



Hennepin-Carver Workforce Development Board

Executive Summary: Hennepin – Carver Workforce Development Area 09 Local Plan Update

The Hennepin – Carver Workforce Development Board is committed to leading a coordinated, responsive, and future-focused workforce system that creates opportunity for residents and supports the talent needs of businesses throughout suburban Hennepin & Carver counties. The Hennepin – Carver Workforce Development Board (HCWDB) Local Plan update reaffirms our commitment to building a workforce system that is responsive to the ever-evolving needs of residents, businesses, and communities throughout our area, known as Workforce Development Area 9 (WDA 09). This document serves as the required update to the existing WDA 09 Local Plan and reflects current labor market conditions, federal and state policy changes, regional priorities, and updates to local strategies and partnerships. While the overall vision and direction of the Local Plan remain consistent, this update ensures that our workforce system continues to align with the Workforce Innovation & Opportunity Act (WIOA), Minnesota’s Combined State Plan, and the needs of our regional economy.

The success of the local workforce system is made possible through the collaboration of the HCWDB and its WIOA partners, including the Title I Adult, Dislocated Worker and Youth programs; Wagner-Peyser Employment Services, MN Department of Employment & Economic Development (DEED) – Job Service; Adult Education, MN Department of Education – Community Education; Vocational Rehabilitation Services, DEED – Vocational Rehabilitation Services; and other required and strategic partners that together comprise the CareerForce system. In partnership with community-based organizations, education institutions, employers, labor organizations, local governments, and economic development organizations, these partners work together to provide interconnected, customer-focused services that expand access to employment, education, training, and support services.

Together, the local workforce development system is committed to creating pathways that connect job seekers to family-sustaining employment while helping businesses recruit, develop, and retain the talent needed to remain competitive. Through coordinated service delivery, shared planning, and cross-program collaboration, partners leverage federal, state, local, and private resources to maximize impact, reduce barriers to employment, and improve outcomes for individuals, businesses, and the regional economy.

The local plan includes a description of the strategic planning elements, consisting of

- A. an analysis of the regional economic conditions including existing and emerging in-demand industry sectors and occupations and the employment needs of employers in those industry sectors and occupations;
- B. an analysis of the knowledge and skills needed to meet the employment needs of the employers in the region, including employment needs in in-demand industry sectors and occupations;
- C. an analysis of the workforce in the region, including current labor force employment (and unemployment) data, and information on labor market trends, and the educational and skill levels of the workforce in the region, including individuals with barriers to employment;

- D. an analysis of the workforce development activities (including education and training) in the region, including an analysis of the strengths and weaknesses of such services, and the capacity to provide such services, to address the identified education and skill needs of the workforce and the employment needs of employers in the region;
- E. a description of the local board's strategies and goals for preparing an educated and skilled workforce (including youth and individuals with barriers to employment), including goals relating to the performance accountability measures based on primary indicators of performance described in section 116(b)(2)(A) to support regional economic growth and economic self-sufficiency

As workforce needs to evolve, the HCWDB and its partners remain committed to innovation, collaboration, and continuous improvement. This plan update reflects the refinements to service delivery, partnership strategies, and system coordination while maintaining a focus on equitable access, high-quality customer service, data-informed decision-making, and accountability. Through this updated Local Plan, the HCWDB reaffirms its commitment to a coordinated, accessible, and responsive system that prepares individuals for in-demand careers, supports business competitiveness, and strengthens the long-term economic vitality of suburban Hennepin and Carver Counties.

WDA 09 (Hennepin-Carver) Local Plan 2027 – 2030

SECTION A: LOCAL BOARDS VISION, GOALS AND STRATEGIES

A.1. Describe the local area board's strategic vision for preparing a skilled workforce and how it aligns with the State's Vision, Goals and Strategies.

Vision: Work in partnership with all community members and employers to support and enhance an effective, efficient, and inclusive workforce development system which assures alignment between available talent and employer needs resulting in economic prosperity for all.

Mission: The Hennepin-Carver Workforce Development (HCWDB) board will:

- Foster individual and family economic well-being through the development of meaningful career pathways and employment opportunities.
- Provide a skilled talent pipeline to our employer partners through the strategic investment of workforce development resources and the building of collaborative partnerships.
- Work alongside community organizations to identify and recruit community members to participate in workforce development programs. This work is based on the workplace requirements expressed by our employer partners as well as the needs and interests of the community.

The board's vision and mission emphasize partnership, equitable access, and the delivery of efficient, effective, and inclusive services that respond to employer needs. Central to this vision is strengthening coordination and alignment across the workforce development system.

To ensure we have a readily available workforce, we are intentional about reaching all populations, including new Americans. The board is partnering with the MN Dept of Human Services - Office of Refugee & Resettlement Services and other community partners to assist new Americans with

accessing training and employment; continuing to focus on serving people within disadvantaged communities and all other underserved people in our WIOA, Minnesota Youth Program (MYP), and State Dislocated Worker programs; and partnering with the metro directors to promote Good Jobs principles through our partnership with Goodwill-Easter Seals and their Skills Accelerator initiative.

Hennepin County also serves a pivotal role as an employer, particularly within the sphere of youth internships and adult career pathways. Through strategic utilization of funding sources such as the MYP and Temporary Assistance for Needy Families (TANF) Youth Innovation funds, coupled with collaborative efforts with community partners like BrookLynk, Minneapolis College, and our MFIP Employment Service providers, the county is committed to advancing equitable workforce development initiatives. This multifaceted approach underscores Hennepin County and the HCWDB's dedication to closely aligning with the State's overarching goals of creating and expanding pathways to sustainable careers that meet the needs of a 21st century economy. These initiatives are designed to address disparities in workforce participation and representation based on race, ethnicity, disability, gender, veteran status, and age. By fostering inclusive opportunities and robust partnerships, Hennepin County and the HCWDB aim to cultivate a diverse and vibrant workforce that reflects the residents we serve.

Goals:

State Goals	Regional Goals	Local Goals
Increase interagency and local area coordination and alignment around shared goals, maximizing efficiency and coordination of workforce funding and programs and improving system integration, and creating a “no wrong door” approach for individuals or employers engaging in the workforce system.	Increase and deepen community partnerships and work closely to support regional workforce efforts to better align and coordinate with other partners and systems.	1) Ensure career pathways, services, and partnerships are in place to comprehensively reduce barriers to employment.
Build employer-led industry-sector partnerships across the state to create or expand responsive and equitable workforce development programs and career pathways with embedded work-based learning or on-the-job training, including Registered Apprenticeships, focused on closing gaps in participation and representation based on race, ethnicity, disability, gender, veteran status, and age.	Deepen coordination with economic development partners.	2) Increase employers' capabilities to expand effective productive hiring and retention programs to the benefit of employees and employer.
Create a more inclusive, equitable, accessible, and proactive workforce system to serve all Minnesotans, preparing employers and the current and emerging workforce for	Remove barriers for employment for all. Partner on Employer Accelerator initiative with Saint Paul Area Chamber, Minneapolis Regional Chamber of Commerce,	3) Increase awareness and use of workforce development programs in

the changing nature of work including new and emerging technology, changing labor market demands, and for the state's shifting demographics, including our new Minnesotans.	Goodwill-Easter Seals, and Urban League to focus on skills-based hiring. Prioritize regional coordination and support for “no wrong door” service delivery, inclusive employer strategies, outreach and promotion of population-specific hiring events.	historically underserved communities. 4) Ensure participants access experiential opportunities, education, and training that prepares them for employment in in-demand industries.
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A.2. Describe the local area board’s goals for preparing an educated and skilled workforce, including youth, individuals with barriers to employment, and individuals underrepresented in the local labor force.

The HCWDB’s goals are focused on expanding access to services for individuals that have been historically underserved by public programs and to ensure career pathways, services, and partnerships are in place to comprehensively reduce barriers to employment. We achieve this goal through leveraged resources, and connections to education and training partners driven by input from our employer partners.

