: Of those employed in the first, second, and third quarter after the exit quarter: Total post-program earnings (earnings in quarter 2 plus (+) quarter 3 after exit quarter) <i>divided by</i> Number of adults who exit during the quarter.	TBD	TBD	State \$12,700		State \$20,000	
			WSA 1	TBD	WSA 1	TBD
			WSA 2	TBD	WSA 2	TBD
			WSA 3	TBD	WSA 3	TBD
			WSA 4	TBD	WSA 4	TBD
			WSA 5	TBD	WSA 5	TBD
			WSA 6	TBD	WSA 6	TBD
			WSA 7	TBD	WSA 7	TBD
			WSA 8	TBD	WSA 8	TBD

			WSA 9	TBD	WSA 9	TBD	
			WSA 10	TBD	WSA 10	TBD	
			WSA 12	TBD	WSA 12	TBD	
				WSA 14	TBD	WSA 14	TBD
				WSA 15	TBD	WSA 15	TBD
				WSA 16	TBD	WSA 16	TBD
				WSA 17	TBD	WSA 17	TBD
				WSA 18	TBD	WSA 18	TBD
						ISPs	TBD

Statewide Performance Measures - continued -	Wagner-Peyser	Senior Community Service Employment Program (SCSEP)	Adult (WIA Title I-B)	Dislocated Worker (WIA Title I-B and State)
Employment and Credential Rate: Of adults who received training services: Number of adults who were employed in the first quarter after the exit quarter and received a credential by the end of the third quarter after the exit quarter <i>divided by</i> Number of adults who exit during the quarter.	N/A	N/A	State 70%	State 69%
Hours of Community Service Employment: Total number of hours of community serviced provided by SCSEP participants <i>divided by</i> Number of hours of community serviced funded by the grant, after adjusting for differences in minimum wage.	N/A	TBD	N/A	N/A
			WSA 1 to 18 TBD	WSA 1 to 18 ISPs TBD

Paid training hours are excluded from this measure.				
Number of Eligible Individuals Served: Total number of adults served <i>divided by</i> Grantee's authorized number of positions, after adjusting for differences in minimum wage.	N/A	TBD	N/A	N/A
Number of Most-in-Need Individuals Served: Of those adult participants described in OAA-2006, Subsection §(a)(3)(B)(ii) or (b)(2) of Section §518. Counting the total number of the described characteristics for all adult participants <i>divided by</i> Number of career participants served.	N/A	TBD	N/A	N/A

Customer Satisfaction Standards Program Year 2014	<u>WIA Title I-B</u>	<u>SCSEP</u>
Participant:	TBD	TBD
Employer:	TBD	TBD
Host Agency	N/A	TBD

RS & SSB Statewide Performance Measures – Federal Fiscal Year 2014 October 1, 2014 to September 30, 2015	Rehabilitation Services	State Services for the Blind
<p><u>Employment Outcomes:</u></p> <p>Performance Indicator 1.1 – Comparison of Employment Outcomes</p> <p>The number of individuals exiting the VR program with an employment outcome during the current program year compared to the number of individuals exiting the VR program with an employment outcome during the preceding program year.</p>	2,478	TBD
<p>Performance Indicator 1.2 – Entered Employment Rate</p> <p>Of all of the individuals who exited the VR program after receiving services, the percentage of those who achieved an employment outcome.</p>	55.8%	TBD
<p>Performance Indicator 1.3 – Wage at Placement</p> <p>Of all the individuals determined to have achieved an employment outcome, the percentage who exit the VR program in competitive, self-, or business enterprise program (BEP) employment with earnings equivalent to at least the minimum wage.</p>	72.6%	TBD
<p>Performance Indicator 1.4 – Wages at Placement for Those with Significant Disabilities</p> <p>Of all individuals who exit the VR program in competitive, self- or business enterprise program (BEP) employment with earnings equivalent to at least the minimum wage, the percentage who are individuals with significant disabilities.</p>	72.6%	TBD
<p>Performance Indicator 1.5 – Comparison of Wages of VR Placements as Compared to the Overall Wage Level</p> <p>The average hourly earnings of all individuals who exit the VR program in competitive, self-, or business enterprise program (BEP) employment with earnings equivalent to at least the minimum wage as a ratio to the State's average hourly earnings for all individuals in the State who are employed.</p>	.52 (Ratio)	TBD
<p>Performance Indicator 1.6 – Enhancement of Self-Sufficiency</p> <p>Of all individuals who exit the VR program in competitive self-, or business enterprise program (BEP) employment with earnings equivalent to at least the minimum wage, the difference between the percentage who report their own income as the largest single source of economic support at the time they exit the VR program and the percentage who report their own income as the largest single source at the time they apply for VR services.</p>	53.0 (Math Difference)	TBD
<p><u>Equal Access to Services:</u></p> <p>Performance Indicator 2.1</p> <p>The service rate for all individuals with disabilities from minority backgrounds as a ratio to the service rate for all non-minority individuals with disabilities.</p>	.80 (Ratio)	TBD

NOTE: These percentages are national standards set by the Rehabilitation Services Administration. There is a formula for the general agency and a different formula for the agency serving the Blind to determine whether the standard was met.

WORKFORCE INVESTMENT BOARD COUNCIL MEMBERSHIP LIST (Due 9/30/14)

Program Year 2014

WIB / WSA WSA #7 South Central WorkForce Council Date Submitted May 20, 2014

Indicate any vacant positions or other constituency represented as well.

MEMBER	POSITION / ORGANIZATION	TERM ENDS
PRIVATE SECTOR (must be majority)		
Jim Abraham 271 Plum Run LeSueur, MN 56058 Jim.employmentrelatedservices@gmail.com (507) 469-1465	Human Resource Specialist Employment Related Services	June 2014
Deb Barnes 1306 S. Ramsey Blue Earth, MN 56013 barnes@bevcomm.net (507) 526-5876	Administrator Oak Terrace	June 2015
Candace Fenske 121 Drew Avenue SE Madelia, MN 56062 candacefen@mchospital.org (507) 624-3255	Administrator Madelia Community Hospital	June 2014
William FitzSimmons 405 Eighth Avenue NW Waseca, MN 56093 wtf@hickorytech.net (507) 835-1094	Owner WTF Tax Services	Charter Member
Mary Jacobs 221 E Hickory Mankato, MN 56001 mjacobs@hickorytech.com (507) 387-1872	Vice President Enventis	June 2015
Bill Meyer 820 11 th Street N St. James, MN 56081 William.meyer@jmfg.com (507) 375-3124 x1271	Human Resources Manager Armour-Eckrich/John Merrill	June 2016

<p>John Schons 411 S. State Street Fairmont, MN 56042 jschons@stepinc.org (507) 238-4341</p>	<p>Operations Manager Step Inc.</p>	<p>June 2015</p>
<p>Dennis Siemer 752 Summit Avenue Mankato, MN 56001 d.siemer@vtekusa.com (507) 387-2039</p>	<p>CEO V-Tek, Inc.</p>	<p>June 2016</p>
<p>Larry Treptow 859 Highway 109 NE Wells, MN 56097 lkt@wellscp.com (507) 533-3138</p>	<p>Human Resource Director Wells Concrete</p>	<p>June 2015</p>
<p>Tim Wenzel 1209 S. State Street Waseca, MN 56093 Tim.wenzel@winegarinc.com (507) 835-3495</p>	<p>President Winegar, Inc.</p>	<p>June 2016</p>
<p>COMMUNITY-BASED ORGANIZATIONS & LABOR (15% Minimum)</p>		
<p>Craig Jaskulke 310 McKinzie Street South Mankato, MN 56001 cjaskulke@ncsrss.org (507) 388-6031</p>	<p>Business Representative North Central States Regional Council of Carpenters</p>	<p>June 2016</p>
<p>Shane Meier 816 S. Bend Avenue Mankato, MN 56001 shane@ibewlocal343.org</p>	<p>Business Representative IBEW Local 343</p>	<p>June 2016</p>
<p>John Woodwick 706 N. Victory Drive Mankato, MN 56001 john@mnhvac.org (507) 345-2400</p>	<p>Executive Director MN Valley Action Council</p>	<p>June 2015</p>

<p>ECONOMIC DEVELOPMENT (Minimum 1)</p> <p>Linsey Warmka 415 S. Grove Street, Suite #4 Blue Earth, MN 56013 lwarmka@fcdcorp.net (507) 526-2151</p>	<p>Executive Director Faribault County Development Corporation</p>	<p>June 2016</p>
<p>EDUCATION (Required ABE Representative)</p> <p>Beverlee Mountain 110 Fulton Mankato, Mn 56001 Bmount1@isd77.k12.mn.us (507) 345-5222</p> <p>Dr. Susan Tarnowski 1920 Lee Boulevard N. Mankato, MN 56002-1920 Susan.tarnowski@southcentral.edu (507) 389-7228</p>	<p>ABE Program Coordinator Mankato Area ABE</p> <p>Vice President of Academic & Student Affairs South Central College</p>	<p>June 2014</p> <p>June 2017</p>
<p>JOB SERVICE (Minimum 1)</p> <p>Karen Wagner 12 Civic Center Plaza, Suite 1600A Mankato, MN 56001 Karen.wagner@state.mn.us (507) 389-6725</p>	<p>Area Manager MN DEED –Job Service</p>	<p>June 2014</p>
<p>REHABILITATION (Minimum 1)</p> <p>Christine Bauman 12 Civic Center Plaza, Suite 1600C Mankato, MN 56001 Christine.bauman@state.mn.us (507) 389-6965</p>	<p>Area Manager MN DEED –Vocational Rehabilitation Services</p>	<p>June 2017</p>

PUBLIC ASSISTANCE AGENCY (Minimum 1) Joan Tesdahl 108 S. Minnesota Avenue #200 St. Peter, MN 56082 Jtesdahl@co.nicollet.mn.us (507) 934-8576	Director Nicollet County Social Services	June 2014
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CONTACT INFORMATION

NAME	ADDRESS / PHONE / EMAIL
CHAIR: Deb Barnes	1306 S. Ramsey, Blue Earth, MN 56013 (507) 526-5876 barnes@bevcomm.net
VICE CHAIR: Candace Fenske	121 Drew Avenue SE, Madelia, MN 56062 (507) 624-3255 candacefen@mchospital.org
SECRETARY: None	

WIA Investment Act Public Law 117(c)(2) states "The Governor shall, once every 2 years, certify 1 local board for each local area in the state." DEED will continue to have the WIB Roster be part of the Local Unified Plan (LUP) Process.

WORKFORCE INVESTMENT BOARD SUBCOMMITTEE LIST

Program Year 2014

WIB South Central WorkForce Council

Provide a current list of the Board's committees and/or task forces along with a summary of the committee's objectives.

<u>Name of Committee or Task Force</u>	<u>Objective / Purpose of Committee or Task Force</u>
SC Youth Council	The Youth Council is made up of area youth partners and is responsible for developing and implementing strategies to prepare our emerging workforce, assist youth in transitioning and coordinate youth resources.
Executive Committee	This committee provides leadership for the Council and is comprised of the Council Chair, Vice Chair and other members as deemed appropriate by the Council. The Executive Committee has responsibility for personnel and budget issues; and when necessary acts on behalf of the Council.
Operations Committee	This committee consists of the core partners of the WorkForce Centers. This committee is responsible for on-going program review, local marketing and day-to-day operations of the WorkForce Centers. This committee develops cost allocation plans for the Centers as well as the Memorandum of Understanding between the partners.
Workforce Development Committee	This committee concentrates on determining the projected workforce development needs of business, job seekers and workers in the region. They develop short and long-term strategies and activities to further develop our local workforce. Local economic developers are invited to all Workforce Development committee meetings.
RFP Task Forces	These Task Forces develop and implement a Request for Proposal process to select service providers for WIA Youth and WIA Adult, Dislocated Worker and State Dislocated Worker Programs. The task force consists of representatives from the WorkForce Council, the Joint Powers Board and Youth Council. The task forces are responsible for implementing the RFP process and for providing recommendations to the Joint Powers Board, SC WorkForce Council and SC Youth Council.

WORKFORCE SERVICE AREA SUB-GRANTEE LIST

Program Year 2014

WIB South Central WorkForce Council

Date Submitted: 5/20/14

WSA #7 South Central

If applicable, provide a current listing of each of the WSA Sub-Grantee names, service provided, funding source, City of Sub Grantee and whether the Sub-Grantee is located in the WorkForce Center.

Name of Sub-Grantee	Services Provided	Funding Source	Provider located in which WFC?	If not in WFC, provide Address, City, State, ZIP Code
DEED Job Service	Core, Intensive, Industry-Based Training (i.e. OJT) & FastTRAC	WIA Adult & DW, State DW	Fairmont, Mankato & New Ulm	
Minnesota Valley Action Council	Intensive & Classroom-Based Training Services	WIA Adult & DW, State DW	Fairmont, Mankato & New Ulm	
Minnesota Valley Action Council	Intensive & Classroom-Based Training Services	WIA Adult & DW, State DW		301. N. Main Blue Earth 56013 Box 34 LeCenter 56057 600 S. Fifth St. St. Peter 56082 110 Sixth Street Gaylord 55334 108 10th Ave SE Waseca 56093 705 2nd Ave S St James 56081

WORKFORCE SERVICE AREA NON-WFC PROGRAM SERVICE DELIVERY LOCATION LIST

Program Year 2014

WIB South Central WorkForce Council Date Submitted: 5/20/14
WSA #7 South Central

If applicable, please provide a current listing of each non-WFC location where DEED-funded programs and services are delivered by WSAs.

Name and Location (City)	Program Service Delivered
MN Valley Action Council: Mankato	WIA Youth & MYP
MN Valley Action Council: Blue Earth	WIA Adult DW & Youth, State DW, MYP, SCSEP
MN Valley Action Council: LeCenter	WIA Adult DW & Youth, State DW, MYP, SCSEP
MN Valley Action Council: St. Peter	WIA Adult & Youth
MN Valley Action Council: Gaylord	WIA Adult DW & Youth, State DW, MYP
MN Valley Action Council: Waseca	WIA Adult DW & Youth, State DW, MYP, SCSEP
MN Valley Action Council: St. James	WIA Adult DW & Youth, State DW, MYP, SCSEP

Attachment F

SC WORKFORCE SERVICE AREA KEY INDUSTRIES IN REGIONAL ECONOMY

Selection Criteria for Targeted Industries (Broad Industries, followed by detailed industries), WSA 9			
NOTE: Color coding shows role in regional economy (▶ traded/exporting, ▶ suppliers, and ▶ local)			
Industry	High-Growth	High-Wage	Distinguishing Industry
▶ Crop Production	Yes		
<i>Grain and Oilseed Farming</i>	Yes		Yes
▶ Animal Production	Yes		Yes
<i>Cattle Ranching and Farming</i>	Yes		Yes
<i>Hog and Pig Farming</i>	Yes		Yes
<i>Poultry and Egg Production</i>		Yes	Yes
▶ Construction	Yes	Yes	
<i>Utility System Construction</i>		Yes	
▶ Specialty Trade Contractors	Yes	Yes	
▶ Food Manufacturing		Yes	Yes
<i>Dairy Product Manufacturing</i>	Yes	Yes	Yes
<i>Beverage Manufacturing</i>			Yes
<i>Grain and Oilseed Milling</i>		Yes	Yes
▶ Printing and Related Support Activities		Yes	Yes
▶ Chemical Manufacturing		Yes	
<i>Basic Chemical Manufacturing (e.g. ethanol production)</i>		Yes	Yes
▶ Plastic and Rubber Products Manufacturing		Yes	Yes
▶ Nonmetallic Mineral Product Manufacturing	Yes	Yes	Yes
▶ Fabricated Metal Product Manufacturing	Yes	Yes	
<i>Architectural and Structural Metals Manufacturing</i>	Yes	Yes	Yes
<i>Machine Shops; Turned Product; and Screw, Nut, and Bolt Manufacturing</i>		Yes	Yes
<i>Coating, Engraving, Heat Treating, and Allied Activities</i>			Yes
▶ Machinery Manufacturing		Yes	Yes
<i>Agriculture, Construction, and Mining Machinery Manufacturing</i>	Yes	Yes	Yes