Hennepin Growth and Opportunity (Hennepin GO) is a Hennepin County initiative designed to support youth interested in pursuing careers in public service and to expand access to early pathways into public sector roles. Through internships, externships, and other pathway experiences with Hennepin County, participants gain hands-on learning, mentorship, skill development, and job-shadowing opportunities—regardless of their previous experience.

We extend outreach beyond traditional school systems to engage a broader and more diverse group of young people, ensuring equitable access to real-world exposure, career pathways, and opportunities within public service.

Through Hennepin GO, the County partners with trusted community organizations, education consortiums, and schools to identify youth who may benefit from alternative pathways into education and employment, inviting them to participate in Hennepin GO Expos. These interactive career-exploration events highlight real-world roles, skills, and opportunities available in public service. Participants rotate through career exploration stations, where they can learn about a specific job through hands-on tasks, demonstrations, or interactive activities. Stations are identified via the career interests of our youth, and hosted by Hennepin County staff, who reflect our communities, who share their personal education and career journey and how it brought them to the position they are currently in. This strategy opens the youth to careers they may not have considered otherwise.

Participants in Hennepin GO activities and events include high school students in Career & Technical Education (CTE) programs across multiple area schools, youth involved in county-connected advisory or leadership programs, and economically disadvantaged or at-risk youth.

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

Performance goals are aligned with federal performance accountability measures and are clearly specified in all service provider contracts with an emphasis on meeting or exceeding goals. (At a minimum, providers are expected to achieve at least 50% of each individual goal negotiated for WDA 09).

Staff work closely with subgrantees to understand the WIOA policies, procedures, and accountability requirements up front. We monitor grantee progress and delve in where we see trends or nuances that can be improved upon. We provide in-person virtual training and connections to resources to ensure our providers are successful.

Our goals align with the performance accountability measures by ensuring that all the individuals we serve have well-rounded resources and the support they need to make informed career choices. and obtain the skills necessary to compete for demand occupations with family-sustaining wages, based on career pathway approaches that meet the needs of employers for a skilled workforce

In addition, programmatic performance measures, Hennepin County has created a data dashboard that has the capability of looking at trends, opportunities, success, within and across the programs managed. The dashboard gives staff the ability to gain a broad overview as it relates to:

- Demographics of individuals served, including gender, race, ethnicity, age, education level at enrollment,
- Credentials attained and credentials pending,
- Wages and hours per week at employment placement,
- Median hourly wage and wage change at placement,
- Types of support services participants are receiving,
- job occupations and sector placements, and much more.

This information not only supports proactive performance management but also helps us determine whether we are on track to meet the strategic goals outlined in this plan.

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

WDA 09 strategically aligns programming resources across a variety of funding sources to ensure that the vision of a robust and integrated system of career pathways, capable of assisting clients at various life intersections, is fully realized.

The establishment of our CareerForce locations, and the thoughtful consideration of our future location, is a strategic alignment of the core programs to meet the workforce development needs of area employers and job seekers. The co-location of WIOA programs, the relationships developed across partners, and the development of the Memorandum of Understanding and cost allocation plans all contribute to clear alignment and strong collaboration across core programs.

In June 2025, Hennepin-Carver WDA 09 selected a provider to carry out One-Stop Operator (OSO) services, including but not limited to coordinating service delivery, leveraging resources, and increasing

collaboration among the required federally-funded employment and training programs and local workforce providers that comprise the local one-stop system, both within the CareerForce Centers and out in the local community. The role of the One-Stop Operator is essential to the implementation of the Hennepin-Carver Workforce Development Board's (HCWDB) Strategic Vision aimed at strengthening the talent development ecosystem.

During their first year, the OSO, a partnership between National Able Network and ScaleLIT, has brought significant advancements to Hennepin-Carver WDA, including the implementation of a universal referral system— Airtable— and the onboarding of local WIOA Adult, WIOA Dislocated Worker (DW), Wagner Peyser, Adult Basic Education (ABE) providers as well as local Community College training and education partners. The OSO has also launched standardized onsite customer satisfaction surveys at all three CareerForce locations and implemented the usage of Disco as a centralized partner resource hub. These improvements build a more cohesive, aligned, multiorganizational ecosystem that supports efficient service delivery and improved customer outcomes.

The HCWDB has become more fully integrated with the programming and resources of both Hennepin and Carver Counties. Staff have regular discussions about what additional resources, programs, and services provided by the Counties (and non-governmental partner entities) can be leveraged to ensure the success of our providers and that resources align with the needs of our residents. An example of leveraged services is our library employment navigation program, where a local community-based organization provides onsite employment and navigation services to local employment and training opportunities.

As it relates to the alignment of resources to ensure our residents come first and the board's vision is met is how Hennepin & Carver Counties have partnered in serving youth. We understand the counties are unique to each other and are building on those strengths in placing youth in internships. Under the Hennepin GO strategy we can serve Carver County youth via Hennepin County internship opportunities. This partnership leverages dollars in a way that minimizes administrative overhead, aligns strategies across counties, and meets our youth where they are in their career journey.

To ensure the board's vision is met, we often require an additional funding source as the WIOA program rules and regulations may be barriers for individuals at specific points in time. An example of successful alignment is the Hennepin County People Exiting Homelessness pilot program. This program, funded with county property tax resources, has allowed us to serve individuals facing homelessness and housing insecurity in a way that meets their needs immediately and is showing extremely positive results that demonstrate employment and housing stability. The learnings from this pilot will influence the board's strategic vision and our WIOA programming moving forward.

An example of intentional services is the partnership between the WIOA Adult and SNAP Employment & Training programs. We know there are very limited SNAP E&T resources, specific to the Time Limited Recipients of SNAP, so we have partnered with one of our providers to co-enroll as many eligible SNAP E&T individuals in WIOA Adult as possible to ensure individuals have access to the appropriate employment & training services while maintaining food stability. This requires a duplication of effort for this provider and resident, but it is essential to the success of our residents as we aim to eliminate disparities within our service area.

Finally, staff will continue to work to better align and coordinate amongst the larger workforce delivery system that includes our WIOA core partners and others in our WDA and our region.

A.5. Describe a best practice or area of strength of the local area as it relates to the State’s Vision, Goals and Strategies that should be considered for replication or scale across the state.

There are many great strategies within the local area as it relates to identifying trends in labor market data, enhancing employer relationships, and connecting to education in meaningful ways for everyone served. This WDA recognizes employment is a key strategy for eliminating disparities within our service area. When we combine employment strategies with those of education, income, health, connectivity, justice, and housing we see the multitude of barriers individuals may be facing. When providing this holistic approach, we identify resident barriers/opportunities and make connections to services in a meaningful way.

Another strength of this local area is focused on data-driven decision-making processes. We collect and analyze data that goes beyond the performance measures required by state and federal regulations. The Department of Workforce Development (DWD) has created a dynamic platform for reviewing program data within and across programs. We analyze resources allocated for support services, demographics, geography, wage increases, credential attainment, and placement within sectors and occupations. This data is collected across all programs which allows us to see correlations amongst similar populations which will create opportunities to establish best practices, leverage existing systems, identify service delivery models that move individuals further in their career goals.

The People Exiting Homelessness Pilot Program has been a valuable learning experience for our WDA. During the pandemic, the County placed navigators within shelters to assist individuals in understanding and overcoming barriers to housing, education, employment, and wellbeing. The navigation support, prior to referral for employment and training, has proven to be extremely valuable. People facing housing insecurity have a stronger foundation to meet their goals versus navigating the system alone. The pilot shows demonstrable outcomes in connecting individuals to work experience, education, and employment. Strong relationships and flexible resources have contributed to the unprecedented success of this pilot.

Finally, Hennepin-Carver’s selected OSO, a partnership between National Able Network and ScaleLIT, has played a critical role in building a more cohesive, aligned, and customer centered workforce system. While the OSO has launched several improvements in the first year of their contract, the most transformative innovation underway is the development and implementation of a universal referral system using the Airtable platform. Although still in its early stages, this system is already demonstrating strong promise as a unifying tool for coordinated service delivery across our network. What began as a solution to strengthen interagency referrals is now evolving into an infrastructure that has the potential, over the next several years, to support shared accountability, consistent follow-up, and more seamless customer navigation across programs as the system matures and adoption expands.

A.6. Describe the sectors or occupations of focus for the local area board, including:

a. How those sectors compare to the sectors of focus within your workforce region;

According to the Department of Employment and Economic Development's (DEED) [Quarterly Census of Employment and Wages](#) (QCEW) Workforce Development Area 09 (WDA 09) had 33,159 establishments supplying 641,363 covered jobs during annual 2025. As such, WDA 09 is the largest-employing WDA in the State of Minnesota. More specifically, WDA 09 accounts for more than one-fifth (21.8%) of Minnesota's total employment and one-third (36.2%) of the Seven-County Metro Area's total employment. Any employment and industry shifts happening in WDA 09 are going to have profound impacts on regional and statewide trends.

Industry	Number of Firms	Number of Jobs	Share of Total Jobs	Total Annual Payroll (\$1,000s)	Avg. Annual Wage
Total, All Industries	33,159	641,363	100.0%	\$56,534,423	\$88,147
Health Care & Social Assistance	4,954	105,478	16.4%	\$7,291,610	\$69,129
Manufacturing	1,436	69,393	10.8%	\$6,931,175	\$99,883
Retail Trade	2,827	57,250	8.9%	\$2,548,871	\$44,522
Professional, Sci., & Technical Services	4,678	54,821	8.5%	\$7,183,041	\$131,027
Accommodation & Food Services	1,985	44,191	6.9%	\$1,408,680	\$31,877
Finance & Insurance	2,167	39,966	6.2%	\$6,271,618	\$156,924
Administrative & Support Services	1,834	39,153	6.1%	\$2,221,044	\$56,727
Wholesale Trade	2,301	36,184	5.6%	\$4,593,370	\$126,945
Educational Services	770	35,394	5.5%	\$2,207,716	\$62,375
Management of Companies	466	32,185	5.0%	\$5,026,181	\$156,165
Transportation & Warehousing	622	31,066	4.8%	\$2,923,714	\$94,113
Construction	2,321	30,900	4.8%	\$3,260,379	\$105,514
Other Services	3,516	17,214	2.7%	\$926,067	\$53,797
Public Administration	145	14,751	2.3%	\$1,132,304	\$76,761
Real Estate & Rental & Leasing	1,632	11,662	1.8%	\$1,004,139	\$86,103
Arts, Entertainment, & Recreation	602	11,215	1.7%	\$371,983	\$33,168
Information	768	8,156	1.3%	\$942,121	\$115,513
Utilities	33	1,250	0.2%	\$203,044	\$162,435
Agriculture, Forestry, Fishing & Hunting	95	795	0.1%	\$34,913	\$43,915
Mining	9	333	0.1%	\$52,452	\$157,514
Source: DEED Quarterly Census of Employment and Wages					

Top-employing industry sectors in WDA 09 include Health Care & Social Assistance; Manufacturing; Retail Trade; Professional, Scientific, & Technical Services; and Accommodation & Food Services. Health Care & Social Assistance, with 4,954 establishments supplying 105,478 jobs, accounts for 16.4% of WDA 09's total employment. Manufacturing, with 1,436 establishments supplying 69,393 jobs, accounts for 10.8% of WDA 09's total employment. Together, more than one quarter (27.3%) of WDA 09's total jobs are found within Health Care & Social Assistance and Manufacturing. Retail Trade, with 2,827 establishments supplying 57,250 jobs, accounts for 8.9% of WDA 09's total employment. Professional, Scientific, & Technical Services, with 4,678 establishments supplying 54,821 jobs, accounts for 8.5% of WDA 09's total employment. Accommodation & Food Services, with 1,985 establishments supplying

44,191 jobs, accounts for 6.9% of WDA 09’s total employment. Altogether, WDA 09’s top five-employing industry sectors account for more than half (51.6%) of the WDA’s total employment.

When compared with Minnesota’s industry employment, WDA 09 has significantly higher shares of employment in the following industries: Management of Companies; Professional, Scientific, & Technical Services; Real Estate & Rental & Leasing; Administrative & Support Services; Finance & Insurance; Wholesale Trade; and Transportation & Warehousing. This industry comparison with the state is done with the use of [location quotients](#). Location quotients (LQs) are a measurement of an industry’s employment concentration in a specified geography relative to that industry’s employment concentration in a larger benchmark region. LQs at or above 1.2 are generally considered to be significant and imply the exporting of goods and services. With significantly higher LQs, the following industries in WDA 09 make up between 30% and 40% of Minnesota’s total employment: Management of Companies (38.1% of Minnesota’s total employment in WDA 09); Professional, Scientific, & Technical Services (33.0%); Real Estate & Rental & Leasing (32.5%); Administrative & Support Services (32.2%). Many of these industries with higher concentrations of employment in WDA 09, such as Management of Companies or Professional & Technical Services, employ occupations that typically require higher levels of post-secondary education and have higher average annual wages.

Making up over one-third of the Metro Area’s total employment, WDA 09’s industry employment closely matches the Metro Area’s industry employment. There are, however, some subtle differences present. For example, WDA 09 has slightly higher shares of the following industry employment:

- Professional, Scientific, & Technical Services: 8.5% employment share in WDA 09 (6.9% employment share in the Metro Area)
- Administrative & Support Services: 6.1% employment share in WDA 09 (4.7% employment share in the Metro Area)
- Wholesale Trade: 5.6% employment share in WDA 09 (4.4% employment share in the Metro Area)
- Manufacturing: 10.8% employment share in WDA 09 (9.6% employment share in the Metro Area)
- Management of Companies: 5.0% employment share in WDA 09 (4.0% employment share in the Metro Area)
- Finance & Insurance: 6.2% employment share in WDA 09 (5.6% employment share in the Metro Area)

WDA 09 has slightly lower shares of employment in the following industries:

- Educational Services: 5.5% employment share in WDA 09 (7.9% employment share in the Metro Area)
- Public Administration: 2.3% employment share in WDA 09 (4.6% employment share in the Metro Area)
- Health Care & Social Assistance: 16.4% employment share in WDA 09 (18.1% employment share in the Metro Area)
- Accommodation & Food Services: 6.9% employment share in WDA 09 (7.6% employment share in the Metro Area)
- Other Services: 2.7% employment share in WDA 09 (3.2% employment share in the Metro Area)

**Table 2. WDA 09 Industry Concentration, Annual 2025
Sorted by Location Quotient**

Industry	2025 Number of Jobs	Location Quotient	Share of Minnesota Employment	Share of Metro Area Employment
Total, All Industries	641,363	-	21.8%	36.2%
Management of Companies	32,185	1.7	38.1%	45.0%
Professional, Sci., & Technical Services	54,821	1.5	33.0%	44.9%
Real Estate & Rental & Leasing	11,622	1.5	32.5%	43.0%
Administrative & Support Services	39,153	1.5	32.2%	47.4%
Finance & Insurance	39,966	1.3	29.3%	40.4%
Wholesale Trade	36,184	1.2	27.2%	46.9%
Transportation & Warehousing	31,066	1.2	26.9%	39.5%
Manufacturing	69,393	1.0	22.0%	40.9%
Construction	30,900	1.0	20.8%	37.2%
Retail Trade	57,250	0.9	20.4%	37.7%
Arts, Entertainment, & Recreation	11,215	0.9	20.0%	30.0%
Accommodation & Food Services	44,191	0.9	19.3%	33.0%
Health Care & Social Assistance	105,478	0.9	18.9%	32.8%
Other Services	17,214	0.9	18.9%	30.7%
Information	8,156	0.8	18.3%	30.3%
Educational Services	35,394	0.7	15.0%	25.3%
Public Administration	14,751	0.5	10.0%	18.0%
Utilities	1,250	0.4	8.4%	17.5%
Mining	333	0.3	5.9%	58.3%
Agriculture, Forestry, Fishing & Hunting	795	0.2	3.3%	20.9%
Source: DEED Quarterly Census of Employment and Wages				

Additionally, support for new job opportunities in energy efficiency, renewable energy, and green infrastructure is being prioritized, ensuring that the workforce remains equipped with the skills necessary to thrive in the evolving green economy. Through the implementation of solutions and support for community-driven initiatives, including financing options, job training, workforce development, and increased investment in vulnerable communities, the board is laying the foundation for a sustainable and prosperous future for all. To this end, we have begun tracking credentials and employment placements within green careers as well as those leading to green ready careers.

b. The demographic makeup of the labor force in those sectors as compared to the local labor force, and how the local area will work to close any identified gaps;

Data from the U.S. Census Bureau's Quarterly Workforce Indicators (QWI) reveal that demographic makeup of workers in statewide, regional, and local economies.