<i>Other General Purpose Machinery Manufacturing</i>		Yes	Yes
▶ Computer and Electronic Product Manufacturing		Yes	Yes
▶ Miscellaneous Manufacturing	Yes	Yes	
▶ Retail Trade	Yes		
▶ Merchant Wholesalers, Durable Goods	Yes	Yes	
▶ Merchant Wholesalers, Nondurable Goods		Yes	Yes
<i>Farm Product Raw Material Merchant Wholesalers</i>		Yes	Yes
▶ Truck Transportation	Yes	Yes	Yes
▶ Publishing Industries (except Internet)			
▶ Telecommunications	Yes	Yes	Yes
▶ ▶ Financial Activities		Yes	
▶ Professional, Scientific, and Technical Services	Yes	Yes	
<i>Accounting, Tax Preparation, Bookkeeping, and Payroll Services</i>	Yes	Yes	
<i>Architectural, Engineering, and Related Services</i>	Yes	Yes	
<i>Computer Systems Design and Related Services</i>	Yes	Yes	
▶ Management of Companies and Enterprises (e.g. corporate headquarters)	Yes	Yes	
▶ ▶ Educational Services		Yes	
<i>Educational Support Services</i>	Yes		
▶ Ambulatory Health Care Services	Yes	Yes	
<i>Offices of Dentists</i>		Yes	
<i>Offices of Physicians</i>	Yes	Yes	
▶ Hospitals		Yes	
▶ Nursing and Residential Care Facilities			Yes
<i>Residential Intellectual and Developmental Disability, Mental Health, and Substance Abuse Facilities</i>	Yes		Yes
▶ Social Assistance			Yes
<i>Individual and Family Services</i>			Yes
<i>Vocational Rehabilitation Services</i>	Yes		Yes
<i>High-Growth = Industries that added at least 15 jobs between 3Q 2011 and 3Q 2013</i>			
<i>High-Wage = Industries with average weekly wages that exceed the overall regional average in 3Q 2013 (\$713)</i>			
<i>Distinguishing Industry = Industries with higher than average employment concentration in the region (>1.2)</i>			

Attachment G



2014 South Central MN Labor Market Review

Brent Pearson

Labor Market Analyst

Minnesota Department of Employment & Economic Development

SC MN LMI Performance

1. Labor Market Supply
2. Industry Makeup
3. Wage Details
4. Mankato – North Mankato MSA Impact
5. Opportunities for Job Seekers (JVS)
6. Outlook (projections)
7. SC Labor Demographics

1. Labor Market Supply (Unemployment Rates)

Local Unemployment Statistics for December 2013

More info	Area - click name for historical data	Labor Force	Labor Force Participation Rate	Employment	Employment to Population Ratio	Unemployment	Unemployment Rate
	U.S.	164,456,000	62.6%	144,473,000	58.5%	9,984,000	5.5%
	Minnesota	2,918,358	69.9%	2,025,400	66.7%	127,050	4.7%
	MN Geographic Area(s)	154,937,000	62.8%	144,806,000	58.6%	10,351,000	6.7%
	Minnesota Seasonally Adjusted	2,071,572	70.1%	2,234,248	66.9%	137,524	4.0%
	BEA - South Central	131,358	NA	125,499	NA	5,852	4.5%

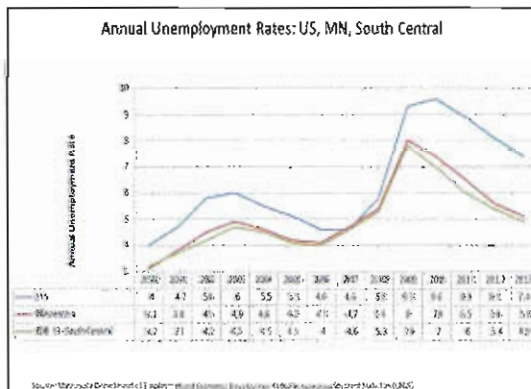
- Available workforce are the unemployed
- Unemployed/Total Labor Force (Unemp. + Emp.)
- 2013 – lowest annual (4.9%) in SC since 2007
- Typically a tick below state and well below nation (MSA impact, diverse industry)



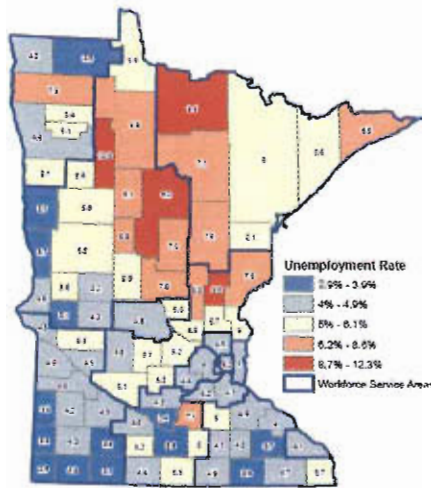
1. Labor Market Supply (Unemployment Rates)

Measured monthly and annually: large cities, county, state, nationally

- Blue Earth and Nicollet historically lowest (MSA effect)
- Mankato-North Mankato MSA lowest yearly unemployment rate of any MSA every year since '98 (but....)
- Recession spiked in 2009
- Recovery continues:
 - Annual drop
- 5.1% = 6,530 unemployed
- Trend mirrors MN, US



Regional unemployment rates, December 2013



County	December 2013 Unemployment Rate
Blue Earth	3.6%
Brown	4.6%
Faribault	5.3%
Le Sueur	7.1%
Martin	4.4%
Nicollet	3.4%
Sibley	4.2%
Waseca	5.0%
Watonwan	5.2%
EDR 9	4.5%
Minnesota	4.6%

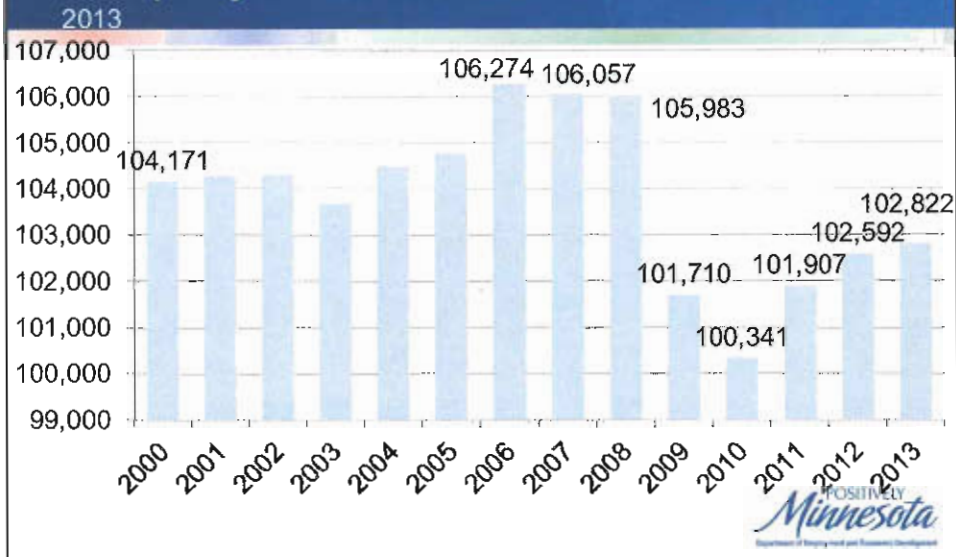
Recovery: local breakdown

Needs 3,200 jobs to reach pre-recession
Regional economies ebb and flow

County	Covered Jobs Q2, 2013	QTY Covered Jobs Q2, 2012-13	Pre-Post R Covered Jobs Change Q2, 2007-2013
Blue Earth	37,839	589	653
Brown	13,900	33a	-168
Faribault	4,971	-185	-695
Le Sueur	8,261	583	-340
Martin	8,641	-352	-1,074
Nicollet	13,726	162	-1,026
Sibley	4,225	-449	-86
Waseca	7,066	464	-989
Watonwan	4,091	13	-300
SC Region	102,827	233	-3,235
Mankato-North Mankato MSA	51,665	751	-373
Minnesota	2,706,000	41,523	-3,331

Source: Minnesota Department of Employment and Economic Development, Quarterly Census of Employment and Wages (QCEW)

Employment in EDR 9 Qtr. 2, 2000 – Qtr. 2,



Industry Makeup

Current Conditions – Recovery Continues

- Still down 3,235 jobs post recession
- 2nd Q losses dropped 4,273 in 2008-09
- Strong Industry mix aides recovery
- Key Industries are:
 - Manufacturing (food = approx 1/4, print = 20%, fabricated metal, machinery, computer and electronic product)
 - Retail Trade
 - Health Care and Social Assistance
 - Ambulatory Health Care, Hospitals, Nursing and Residential Care
 - Education Services
 - Accommodation and Food Services

POSITIVELY Minnesota
Department of Employment and Economic Development

2. Major Employment Industries

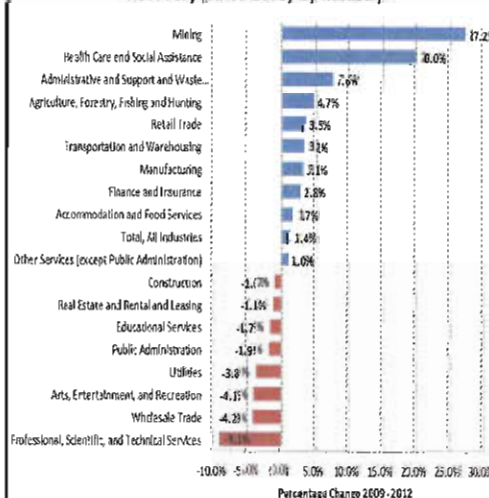
Industry	Covered Jobs	% Total Emplmt	Employers	Total Wages	Average Weekly Wage	% Change 2012-13
All Employment +.2%	102,822	100.0%	6,732	\$912,867,023	\$682	0.2%
MFG – down 3.6% • 1 in 5.5 jobs • 23% higher wages	18,748	18.2%	362	\$204,220,123	\$837	-3.6%
HC Soc –down 20% • 17% • Wages above average – split	17,623	17.0%	571	\$162,935,366	\$715	-20.0%
Real Estate and Administrative Support up 6.9 and 6.5%, respectively	12,169	11.8%	897	\$62,600,801	\$395	1.5%
Edu Services + Accommodation and Food Services up	9,853	9.6%	139	\$103,150,624	\$805	1.8%
	7,688	7.5%	482	\$20,320,794	\$203	1.6%
	5,418	5.3%	341	\$52,487,789	\$745	0.6%
	4,205	4.1%	840	\$42,599,959	\$779	-1.0%
	3,927	3.8%	326	\$56,268,466	\$1,102	-2.1%
	3,399	3.3%	399	\$28,251,010	\$639	2.3%
	3,074	3.0%	570	\$18,241,294	\$456	2.1%
	3,000	2.9%	427	\$35,534,019	\$911	2.2%
	2,862	2.8%	219	\$16,420,307	\$441	6.5%
	2,773	2.7%	273	\$24,778,511	\$687	4.8%
	2,385	2.3%	358	\$24,668,278	\$602	2.8%
	1,051	1.0%	41	\$17,514,824	\$1,281	2.7%
	1,008	1.0%	134	\$2,828,986	\$215	1.6%
	821	0.8%	192	\$4,546,845	\$426	6.9%
	511	0.5%	40	\$9,777,493	\$1,471	1.4%
	237	0.2%	9	\$4,211,135	\$1,366	-9.2%

Which Industries have recovered well, which have not?

Since 2009

- Industries rely on production (rubber mfg+, non-metallic mineral + chemical on rise) and consumption continue adding jobs.
- Health Care and Management of Companies (despite loss OTY) still added employment **since 2009**.
- Govt. Jobs dropping (public administration – economic and environment programs hardest hit), so is education services (4th largest industry in region - elementary)
- Recovery mirrors nation – modest, production + consumption up, services up, govt. funded employment dropping
- All Employment up 1.4%

Recovery (Since 2009) by Industry



Where Recovery is Important

Recovery in:

- Manufacturing (+3.1% - '09)
- Transportation & Warehousing (+3.2%)
- Retail Trade (+3.5%)
- Produces or mirrors growth in other industries, shows flow of materials and commerce = good for economic vitality



EDR 9 in-depth industry trends Q2, 2011 to Q2, 2013

Largest Growing Industries

- Ambulatory Health Care Services (+383)
- Administrative and Support Services (+361)
- Food Services and Drinking Places (+340)
- Gasoline Stations (+253)
- Fabricated Metal Product Manufacturing (+251)
- Nonmetallic Mineral Product Manufacturing (+215)
- Animal Production and Aquaculture (+197)
- Construction of Buildings (+185)
- Motor Vehicle and Parts Dealers (+176)
- Telecommunications (+173)

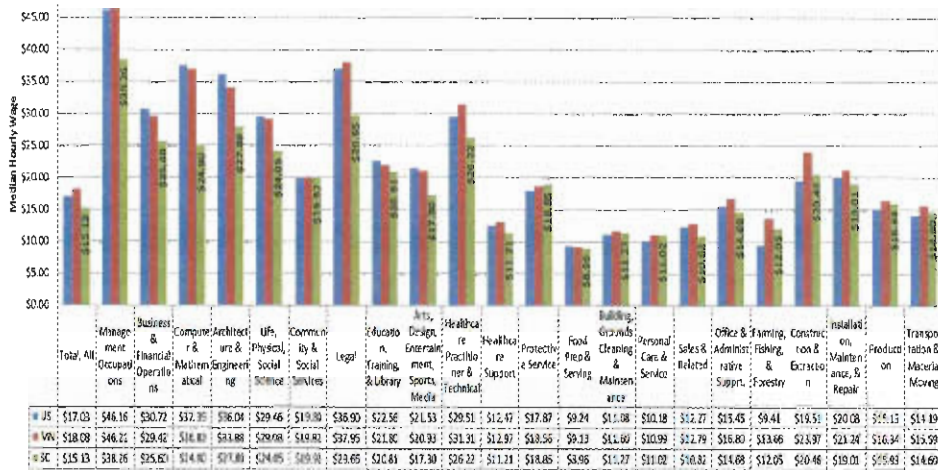
Fastest Growing Industries

- Warehousing and Storage (+272%)
- Nonstore Retailers (+32%)
- Museums, Historical Sites, and Similar Institution (+31%)
- Construction of Buildings (+27%)
- Nonmetallic Mineral Product Manufacturing (+26%)
- Fabricated Metal Product Manufacturing (+25%)
- Private Households (+24%)
- Gasoline Stations (+23%)
- Transportation Equipment Manufacturing (+21%)
- Telecommunications (+18%)



3. Wages

Southern Minnesota Median Hourly Wages (2Q, 2013)



- Median \$15.13/hr SC
- SC lower than state and nation except: community & social svcs, protective svcs, personal care & service
- Production occ. Group = 100% mfg
- HC support, food prep + service, personal care, sales & related, office and admin support and waste management, farming/fishing/forestry, and transportation & material moving = below median across all



Average Work Week Decline

Regionally, Nationally

- Mankato-North Mankato MSA
 - 32.9 (all private) – present (Dec. '13)
 - 33.2 avg. in '08
- MN
 - 34.0 (all private) – present
 - Up from 33.4 in '08
- US – 34, 33.6

Mankato Average Work Week

Year	Avg.
2013	n/a
2012	33.4
2011	33.5
2010	34.4
2009	33.7
2008	33.2

Source: MN DEED Current Employment Statistics (CES)

4. Mankato-North Mankato MSA

- Nearly 50% employment in region
- Essential to region for flexible workforce + industry diversity (typical in most MSAs in state)
- Has lowest unemployment rate of any MSA over past 15 years (2008 caveat)
- Retail and service sectors = essential (unemployment drops during winter and summer semesters, post-recession holiday hiring has began month later (Oct to Nov.)
- Mankato's industry mix mirrors region, retail trade, service sector, manufacturing, health care and education services
- Still growing – 348th of 366
- Affordable housing Cost of Living Index 80.7, pay more in transportation and infrastructure, health care, and groceries than most MSAs (signs that MSA still has some growing to do)
 - Commodities: newspapers, washing machine repair, bowling and beer than MN