- When analyzing by race and ethnicity, WDA 09 had the following employment demographics for the total of all jobs: 80.3% workers reporting as white, 9.2% workers reporting as Black or African American, 0.6% workers reporting as American Indian or Alaska Native, 7.6% workers reporting as Asian or Other Pacific Islander, 2.3% workers reporting two or more races, and 6.0% workers reporting Hispanic or Latino origins (of any race).

- When analyzing by gender, WDA 09 had the following employment demographics for the total of all jobs: 49.2% workers reporting as male, and 50.8% workers reporting as female.
- When analyzing by age, WDA 09 had the following employment demographics for the total of all jobs: 11.7% workers between the ages of 14 and 24 years, 64.5% of workers between the ages of 25 and 54 years, 16.6% of workers between the ages of 55 and 64 years, and 7.2% of workers 65 years of age and older.

The following industries will be highlighted considering these demographics: Health Care & Social Assistance; Manufacturing; Retail Trade; Professional, Scientific, & Technical Services; Management of Companies; and Finance & Insurance.

- **Health Care & Social Assistance**
 - White: 67.3%
 - Black or African American: 22.7%
 - American Indian or Alaska Native: 0.7%
 - Asian or Other Pacific Islander: 6.7%
 - Two or More Races: 2.7%
 - Hispanic or Latino (of any race): 4.9%
 - Male: 24.2%
 - Female: 75.8%
 - 14-24 years: 12.4%
 - 25-54 years: 64.8%
 - 55-64 years: 15.3%
 - 65+ years: 7.5%
- **Manufacturing**
 - White: 73.2%
 - Black or African American: 8.5%
 - American Indian or Alaska Native: 0.7%
 - Asian or Other Pacific Islander: 15.8%
 - Two or More Races: 1.9%
 - Hispanic or Latino (of any race): 8.6%
 - Male: 67.4%
 - Female: 32.6%
 - 14-24 years: 5.6%
 - 25-54 years: 65.6%
 - 55-64 years: 21.8%
 - 65+ years: 7.0%
- **Retail Trade**
 - White: 79.0%
 - Black or African American: 9.9%
 - American Indian or Alaska Native: 1.0%
 - Asian or Other Pacific Islander: 6.4%
 - Two or More Races: 3.7%
 - Hispanic or Latino (of any race): 8.6%
 - Male: 50.3%
 - Female: 49.7%
 - 14-24 years: 28.2%
 - 25-54 years: 48.6%

- 55-64 years: 13.7%
- 65+ years: 9.6%
- **Professional, Scientific, & Technical Services**
 - White: 84.2%
 - Black or African American: 3.7%
 - American Indian or Alaska Native: 0.3%
 - Asian or Other Pacific Islander: 9.8%
 - Two or More Races: 2.0%
 - Hispanic or Latino (of any race): 3.5%
 - Male: 52.0%
 - Female: 48.0%
 - 14-24 years: 4.5%
 - 25-54 years: 73.8%
 - 55-64 years: 16.0%
 - 65+ years: 5.6%
- **Management of Companies**
 - White: 83.7%
 - Black or African American: 5.5%
 - American Indian or Alaska Native: 0.4%
 - Asian or Other Pacific Islander: 8.3%
 - Two or More Races: 2.1%
 - Hispanic or Latino (of any race): 5.0%
 - Male: 52.1%
 - Female: 47.9%
 - 14-24 years: 6.1%
 - 25-54 years: 72.6%
 - 55-64 years: 16.4%
 - 65+ years: 4.9%
- **Finance & Insurance**
 - White: 87.1%
 - Black or African American: 3.7%
 - American Indian or Alaska Native: 0.3%
 - Asian or Other Pacific Islander: 7.2%
 - Two or More Races: 1.7%
 - Hispanic or Latino (of any race): 3.1%
 - Male: 45.7%
 - Female: 54.3%
 - 14-24 years: 3.6%
 - 25-54 years: 70.6%
 - 55-64 years: 20.5%
 - 65+ years: 5.3%

Table 3 highlights the most recent 2024 5-year labor force estimates for WDA 09 from the U.S. Census Bureau's American Community Survey (ACS). This data reveals very similar demographic compositions in the WDA's labor force to its industry employment, as previously revealed by data from the Quarterly Workforce Indicators. For example, where 64.3% of WDA 09's labor force is between the ages of 25 and 54 years, 64.5% of jobs held in the region are by those in the same age cohort. There is a slight

imbalance when analyzing race and ethnicity. Where 72.6% of the WDA's labor force reports as white, 80.3% of the jobs in the region are held by white workers.

Table 3. WDA 09 Employment Characteristics, 2024						Percent of Total Labor Force	
	WDA 09 - Hennepin-Carver			Minnesota		WDA 09	State - Wide
	In Labor Force	Labor Force Partic. Rate	Unemp. Rate	Labor Force Partic. Rate	Unemp. Rate		
Total Labor Force	534,054	70.6%	3.7%	68.1%	4.1%		
16 to 19 years	20,839	49.2%	11.4%	52.6%	10.3%	3.9%	5.1%
20 to 24 years	35,457	84.1%	6.7%	83.3%	6.6%	6.6%	9.5%
25 to 44 years	238,988	90.9%	3.0%	88.7%	3.7%	44.7%	43.4%
45 to 54 years	104,750	89.3%	3.2%	87.8%	3.0%	19.6%	18.7%
55 to 64 years	96,936	76.6%	2.9%	72.7%	3.2%	18.2%	17.2%
65 to 74 years	32,035	32.7%	4.1%	27.7%	3.6%	6.0%	5.2%
75 years & over	5,338	7.9%	3.9%	6.7%	3.2%	1.0%	0.9%
Employment Characteristics by Race & Hispanic Origin							
White alone	387,800	68.4%	3.1%	67.0%	3.5%	72.6%	78.7%
Black or African American	51,296	78.0%	7.8%	70.8%	8.7%	9.6%	6.5%
American Indian & Alaska Native	1,845	64.0%	3.1%	58.0%	10.8%	0.3%	0.7%
Asian or Other Pac. Islanders	43,299	78.4%	2.6%	75.2%	3.5%	8.1%	5.5%
Some Other Race	17,372	76.4%	6.3%	75.4%	5.8%	3.3%	2.9%
Two or More Races	32,915	76.8%	4.0%	74.0%	5.7%	6.2%	5.9%
Hispanic or Latino	33,439	79.3%	4.1%	76.6%	5.8%	6.3%	6.1%
Employment Characteristics by Veteran Status, 18 to 64 years							
Veterans, 18 to 64 years	12,435	86.6%	3.5%	80.9%	4.6%	2.5%	3.1%
Employment Characteristics by Disability, 20 to 64 years							
With Any Disability, 20 to 64 years	22,683	58.2%	8.4%	56.1%	9.4%	4.8%	6.4%
Employment Characteristics by Educational Attainment, 25 to 64 years							
Population, 25 to 64 years	441,029	87.1%	3.0%	84.5%	3.4%	82.6%	79.4%
Less than H.S. Diploma	16,126	72.1%	4.1%	66.2%	4.9%	3.7%	4.6%
H.S. Diploma or Equivalent	53,686	78.3%	2.2%	76.6%	2.5%	12.2%	18.5%
Some College or Assoc. Degree	110,005	86.1%	3.9%	85.0%	3.7%	24.9%	31.7%

Bachelor's Degree or Higher	260,799	90.6%	2.3%	90.5%	2.2%	59.1%	45.1%
Employment Characteristics by Gender, 16 Years and Over							
Male	277,979	75.2%	3.7%	71.6%	4.4%	52.0%	52.4%
Female	256,314	66.2%	3.6%	64.7%	3.7%	48.0%	47.3%
Source: U.S. Census Bureau, American Community Survey 5-Year Estimates							

The board will focus on closing the gaps in services and programming for people of color in the industries mentioned above. We will continue to support our employment services providers efforts to partner with people of color and new Americans. We will utilize our Power BI mapping technology to identify communities that are under-resourced and under-served, and we will work with our providers to develop strategies to serve these communities.