5. Opportunities for Job Seekers

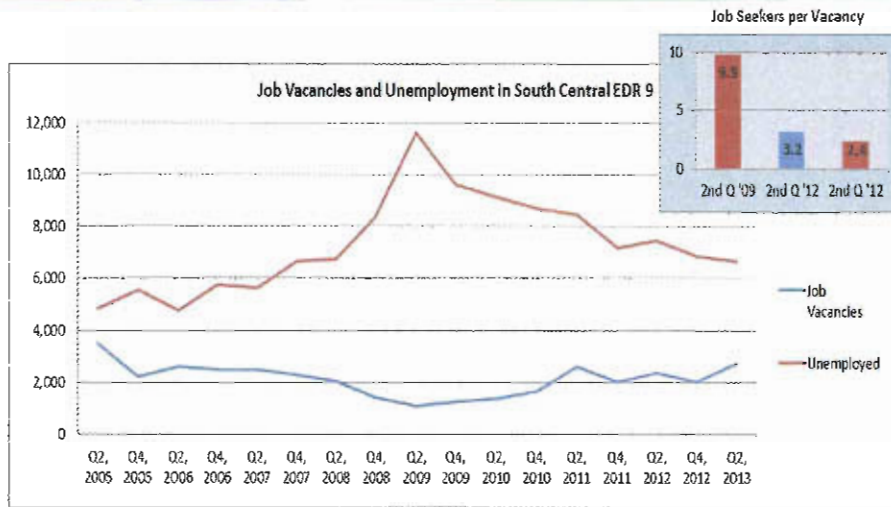
Job Vacancy Survey

- Survey twice per year
- 10,000 employers – across state (72.2% response)
- Asks about job vacancies (open-for-hire) and future hiring demands
- *Stratified* – touches all industries, places, employer sizes
- Uses same SOC as OES (salary survey)



Job Vacancies

- Job Vacancies up, unemployment down
- Height of recession = 10 job seekers per opening, 2.4 now



Where the vacancies are...

2nd Q, 2013

Occupation	# of Job Vacancies	Part Time	Temporary or Seasonal	Requiring Post-Secondary Education	Requiring Related Work Experience	Requiring Certificate or License	Median Wage Offer
Total, All Occupations	2,716	45%	18%	32%	22%	28%	\$18.87
Transportation and Material Moving – most vacancies	317	19%	0%	6%	4%	8%	\$10.77
Food preparation and serving = 2nd most vacancies, 96% PT	291	96%	33%	0%	7%	0%	\$8.77
7.8% of construction vacancies = Temp/Seasonal	291	78%	78%	1%	1%	3%	\$8.00
Four of top 5 occs with total vacancies are below median wage offer for all vacancies	265	40%	1%	11%	10%	42%	\$14.69
Health care support occs = \$9.96 median offer, technical = \$16.87	251	74%	18%	13%	18%	1%	\$9.76
	224	33%	1%	84%	17%	63%	\$18.07
	203	5%	7%	48%	43%	5%	\$16.92
	114	88%	1%	34%	12%	70%	\$9.96
	110	1%	1%	47%	30%	24%	\$18.61
	105	31%	32%	100%	57%	54%	\$22.36
	103	0%	1%	90%	93%	73%	\$14.98
	97	70%	3%	22%	6%	53%	\$9.00
	94	23%	23%	77%	56%	36%	\$23.00
	65	21%	32%	0%	3%	17%	\$8.21
	46	93%	73%	94%	3%	95%	\$7.40
STEM: architecture/Engineering, Computer and Mathematical; and Life, Physical and Social Science = top three highest paying median wage offers	36	0%	0%	95%	91%	61%	\$24.36
	29	12%	5%	47%	45%	28%	\$15.55
	24	35%	19%	71%	85%	61%	\$18.18
	17	0%	27%	94%	70%	0%	\$18.84
	14	0%	9%	101%	66%	84%	\$25.07

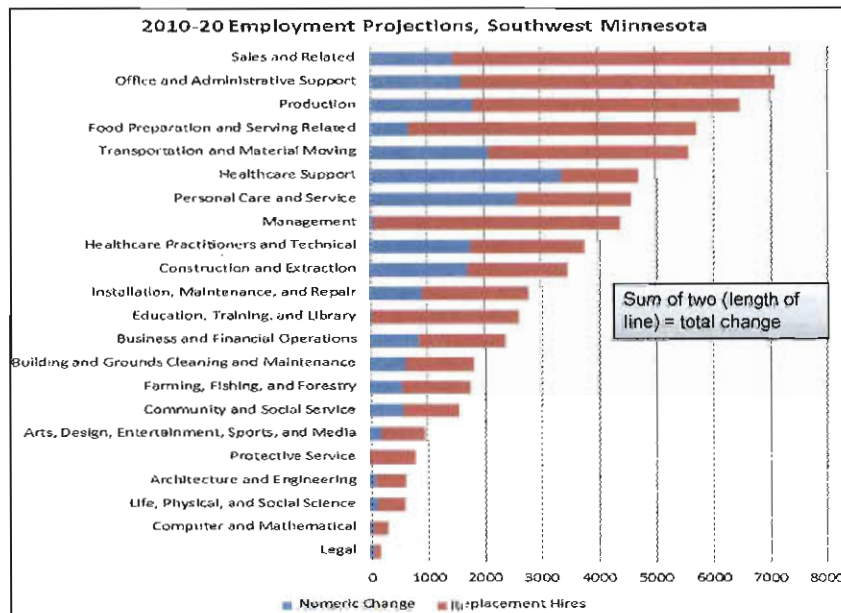
Source: Minnesota Department of Employment & Economic Development Job Vacancy Survey (JVS)

6. Outlook (projections)

- Projections use an advanced statistical model (BLS)
- Done every two years – 10 years out (using most recent LMI surveys)
- Projections – caveat - we can never really know what the future will hold (Rochester DMC – 26,000 – 36,000 jobs? How do you project an event like that?)
- SW and SC are combined (sorry!)



Projections forecast projected job growth and replacement hires



Outlook....

- 21,377 new jobs + 48,340 replacement = nearly 70,000 projected openings in SW by 2020!
- Sales, Office, Production, Food Prep, Health Care, Transportation of Materials all project well
- STEM projected to grow but not significantly



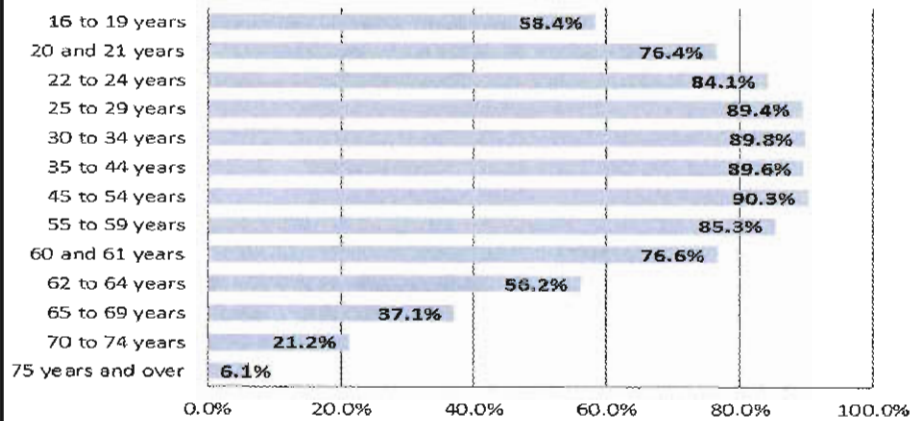
Keep in mind (projections)

- It's only math
- Not self-fulfilling prophecy
- Movement of a major employer into a region cannot be accurately projected
- Projections merely measure point A results with point B results (not spread uniformly across all ten years – some industry or occupation growth may happen closer to front end of cycle, some later)
- Useful as a measure gauge of growth/decline, not intended to pinpoint precise number.