Additionally, the board's Employer Relations and Strategic Talent Pathways Work Groups are working to implement the following strategies to close these gaps:

- Partnering with area high schools to host more job fairs and employer outreach.
- Increase understanding of opportunities in the Professional, Scientific & Technical sector and manufacturing sectors. Director serves as a consultant on the DIMI Advisory Board to develop strategies to diversify the manufacturing sector.
- Promote opportunities in residential, commercial, heavy and civil engineering, and specialty trade contractors.
- Provide program participants career exploration information and emphasize areas of focus within the local plan amongst our providers.
- Identify and establish alignment opportunities between refugee & resettlement services with MFIP Employment Services as well as with the WIOA title programs.

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

The board's Employer Relations Work Group build relationships, shares knowledge, and coordinates resources between the HCWDB and private, public, and non-profit employers, supporting local employers with hiring and retaining skilled workers, and developing strategies for addressing employer challenges and advancing employer priorities. The HCWDB also has an established partnership with the Hennepin County Workforce Leadership Council which allows the HCWDB employer relation work group to learn with business leaders to better understand and implement changes as it relates to solving employer pain points with attraction, retention, and advancement of the workforce.

Employer Relations work is focused on increasing employers' awareness of the services and resource available to them and to strengthen partnerships with key stakeholders in underserved communities which will increase awareness of and usage of WDA programs and services for people of color and new Americans.

The board's Strategic Talent Pathways Work Group aligns well as this group is also focused on expanding opportunities for job seekers and training providers. The Strategic Talent Pathways Work group prioritizes aligning career pathways with current and emerging labor market trends and

increasing access to career pathways programming. Through collaboration with educational institutions, training providers, and community partners, the work group identifies gaps, evaluates program effectiveness, and leverages resources to ensure relevant, high-quality training opportunities.

Strategic Talent Pathways work will focus on career pathway development, relationship-building with training providers, education partners, and community-based organizations, and leveraging resources and opportunities to expand awareness and access for residents and community members.

A.7. Describe the process used by the local area board to provide opportunity for public comment, including comment by representatives from businesses and comment by representatives of labor organizations, and input into the development of the local plan, prior to submission of the plan.

Local planning and regional planning within the metro area have been done concurrently. Upon completion of a draft plan, the required comment period was provided, with the plan circulated to known partners and community contacts electronically; as well as in a widely accessible internet posting on the Hennepin County, Hennepin-Carver Workforce Development Board, and Carver County websites. The Local Plan was also the subject of a public hearing during the Administration, Operations & Budget committee of the Hennepin County Board of Commissioners on August 25th, 2026. By virtue of undergoing review by the HCWDB, the Hennepin County Board and the Carver County Board, the document was appropriately noticed to the public.

A.8. Describe how the local area is working together to prepare the workforce for state and federal investments in the Bipartisan Infrastructure Law (BIL), the Creating Helpful Incentives to Produce Semiconductors (CHIPS) and Science Act, and the Inflation Reduction Act (IRA) (collectively referred to as Investing in America (IIA)) as applicable.

The WDB's Executive Director is an active participant in the Microelectronics Partnership on behalf of the Metro WIOA Directors as well as Greater MSP's and the Governor's Workforce Development Board's efforts related to the CHIPS Coalition. Currently, several members of the CHIPS coalition including Seagate, Medtronic, TEL Manufacturing, and Polar Semiconductor are members of the HCWDB work groups or are board members of the formal HCWDB.

SECTION B: PROGRAM OPERATIONS

CareerForce Operations – Connection to Services

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

The HCWDB, in consultation with our core partners, has designated three CareerForce locations to serve suburban Hennepin and Carver counties. The current locations of CareerForce Centers within Workforce Development Area (WDA) 09 include Chaska, Bloomington, and Brooklyn Center. We receive monthly reports on the usage of our locations including workshop attendance, job fairs, hiring and networking events, job clubs, new jobseekers, veterans, employers posting jobs orders, job orders

created, one-on-one career consultations, computer room usage, and employer services. This data includes demographic information and is broken down by CareerForce location.

HCWDB staff can access an interactive tool via Hennepin County which overlays multiple census datapoints on top of our service area, including areas of poverty, people with disabilities, wage data, age, etc. This tool shows that our CareerForce locations are in areas that are accessible to multiple categories of potential program participants. System partners have representation on the HCWDB which allows many opportunities to provide input and participate in the decision-making process.

B.2. Describe the strategies to ensure proper connectivity and coordination among the physical sites within the local workforce development area.

WDA 09 has a service delivery system that extends beyond the CareerForce locations and provides direct services via community-based organizations throughout suburban Hennepin County and Carver County. Our network of providers offers common programs, services, and activities plus they are each uniquely positioned to present additional opportunities and complimentary services to customers by leveraging non-WIOA funding and connections to community partners.

CareerForce locations and provider service sites may be physically separate, yet via our integrated OSO structure we remain strong as we share information and connections for their customers through staff communication, information sessions, marketing materials, and online via websites.

The One Stop Operator has significantly strengthened the jobseeker experience by improving navigation, access, and service consistency across the CareerForce network. The expanded Airtable referral system now connects all program providers—regardless of physical location—creating a unified platform for coordinating service delivery. This shared system enables seamless transitions between programs, ensuring jobseekers experience warm handoffs, reduced delays, and clear pathways across partners. In the first quarter alone, partners generated 220 referrals—a 35 percent increase—across ten organizations, with new Adult Basic Education and community college partners onboarded to broaden available pathways. Over the next year, the system will continue to expand to include Vocational Rehabilitation, WIOA Youth, and non-WIOA partners within our service area, further strengthening cross program coordination and expanding the reach of integrated services.

The OSO has also launched standardized on-site customer satisfaction surveys at all three CareerForce locations and implemented the usage of Disco as a centralized partner resource hub. These improvements build a more cohesive, aligned, multiorganizational ecosystem that supports efficient service delivery and improved customer outcomes.

Suburban Hennepin and Carver Counties still have areas with limited connectivity opportunities, meaning pockets without efficient broadband connection and with limited transportation options. Because of this it remains critical that our CareerForce locations and partnerships are utilized to their fullest and resources are allocated to ensure connectivity across the entirety of the WDA.

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

HCWDB staff host provider meetings (Adult/DW and Youth) to review programming, client flow, and ensure high-quality coordinated service between CareerForce locations and partner sites in suburban Hennepin and Carver County. The strength of our One Stop partnership is a benefit to participants

across all programs. Because our Workforce Development Area is formed under a Joint Powers Agreement (JPA) between Hennepin and Carver Counties, there is an ongoing and mindful connection between the partners within the workforce development system and the programs and resources available through the counties, which is critical in aligning and leveraging resources.