7. Demographics

Labor Force Participation by Age Cohort South Central Minnesota



Projected Labor Force 2035

Projected Change in Labor Force by 2035			
County	Percent Change 2005 to 2015	Percent Change 2005 to 2035	People
Blue Earth	1.2%	10.4%	3,720
Brown	8.0%	-5.1%	-780
Faribault	-1.0%	-9.1%	-750
Le Sueur	15.4%	28.0%	4,550
Martin	-4.9%	-18.3%	-2,070
Nicollet	9.8%	10.4%	890
Sibley	2.8%	-1.7%	-150
Waseca	1.8%	-3.1%	-320
Watsonwan	-4.8%	-19.8%	-1,120

Source: Minnesota State Demographic Center
 Labor Force = Employed + Unemployed

- 2015 to 2035 labor force shifting into 65+ (next slide)

- Blue, Earth, Nicollet and Le Sueur projected to increase by 2015



Projected Age of Labor Force Changes by 2035

Projected Change in Labor Force by 2035					
County	16 to 24	25 to 44	45 to 64	65+	Total
Blue Earth	-4.4%	9.4%	13.7%	140.2%	10.4%
Brown	-27.4%	-5.4%	-12.1%	116.9%	-5.1%
Faribault	-39.0%	-3.2%	-14.6%	72.7%	-9.1%
Le Sueur	1.1%	14.1%	34.7%	204.1%	28.0%
Martin	-34.8%	-15.3%	-26.4%	70.8%	-18.3%
Nicollet	-12.4%	15.2%	8.3%	141.3%	10.4%
Sibley	-31.1%	-13.8%	5.2%	116.0%	-1.7%
Waseca	-37.6%	-18.0%	7.3%	200.0%	-3.1%
Watonwa	-44.2%	-18.8%	-27.6%	97.0%	-19.8%
MN	-1.3%	5.9%	18.0%	184.8%	14.9%

Source: Minnesota State Demographic Center
Labor Force = Employed + Unemployed

More workers still in 25 to 44 and 45 to 64 cohort

Percentage in 16 to 24 and 25 to 44 down

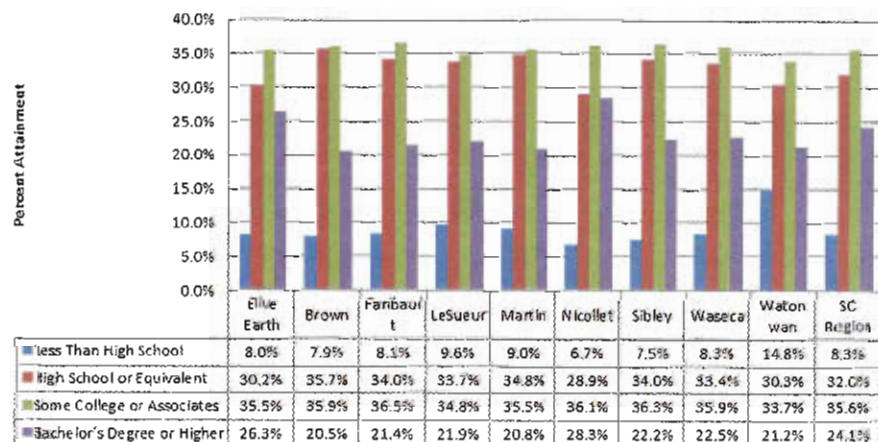
Percentage of 65+ up



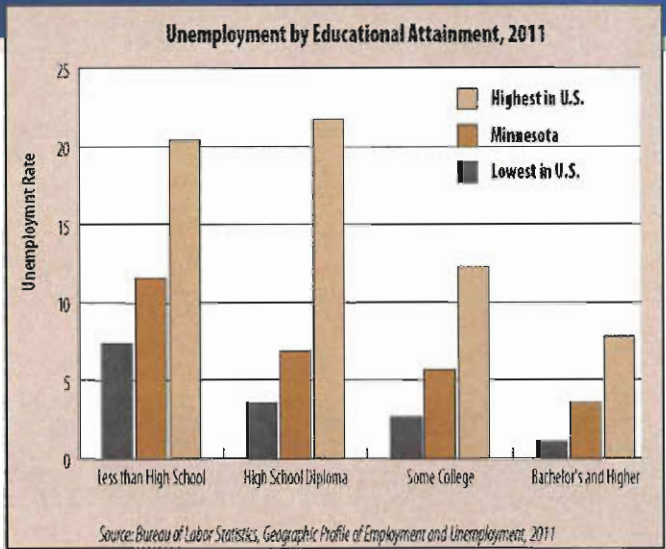
Educational Attainment of Workforce

Source: MN DEED, Quarterly Workforce Indicators

Educational Attainment of Workforce by County



MN Unemployment Rate by Educational Attainment



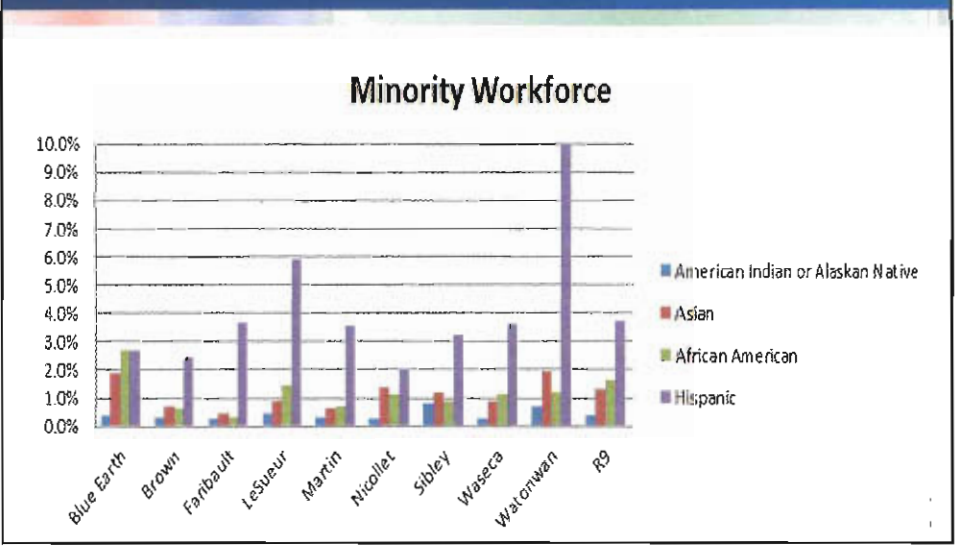
- More education = lower unemp. Rate
- 58% unemployed (90,000 MN had SOME college)
- MN UnempRate for college grads – below 4%
- BLS



Minority Workforce

Source: MN DEED QWI

Watsonwan
20% Hispanic



Summary

- In 4th year of measurable data since recession's peak
- Recovery continues
- Still need to gain 3,200 jobs back to reach pre-recessionary levels
- Some industries are not recovering as well as others – STEM, Wholesale Trade, Public Administration, Utilities
- May continue to decline, could be shift, may recover at some point – next few years will tell
- Unemployment continues to drop as job vacancies rise (good for job seekers)
- Manufacturing still dominates the landscape, but other industries such as retail trade, health care, and educational services still high
- Region needs more growth in higher paying health care technical occupations, manufacturing, and STEM
- OTY employment gains; 8 of 9 counties still below pre-recession
- Mankato-North Mankato continues to grow as an MSA, has quality industry diversification, access to low-cost and flexible employment, low unemployment and fluctuation in cost of living indices.
- By 2035, the workforce for aged 65+ will nearly double across the state and parts of SC

Questions?



Brent Pearson

**Labor Market Analyst
DEED LMI Office**

332 Minnesota St.
St. Paul, MN 55101-1351

Direct: 651-259-7407
brent.pearson@state.mn.us

*POSITIVELY
Minnesota*
Department of Employment and Economic Development

Attachment H

Industry Needs Identified by Employers and Community Partners

Agriculture

Issues include declining agriculture and industrial arts programs in high schools. Shortages noted in animal science and food science lab supervisors. Growth areas include custom applicators, agronomists and elevator operators. Mechanics require skill training due to the increased complexity and computerization of agricultural equipment. Training programs need to emphasize communication skills and hands-on experience.

Construction/Trades

There is tremendous growth in the construction/trades sector. Building permits are at the highest level in years. Great demand for skilled workers. Recruiting ethnic diversity and women to achieve contract goals.

Education & Social Services

The workforce is aging and retiring. Need to ensure a pipeline of workers with the right certifications and degrees (for example, Rehabilitation Services requires Master Degrees). Hiring individuals as technicians and then assisting them to attain the needed credentials.

Engineering

Recruiting engineers is very competitive. It is difficult to find experienced engineers. Need to develop strategies to retain engineers nearing retirement age. Need to provide hands-on experiences for those in training. In addition to technical skills, need individuals with good soft skills, leadership skills, and interpersonal skills.

Financial Services

Future demand in this sector may grow more rapidly due to increasing federal regulations. There is large and growing demand for financial planners and a continued demand for accountants. Succession planning is needed as current leaders move toward retirement and less-experienced people need to be prepared to replace them. Internships are important for hands-on/real-life experiences. Communication, critical thinking and problem-solving skills are important.

Healthcare

Rural medical facilities and long-term care institutions have difficulty competing for skilled workers. Long-term care facilities need Certified Nursing Assistants, Licensed Practical Nurses, and RNs. Experienced RNs (2 years of experience) needed for Home Care. Shortage in Dietary, Family Practice, Nurse Practitioners and Physician Assistants. Current long-term care RNs are aging. In addition to technical skills, also need individuals with good communication, teamwork, problem-solving and leadership skills.

Information Technology

There is a demand for Infrastructure and System Specialists/Technicians (2 year graduates) and engineers (4 year graduates). Industry hires 10 to 1 ratio of Technicians to Engineers. Training needs to provide more hands-on experience/internships. Industry needs to provide industry-specific training.

High level of continued training needed to keep skills up-to-date. Demand for workers will continue to grow.

Manufacturing

Manufacturers report the industry is going strong. Current workforce working overtime to meet demand. Demand for quality assurance, skilled machining and welding employees. Competition for skilled workers is intense. Food manufacturers & ethanol plants continue to have difficulty in hiring industrial maintenance technicians. Need individuals with Boiler Operator certification. Employers will continue to invest in automation requiring an increased number of employees with electronics and maintenance skills. A decline in high school Industrial Arts programs is impacting the industry as well as an aging workforce. In addition to technical skills and soft skills, math, communication and teamwork skills are important. Need to develop internal training to move current employees into management/supervision positions. Interested in developing advanced training.

Transportation

Truck drivers are in high demand. There is a shortage of experienced truck drivers. South Central does not have any local training programs. Need to develop career pathway for truck drivers based on insurance regulations requiring 2 years of behind the wheel experience. Industry is facing an aging workforce. Demand for Collision Repair Technicians with ICAR Certification. Workers need higher level of technical skills and hands-on/internship experiences.

South Central WorkForce Council Framework for Workforce Development

Mission

Develop and Maintain a Quality Workforce for South Central Minnesota

Founding Principle

The board will maintain objective administration & oversight of workforce development programs by contracting service delivery.

Legislation

Workforce Investment Act

Temporary Assistance for Needy Families

Demand Industries

*So. MN Priorities

Agriculture*
Transportation

Health Care*
Social Assistance
Education

Manufacturing*
Construction/
Mining

Bio Science*
Retail/Wholesale
Trade

Technology*
Finance &
Business

Renewable Energy*

FOUNDATIONAL

STRATEGIES

SKILLED WORKFORCE

Basic Skills
Work Readiness
Occupational Skills

INDUSTRY DRIVEN STRATEGIES

Labor Market Information
Connections to Industry
Career Pathways

STRONG COLLABORATIONS

Business
Community
Economic Development

RESOURCE ALIGNMENT

Education
Workforce Development

CONTINUOUS IMPROVEMENT

Measurable Outcomes & Evaluation
Technology/Improvement Strategies

RESPONSIVE TO LABOR MARKET CHANGES

MANAGE PUBLIC RESOURCES PRUDENTLY & ETHICALLY

OPERATIONAL

Worker Pipeline

FOCUS

Youth

1. Support career exploration opportunities that provides youth with knowledge of demand /STEM occupations.
2. Support work experience opportunities that connect youth to local employers & teaches work readiness skills.
3. Support community connections through service learning & civic engagement.
4. Support all youth achieving a HS diploma or GED.
5. Support occupational training that leads to a credential.
6. Identify service gaps for at-risk youth & leverage resources.

TANF

1. Implement work-first approach with strong focus on work readiness skills.
2. Provide case management services to identify and overcome barriers.
3. Provide connection to resources to address barriers to employment.
4. Support limited short-term training to prepare for entry level positions in demand industries;
 - Basic Skills
 - FastTRAC training programs
 - Occupational training opportunities to gain experience.
5. Provide job search services & connections to area employers.

Individuals w/Disabilities

1. Provide services to youth and adults with disabilities to achieve integrated community employment.
2. Provide assessment to identify strengths, interests, priorities & barriers to identify employment goal.
3. Provide career exploration.
4. Provide services for successful employment:
 - Counseling
 - Work preparation & skill training
 - Job search & placement services
 - Follow-up services
 - Identify resources & coordinate service delivery.
 - Collaborate with other agencies

Adults

1. Connect adults with appropriate resources.
2. Provide career counseling matching interest & abilities to demand occupations.
3. Provide case management to identify and address barriers.
4. Support Work Readiness skills training.
5. Support training that prepares to compete for demand occupations:
 - Basic Skills
 - Pre-Vocational & FastTRAC training
 - Occupational (Credentialed)
 - On-the-Job Training
6. Provide job search services & connection to area employers.

Dislocated Workers

1. Connect DWs with transition resources.
2. Provide career counseling that matches interests & abilities to demand occupations.
3. Connect employers w/DWs through communication network.
4. Support training that provides DWs with skills to compete for demand occupations including:
 - Basic skills training
 - Credentialed occupational training
 - Pre-Voc Training
 - On-the-Job Training
5. Provide job search/ placement connection with area employers.

Veterans

1. Provide Priority of Service to Veterans and other eligible persons.
2. Connect Veterans to appropriate resource support services.
3. Provide case management to identify & address barriers.
4. Provide job search/ placement connection to area employers.
5. Conduct outreach to identify veterans in need of intensive services.
6. Provide placement services to VA Chapter 31 veterans.
7. Promote Veterans to area employers

Attachment J South Central 2014 Demand Occupation List

SOC Code	Job Title	Current		Median		Total		Education Requirements
		Demand	Wage	Growth Rate	Openings			
434131	Loan Interviewers and Clerks	1	\$31,027/yr	Well Below Average	70	High school diploma or equivalent		
533032	Heavy and Tractor-Trailer Truck Drivers	2	\$36,261/yr	Well Above Average	1,940	High school diploma or equivalent		
311011	Home Health Aides	3	\$22,247/yr	Well Above Average	3,220	Less than high school		
291141	Registered Nurses	4	\$60,495/yr	NA	NA			
435081	Stock Clerks and Order Fillers	5	\$22,482/yr	Below Average	520	Less than high school		
439061	Office Clerks, General	6	\$27,741/yr	Above Average	1,570	High school diploma or equivalent		
399021	Personal Care Aides	7	\$23,254/yr	Well Above Average	1,840	Less than high school		
435071	Shipping, Receiving, and Traffic Clerks	8	\$30,218/yr	Below Average	210	High school diploma or equivalent		
292061	Licensed Practical and Licensed Vocational Nurses	9	\$37,813/yr	Above Average	750	Postsecondary non-degree award		
511011	First-Line Supervisors of Production and Operating	10	\$50,378/yr	NA	NA	Postsecondary non-degree award		
333012	Correctional Officers and Jailers	11	\$46,848/yr	Well Below Average	50	High school diploma or equivalent		
353021	Combined Food Preparation and Serving Workers, Inc	12	\$17,883/yr	Average	1,430	Less than high school		
433031	Bookkeeping, Accounting, and Auditing Clerks	13	\$32,842/yr	Average	620	High school diploma or equivalent		
132011	Accountants and Auditors	14	\$56,532/yr	Average	390	Bachelor's degree		
151132	Software Developers, Applications	15	\$78,588/yr	Below Average	30	Bachelor's degree		
436014	Secretaries and Administrative Assistants, Except	16	\$31,716/yr	Well Below Average	120	High school diploma or equivalent		
311014	Nursing Assistants	17	\$23,077/yr	NA	NA			
211021	Child, Family, and School Social Workers	18	\$49,765/yr	Below Average	110	Bachelor's degree		
372012	Maids and Housekeeping Cleaners	19	\$19,394/yr	Average	430	Less than high school		
291171	Nurse Practitioners	20	\$82,067/yr	NA	NA			
172112	Industrial Engineers	21	\$68,083/yr	Below Average	80	Bachelor's degree		
151199	Computer Occupations, All Other	22	\$58,153/yr	Below Average	20			
412011	Cashiers	23	\$18,653/yr	Below Average	2,330	Less than high school		
499041	Industrial Machinery Mechanics	24	\$45,944/yr	Well Above Average	430	High school diploma or equivalent		
433071	Tellers	25	\$24,545/yr	Well Below Average	460	High school diploma or equivalent		
515113	Print Binding and Finishing Workers	26	\$34,520/yr	Below Average	180	High school diploma or equivalent		
113031	Financial Managers	27	\$87,437/yr	Well Below Average	80	Bachelor's degree		
537064	Packers and Packers, Hand	28	\$19,297/yr	Below Average	340	Less than high school		
211093	Social and Human Service Assistants	29	\$36,944/yr	Above Average	700	High school diploma or equivalent		
151121	Computer Systems Analysts	32	\$67,824/yr	Below Average	40	Bachelor's degree		
292041	Emergency Medical Technicians and Paramedics	33	\$28,263/yr	Above Average	260	Postsecondary non-degree award		
515112	Printing Press Operators	34	\$40,405/yr	Below Average	190	High school diploma or equivalent		
131111	Management Analysts	35	\$74,509/yr	Well Above Average	150	Bachelor's degree		
131071	Human Resources Specialists	36	\$47,755/yr	NA	NA	Bachelor's degree		
537061	Cleaners of Vehicles and Equipment	37	\$22,121/yr	Average	280	Less than high school		
414012	Sales Representatives, Wholesale and Manufacturing	38	\$53,005/yr	Below Average	430	High school diploma or equivalent		