In addition to the implementation of the universal referral system and centralized partner resource hub, Disco, the One-Stop Operator has also implemented quarterly cross-training sessions to ensure staff across WIOA Core and Required programs understand the eligibility requirements, enrollment processes, and services available throughout the local workforce system. This ensures jobseekers receive accurate guidance no matter the entry point. Staff report that training supports more effective “warm referrals” and program matching.

B.4. Describe other strategies that will be used to maximize services and access to services, such as non-traditional hours or using partner facilities.

The Hennepin County DWD partners closely with our library system. Many residents utilize the library system for career exploration and job search. To meet residents where they are, and where they physically feel comfortable, we determined it would be appropriate to partner with a community-based organization to serve as a liaison for employment services at several county libraries. The organization was selected through a competitive process, based on services provided within their organization, ability to connect residents to services, experience with diverse and underrepresented populations. The library system was extremely happy with the success of this program as are the residents whom we served. Due to the success of this pilot, we are in deeper discussions regarding an expanded alignment strategy that would bring our WIOA title services to the libraries via an expansion of the already existing CareerForce Corners.

Providers are in heart of the community within diverse neighborhoods with concentrated areas of poverty that are easily accessed by public transit. Career counselors also take a community-based approach, which means if an individual can’t make it to any of those locations, they will find another safe community space close to them so that transportation is not a barrier to enrollment.

Our providers attend large scale community wide events across the Twin Cities, including Juneteenth events, Twin Cities Pride Festival, Minneapolis Open Streets, Urban League Family Fun Days, and various Community Events in Brooklyn Park and Brooklyn Center. Along with large scale community events, our providers also regularly attend smaller events or host tables at a variety of locations, including Farmers markets, Hennepin County Libraries in Suburban Hennepin County and the City of Minneapolis, Veterans hiring events, transition fairs for those incarcerated, hiring events specific to BIPOC community members, and more.

Carver County is also committed to the “no wrong door” approach, utilizing strategies such as meeting with customers in the evenings outside of non-traditional hours; meeting customers who are unable to get to the CareerForce Center at their homes, coffee shops, and libraries; and meeting youth at their schools.

In addition to the services mentioned above our CareerForce system has the following online tools, which are accessible 24/7: scheduling system, resume writing tools, career exploration videos and resources, job search tools, digital literacy tools, and much more.

B.5. Describe the strategic approaches to ensure all elements of Career Services are available at service locations or online, including services for youth and individuals with barriers to employment or service access.

Because we have a decentralized service delivery model, it is imperative we have an organized, streamlined referral systems that ensure customers get connected with the services they can most benefit from. Within the first contract year of working with our WDA and service providers, the One-Stop Operator (OSO) has developed and implemented a universal referral system using the Airtable platform. Although still in its early stages, this system is already demonstrating strong promise as a unifying tool for coordinated service delivery across our network. What began as a solution to strengthen inter-agency referrals is now evolving into an infrastructure that has the potential, over the next several years, to support shared accountability, consistent follow-up, and more seamless customer navigation across programs as the system matures and adoption expands.

In addition to the implementation of the universal referral system and centralized partner resource hub, Disco, the One-Stop Operator has also implemented quarterly cross-training sessions to ensure staff across WIOA Core and Required programs understand the eligibility requirements, enrollment processes, and services available throughout the local workforce system. This ensures jobseekers receive accurate guidance no matter the entry point. Staff report that training supports more effective “warm referrals” and program matching.

In addition to utilizing the CareerForceMN.com platform, Hennepin County has pulled together variety of funding sources to ensure all providers operating in WDA 09 have access to Elevate Futures and Talent Neuron Recruit. Staff sends out weekly emails to our providers to generate interest and answer questions they have; virtual trainings are being provided twice per month.

B.6. Describe how the local area board will facilitate access to services provided through the one-stop delivery system, including in remote areas, through the use of technology and other means.

Within suburban Hennepin County we partner with the Department of Broadband and Digital Inclusion. This partnership has allowed us to connect residents to devices, internet connectivity, and digital literacy assistance. Through this partnership we have connected our program participants to services such as obtaining hot spots, connections to digital literacy, obtaining devices including laptops, access to MS Word for resume writing and more.

B.7. Describe how the one-stop centers are implementing and transitioning to an integrated, technology-enabled intake and case management information system for programs carried out under WIOA and programs carried out by one-stop partners.

All Workforce Development Areas, public and nonprofit partners included, are using Workforce One as the primary tool for capturing intake and case management information.

We currently use technology to help us to maintain contact with job seekers and provide to case management services. We will continue to support the efforts of CareerForce.MN.gov, Elevate Futures, DEED/DHS apps, to develop on-line services for individuals, especially for those customers

with limited barriers that are able to self-serve.

Within our WDA, we are integrating data across programs to break down silos and identify opportunities for co-enrollment and the alignment of services. We have created a robust data dashboard that helps us understand the barriers and disparities within the communities we serve, layered with the services we provide we will be able to better understand effective strategies and resources to reduce such disparities. We support the system changes that need to occur to align Adult Basic Education, M State and CareerForce/WIOA Title IB data systems.

B.8. Describe how supportive services, such as transportation and other needs, will be coordinated to better serve individuals with specific barriers to training, education, and employment.

Staff work closely with grantees to fully maximize the impact of support services which are a key tool in addressing barriers and supporting customer success and retention in training/education and employment.

The professional development offered by Workforce Board staff to contracted grantees regularly includes information on how to utilize support service dollars available under our programs, and information on other programs and resources that can assist participants on their career pathways journey.

From the individual client's perspective, potential support service needs are discussed and identified during the assessment process. Other support service needs are identified as barriers occur during service provision. Strong partnerships in the local area allow staff to identify the expertise and resources of partners and allow them to align services and resources, avoiding duplication.

We will continue to encourage co-enrollment with other programs (when allowed in statute and policy) to fully leverage support services across programs and funding sources. Co-located within the County services building, CareerForce in Chaska is uniquely situated to both recruit from and refer participants to other county support services and programs.

Hennepin County has been leading disparity elimination efforts by identifying seven areas where county action can have the most impact: education, employment income, health, housing, connectivity, and justice. As mentioned elsewhere in this plan, the Hennepin County DWD has a strong relationship with the connectivity efforts within Hennepin. Connectivity includes transportation as well as broadband related efforts. The Department of Broadband & Digital Inclusion provides connectivity services in the scope of devices, internet subsidies, and digital literacy. This connection to these specific supports has been invaluable, a great example of leveraging support service resources.

Carver County has been focusing on adopting family/resident centric service delivery model addressing 12 social determinants of health, focusing on education, economic stability, community connections, income increase, and health.

CareerForce Operations - Accessibility

B.9. Describe strategies that will be used to leverage technology for services and ensure compliance with accessibility standards.

In conjunction with the analysis outlined above, recommendations for new or enhanced technology will be made to ensure that metro job seekers and employers have access to tools they need to enjoy successful labor exchange functions. WDA 09 will provide, when possible, technology and connectivity for clients seeking services and will comply with all ADA requirements by making available appropriate technologies to persons with disabilities. Program participants have the option of in person or virtual case management services. We allow for this flexibility in our service design model to best meet the needs, situation, challenges, opportunities of our residents.

B.10. Describe the replicated cooperative agreements (as defined in section 107(d)(11) of WIOA) between the local area board or other local entities described in section 101(a)(11)(B) of the Rehabilitation Act of 1973 (29 U.S.C. 721(a)(11)(B)) and the local office of a designated state agency or designated state unit administering programs carried out under title I of such Act (29 U.S.C. 720 et seq.) (other than section 112 or part C of that title (29 U.S.C. 732, 741) and subject to section 121(f)) in accordance with section 101(a)(11) of such Act (29 U.S.C. 721(a)(11) with respect to efforts that will enhance the provision of services to individuals with disabilities and to other individuals, such as cross training of staff, technical assistance, use and sharing of information, cooperative efforts with employers, and other efforts at cooperation, collaboration, and coordination.