435061	Production, Planning, and Expediting Clerks	39	\$40,274/yr	Average	110	High school diploma or equivalent
151151	Computer User Support Specialists	40	\$39,448/yr	NA	NA	Some college, no degree
292052	Pharmacy Technicians	41	\$32,265/yr	Well Above Average	160	High school diploma or equivalent
132072	Loan Officers	42	\$60,910/yr	Average	230	High school diploma or equivalent
514023	Rolling Machine Setters, Operators, and Tenders, M	43	\$32,206/yr	Above Average	20	High school diploma or equivalent
131161	Market Research Analysts and Marketing Specialists	44	\$55,317/yr	Above Average	120	Bachelor's degree
131141	Compensation, Benefits, and Job Analysis Specialists	45	\$49,553/yr	Below Average	10	Bachelor's degree
119041	Architectural and Engineering Managers	46	\$98,219/yr	Average	60	Bachelor's degree
519061	Inspectors, Testers, Sorters, Samplers, and Weighers	47	\$36,763/yr	Above Average	220	High school diploma or equivalent
112022	Sales Managers	49	\$87,370/yr	Average	140	Bachelor's degree
452093	Farmworkers, Farm, Ranch, and Aquacultural Animals	50	\$22,959/yr	Average	190	Unavailable
151142	Network and Computer Systems Administrators	51	\$62,610/yr	Average	80	Bachelor's degree
131051	Cost Estimators	52	\$52,281/yr	Well Above Average	110	Bachelor's degree
319092	Medical Assistants	53	\$28,659/yr	Well Above Average	170	High school diploma or equivalent
515111	Press Technicians and Workers	54	\$47,167/yr	Well Below Average	40	Postsecondary non-degree award
292034	Radiologic Technologists	55	\$49,521/yr	NA	NA	Associate's degree
119111	Medical and Health Services Managers	56	\$76,881/yr	Above Average	130	Bachelor's degree
493041	Farm Equipment Mechanics and Service Technicians	57	\$36,590/yr	Average	140	High school diploma or equivalent
431011	First-Line Supervisors of Office and Administrative	58	\$46,231/yr	NA	NA	High school diploma or equivalent
519032	Cutting and Slicing Machine Setters, Operators, an	59	\$35,674/yr	Below Average	50	High school diploma or equivalent
292055	Surgical Technologists	60	\$46,946/yr	Average	20	Postsecondary non-degree award
519121	Coating, Painting, and Spraying Machine Setters, O	62	\$33,044/yr	Well Above Average	80	High school diploma or equivalent
173026	Industrial Engineering Technicians	63	\$40,630/yr	Well Below Average	30	Associate's degree
211023	Mental Health and Substance Abuse Social Workers	64	\$52,202/yr	Average	60	Bachelor's degree
131199	Business Operations Specialists, All Other	65	\$45,056/yr	Average	660	High school diploma or equivalent
131023	Purchasing Agents, Except Wholesale, Retail, and F	66	\$50,764/yr	Average	130	High school diploma or equivalent
514011	Computer-Controlled Machine Tool Operators, Metal	68	\$28,161/yr	Well Above Average	220	High school diploma or equivalent
499051	Electrical Power-Line Installers and Repairers	69	\$71,102/yr	Below Average	120	High school diploma or equivalent
151131	Computer Programmers	71	\$53,867/yr	Below Average	40	Bachelor's degree
113121	Human Resources Managers	72	\$80,903/yr	Below Average	10	Bachelor's degree
151152	Computer Network Support Specialists	73	\$46,655/yr	NA	NA	Some college, no degree
519023	Mixing and Blending Machine Setters, Operators, an	75	\$30,002/yr	Well Below Average	70	High school diploma or equivalent
519022	Grinding and Polishing Workers, Hand	76	\$33,999/yr	Below Average	10	Less than high school
493031	Bus and Truck Mechanics and Diesel Engine Speciali	77	\$36,430/yr	Average	210	High school diploma or equivalent
151134	Web Developers	78	\$47,799/yr	NA	NA	
519012	Separating, Filtering, Clarifying, Precipitating,	79	\$36,046/yr	Average	20	High school diploma or equivalent
173023	Electrical and Electronics Engineering Technicians	81	\$50,721/yr	Well Below Average	40	Associate's degree
373012	Pesticide Handlers, Sprayers, and Applicators, Veg	82	\$28,796/yr	Average	80	High school diploma or equivalent
331012	First-Line Supervisors of Police and Detectives	83	\$73,150/yr	Well Below Average	40	High school diploma or equivalent
292012	Medical and Clinical Laboratory Technicians	84	\$42,878/yr	Above Average	80	Associate's degree

173022	Civil Engineering Technicians	85	\$56,014/yr	Below Average	20	Associate's degree
194011	Agricultural and Food Science Technicians	86	\$37,545/yr	Below Average	50	Associate's degree
151133	Software Developers, Systems Software	87	\$96,458/yr	Above Average	20	Bachelor's degree
299091	Athletic Trainers	88	\$33,433/yr	Well Above Average	0	Bachelor's degree
131075	Labor Relations Specialists	89	\$18,807/yr	NA	NA	
211015	Rehabilitation Counselors	90	\$42,498/yr	Above Average	70	Master's degree
172071	Electrical Engineers	92	\$65,814/yr	Well Below Average	30	Bachelor's degree
292056	Veterinary Technologists and Technicians	93	\$26,832/yr	Well Above Average	90	Associate's degree
292081	Opticians, Dispensing	94	\$28,261/yr	Well Above Average	70	High school diploma or equivalent
113021	Computer and Information Systems Managers	95	\$97,312/yr	Average	30	Bachelor's degree
413031	Securities, Commodities, and Financial Services Sa	96	\$43,906/yr	Average	80	Bachelor's degree
491011	First-Line Supervisors of Mechanics, Installers, a	97	\$55,287/yr	NA	NA	High school diploma or equivalent
513021	Butchers and Meat Cutters	98	\$30,442/yr	Below Average	110	Less than high school
292011	Medical and Clinical Laboratory Technologists	99	\$59,640/yr	Above Average	30	Bachelor's degree
514111	Tool and Die Makers	100	\$48,096/yr	Average	0	High school diploma or equivalent
518091	Chemical Plant and System Operators	118	\$35,493/yr	Well Above Average	20	High school diploma or equivalent
292071	Medical Records and Health Information Technicians	196	\$36,397/yr	Above Average	100	Postsecondary non-degree award
434051	Customer Service Representatives	199	\$30,680/yr	Average	760	High school diploma or equivalent
514121	Welders, Cutters, Solderers, and Brazers	233	\$35,041/yr	Above Average	500	High school diploma or equivalent
499021	Heating, Air Conditioning, and Refrigeration Mecha	240	\$44,070/yr	Well Above Average	100	Postsecondary non-degree award
533033	Light Truck or Delivery Services Drivers	295	\$28,807/yr	Above Average	340	High school diploma or equivalent
537062	Laborers and Freight, Stock, and Material Movers,	302	\$26,720/yr	Above Average	990	Less than high school
412031	Retail Salespersons	310	\$20,255/yr	Average	2,320	Less than high school
472061	Construction Laborers	326	\$34,717/yr	Above Average	240	Less than high school
512099	Assemblers and Fabricators, All Other	328	\$26,959/yr	Above Average	300	High school diploma or equivalent