Accessibility to the services provided by CareerForce Centers and all Partner agencies is essential to meeting the requirements and goals of the CareerForce network. Job seekers and businesses must be able to access all information relevant to them via visits to physical locations as well as in virtual spaces, regardless of gender, age, race, religion, national origin, disability, veteran's status, or based on any other classification protected under state or Federal law.

- **Physical Accessibility** – CareerForce centers will maintain a culture of inclusiveness and the physical characteristics of the facility, both indoor and outdoor, will meet the latest standards of accessible design. Services will be available in convenient, high traffic, and accessible location, considering reasonable distance from public transportation and adequate parking (including parking clearly marked for individuals with disabilities). Indoor space will be designed in an “equal and meaningful” manner providing access for individuals with disabilities.
- **Virtual Accessibility** – The HCWDB will work with DEED to ensure that job seekers and businesses have access to the same information online as they do in the physical facility. Information must be clearly marked and compliant with Section 508 of the United States Department of Health and Human Services code. Partners will comply with the Plain Writing Act of 2010, the law that requires that Federal agencies use “clear Government communication that the public can understand and “and all information kept virtually will be updated regularly to ensure dissemination of correct information.”
- **Communication Accessibility** – Communications access means that individuals with sensory disabilities can communicate (and be communicated with) on an equal footing with those who do not have such disabilities. All Partners agree that they will provide accommodations for individuals who have communication challenges, including by not limited to individuals who are deaf and hard of hearing, individuals with vision impairments, and individuals with speech-language impairments and barriers.

- **Programmatic Accessibility** – All partners agree that they will not discriminate in their employment practices or services based on gender, gender identity and/or expression, age, race, religion, national origin, disability, veteran’s status, or on the basis of any other classification protected under state or Federal law. Partners must ensure that they have policies and procedures in place to address these issues, and that such policies and procedures have been disseminated to their employees and otherwise posted as required by law. Partners further assure that they are currently in compliance with all applicable state and Federal laws and regulations regarding these issues. All Partners will cooperate with compliance monitoring that is conducted at the Local level to ensure that all CareerForce programs, services, technology, and materials are physically and programmatically accessible and available to all. Additionally, staff members will be trained to provide services to all, regardless of range of abilities, mobility, age, language, learning style, or comprehension or education level. An interpreter will be provided in real time or, if not available, within a reasonable timeframe to any customer with a language barrier. Assistive devices, such as screen-reading software programs (e.g., JAWS) and assistive communication applications must be available to ensure physical and programmatic accessibility within the CareerForce Center network.

B.11. Describe how entities within the one-stop delivery system will comply with section 188 of WIOA, if applicable, and applicable provisions of the Americans with Disabilities Act of 1990, regarding the physical and programmatic accessibility of facilities, programs and services, technology, and materials for individuals with disabilities including providing staff training and support for addressing the needs of individuals with disabilities.

The CareerForce locations and partner organization sites are required to be fully accessible to all. Locations are equipped with the required accessible equipment, software, and technology to meet the requirements of ADA and are regularly monitored for compliance. Core partners follow policies and procedures outlined by DEED for all aspects of accessibility, and all contracts/subcontracts require ADA compliance. Training has been provided for staff through DEED and Vocational Rehabilitation Services are available for technical assistance.

CareerForce Operations – EEO Compliance

B.12. The local workforce development area and their partners are aware of the responsibilities of the Equal Opportunity Officer, including attending DEED sponsored EO Training?

Yes X

B.13. The local workforce development area is aware of and conducts annually a physical and program accessibility review.

Yes X

B.14. Does the local workforce development area have in place an agreed upon WIOA Discrimination complaint process per the [regulations](#)?

Yes X

The program complaint policy was updated by DEED in July 2025. Hennepin-Carver has adopted this policy for WIOA discrimination complaints.

B.15. Does the local workforce development area have in place an agreed upon WIOA Program Complaint Policy per the regulations?

Yes X

B.16. Does the local workforce development area have in place a [language access policy and plan](#)? Describe your local workforce development areas language access policy. If you do not have a policy in place, use the following link as a guide in creating your policy.

[Language Access Assessment and Planning Tool for Federally Conducted and Federally Assisted Programs \(lep.gov\)](#). Should you have questions pertaining to your LWDAs language access policy contact the Office of Diversity and Equal Opportunity at DEED.ODEO@state.mn.us

Yes X

The Hennepin County Limited English Proficiency Plan sets forth the policies and procedures for ensuring equal access to linguistically appropriate services for persons residing within the county as well as a process to address issues of training for county staff and contracted providers and the use of appropriate signage. The State of Minnesota identified the fifteen largest LEP populations as the following: Amharic, Arabic, Burmese, Cantonese, French, Hmong, Karen, Khmer (Cambodian), Korean, Laotian, Oromiffa, Russian, Somali, Spanish and Vietnamese, but does not differentiate between the size of each population group. We utilize current bilingual staff and interpreters from these language groups to facilitate transactions within the staff person's service area and across all county departments whenever possible. If an area does not have on-site assistance for all of the fifteen language groups identified above, contracted interpreter services are used to meet the language need. For all other language groups, Hennepin County utilizes its current contracted interpreter agencies for services. A list of contracted interpreter agencies can be found on file at the Office of Multi-Cultural Services or available for download at <https://www.hennepincounty.gov/-/media/hennepinus/residents/human-services/docs/limited-english-proficiency-plan-2025.doc> .

The county employs an American Sign Language (ASL) interpreter for all residents who are English-speaking and Deaf/Hard of Hearing. To supplement this service, the county has also contracted with an ASL interpreter agency to provide ASL interpretation coverage during busy days, after-hours, weekends and holidays.

The complete Hennepin County Limited English Proficiency Plan is available for download at <https://www.hennepincounty.gov/-/media/hennepinus/residents/human-services/docs/limited-english-proficiency-plan-2025.doc> .

It is the policy of Carver County Health and Human Services (CCHHS) that no person shall be denied access to programs, program information or services because of his/her limited English proficiency. Staff will assist the person in determining if interpreter services are needed and in what language the services are required. Staff will offer language assistance services and will explain that these services are free of charge to the person. Language assistance services will be offered in a timely manner and during all hours of the agency's operation. Staff will initiate an offer for language assistance to clients

who have difficulty communicating in English. Each LEP person will receive adequate information, will understand the services and benefits available, and will receive the benefits to which he/she is eligible. The LEP person will be offered interpreter services to enable him/her to communicate the relevant circumstances of his/her situation to Carver County staff.

When interpreter services are needed in a language not commonly used, CCHHS staff will access the appropriate interpreter either in person or via the Language Line. CCHHS will offer interpretation and/or translation services to non or limited English-speaking people in a language they understand, in a manner that preserves confidentiality and within a reasonable time. All CCHHS staff will ask the LEP person if they have need for interpreter services and will record that need on the LEP Record in the case file. All CCHHS staff will ask the person what their primary language is. Financial Workers will identify the specific language needs of each applicant and recipient by reviewing the language preference questions on the Health Care Application, the Combined Application Form Part I, the Renewal Form, and the Recertification Form. All CCHHS staff will also use “I Speak” cards and posters to identify the person’s language preference.

The complete Carver County Limited English Proficiency Plan (as part of Carver County’s Comprehensive Civil Rights Plan) is available online at <https://www.carvercountymn.gov/home/showpublisheddocument/17511/638193114518530000> . It is also posted in the lobby of all county buildings.

B.17. Describe the affirmative outreach strategies your local workforce development area will employ to recruit participants that are representative of the populations in your region. (You may also attach an outreach or engagement plan if one exists for your LWDA).

Our local workforce development area is comprised of diverse individuals with diverse needs. All of the work we do within our WDA is conducted via a lens of disparity elimination. To reduce & eliminate disparities, we need to ensure our system is accessible to all, and this requires intentionality, innovation and streamlined services. We know that many who qualify for and would benefit from these services are also often unaware that they exist. Therefore, we bring our programs into the community on a regular basis.

WDA 09’s providers are committed to having a presence at and facilitating ongoing referrals from the CareerForce Centers in Bloomington, Chaska, and Brooklyn Center. Providers are located in heart of the community within diverse neighborhoods with concentrated areas of poverty that are easily accessed by public transit. Career counselors also take a community-based approach, which means if an individual can’t make it to any of those locations, they will find another safe community space close to them so that transportation is not a barrier to enrollment.

Our providers attend large scale community wide events across the Twin Cities, including Juneteenth events, Twin Cities Pride Festival, Minneapolis Open Streets, Urban League Family Fun Days, and various Community Events in Brooklyn Park and Brooklyn Center. Along with large scale community events, our providers also regularly attend smaller events or host tables at a variety of locations, including Brooklyn Park Farmers markets, Brooklyn Center Farmers markets, Hennepin County Libraries, Veterans hiring events, transition fairs for those incarcerated, hiring events specific to BIPOC community members, and more.

Providers also have a presence on various social media platforms where they post success stories, events, and information about our programming, with the goal of connecting with community members that need our services.

Additionally, the Carver County CareerForce Center employs a range of affirmative outreach strategies to engage participants representative of our regional population. Below are some key approaches:

1. Targeted Outreach:
 - We actively identify and reach out to specific demographic groups within our region, including youth, veterans, individuals with disabilities, justice-involved individuals, and those facing significant barriers to employment.
 - Collaborating with community organizations, schools, and local agencies, we disseminate information about our programs, services, and employment opportunities.
2. Community Partnerships:
 - We foster partnerships with local community-based organizations and are members of two Chambers of Commerce.
 - These partnerships allow us to tap into existing networks, ensuring that our outreach efforts reach a broad cross-section of the population.
3. Resource Lists and Referrals:
 - Our CareerForce Center maintains an updated list of resources available within the local area.
 - Staff and participants can access this resource list to connect with services related to employment, training, and support.
4. Special Workforce Events:
 - We organize targeted events such as job fairs.
 - These events provide opportunities for participants to engage directly with employers, learn about job openings, and receive career guidance.
5. Temporary Access Points:
 - In coordination with community, we set up temporary access points.
 - These include pop-up career centers at libraries, or events such as the Carver County Fair or Carver Community Connect.
6. Inclusive Communication:
 - Our outreach materials are culturally sensitive and available in multiple languages.
 - We use various communication channels, including email, mail, website, and social media.
7. Engagement with Employers:
 - We collaborate with local employers to understand their workforce needs.
 - By building strong relationships, we can tailor our outreach efforts to match available job opportunities.

CareerForce Partners

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

The current MOU is effective through December 31, 2028, unless renewed or terminated per the terms outlined in the document. Roles of each party align with that of their statutory requirement and guided via the vision of this local plan.

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

The HCWDB and staff review outcome data for each of the organizations selected to provide services. Staff meet with providers regularly and work with them to ensure they are on track with meeting the projected goals as well as providing quality services. We have created or partnered with DEED to provide technical assistance on program design, performance, reporting, and to promote understanding of relevant laws, policies, and procedures; and address topics as requested by providers. Regular monitoring occurs per the appropriate program, ensuring the utilization approved services while seeking examples and rewarding providers' efforts to be innovative in their service delivery design. A crucial part of our monitoring is identifying best practices which can be shared with and adopted by our other providers.

Hennepin-Carver seeks to be a desirable partner/funder; in addition to offering any support or technical assistance requested by our providers, board staff proactively engage with state agencies to advocate for our providers, and request waivers or policy changes to requirements that hinder their ability to serve our employer and jobseeker customers.

Each partnering agency provides staff development specific to their agency needs. This includes participating in local, state (including DEED, DHS, Minnesota Association of Workforce Boards) and national training opportunities.

Additionally, the One-Stop Operator has also implemented quarterly cross-training sessions to ensure staff across WIOA Core and Required programs understand the eligibility requirements, enrollment processes, and services available throughout the local workforce system. This ensures jobseekers receive accurate guidance no matter the entry point. Staff report that training supports more effective "warm referrals" and program matching.

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

To ensure non-duplicative services and minimize administrative costs, WDA 09 prioritizes comprehensive coordination and collaboration among stakeholders, programs, and providers. This involves establishing clear communication channels and fostering partnerships with local government agencies, educational institutions, non-profit organizations, and businesses. By sharing information and resources, we can identify existing services and programs, eliminate redundancies and identify gaps in service delivery. Additionally, Regular monitoring and evaluation of programs can further help identify areas for improvement and optimize service delivery to meet the evolving needs of the community.

Within the Hennepin County Department of Workforce Development, a diverse array of programs is housed; including MFIP, SNAP Employment & Training, and exciting customized programs focused on addressing employment retention and advancement strategies, employment and training services for individuals facing homelessness, and sector-based career pathway programs. This facilitates a

comprehensive approach to serving our community. We prioritize collaboration with a network of trusted providers, many of whom are involved across multiple programs. This strategic partnership allows us to synchronize services effectively, minimizing administrative redundancies and ensuring streamlined assistance for our residents. Through this coordinated effort, we optimize resource allocation and enhance the impact of our initiatives, ultimately empowering individuals and bolstering workforce development in our region.

Additionally, The Hennepin County Department of Workforce Development has created a dynamic platform for reviewing program data within each program and across programs. We can analyze resources allocated for support services, demographics, geography, wage increases, credential attainment, placement within sectors and occupations. This data is collected across all programs which allows us to see correlations amongst similar populations which will create opportunities to establish best practices, leverage existing systems, identify service delivery models that move individuals further in their career goals.

Finally, with multiple partners operating across a decentralized service delivery network, preventing overlap requires deliberate coordination. The One Stop Operator has helped establish that coordination by introducing a unified referral system and shared resource hub that give staff a single, consistent way to direct jobseekers to the most appropriate program. This approach minimizes the risk of multiple providers enrolling the same person for similar services and instead supports clear, streamlined routing based on customer needs. Complementing the referral system, quarterly cross training ensures staff across all WIOA core and required programs understand each other's roles, eligibility criteria, and service offerings. As a result, frontline staff can confidently guide jobseekers to the right place the first time, strengthening warm handoffs, reducing fragmentation, and ensuring each customer receives focused, nonduplicative support.

B.21. Describe how the Memorandum of Understanding will be or has been developed and used to ensure commitment of resources from service providers and required partners.

Under a significant restructuring of the HCWDB several years ago, board staff worked with County Attorneys to ensure that all foundational documents were updated and in compliance with current federal and state rules and policies. Our current MOU is in effect until December 31, 2028.

B.22. Describe how local area boards will ensure state policies on infrastructure funding requirements are adhered to and the process for addressing any discrepancies.

The HCWDB will coordinate with Hennepin County, Carver County, and partner representatives on infrastructure funding requirements and protocol for addressing discrepancies using guidance and technical assistance from DEED and the Minnesota Association of Workforce Boards. WDA 09 will rely on existing Memoranda of Understanding, internal audit processes, guidance from DEED and partner expertise to address any compliance issues.

B.23. Describe how local area boards, who contract out for provider services, will ensure that providers fully participate in infrastructure funding requirements and the alignment of service delivery within the local workforce development area 134(c)(3)(G) of WIOA.

Hennepin County sub-contracts resources via a competitive process, the Request for Proposals we utilize indicates successful proposers are required to meet all rules, regulations and policies developed

by the U.S. Department of Labor, DEED and the HCWDB. We specifically address the requirement of infrastructure funding and alignment within this process to ensure all proposers understand the requirement and what it entails.

The HCWDB, with support of County staff, will ensure compliance with infrastructure funding requirements and provide a protocol for addressing discrepancies. As appropriate, the HCWDB will rely on existing, modified, or new agreements, such as Memoranda of Understanding, internal audit processes and DEED policy guidance, to address any issues regarding infrastructure funding requirements.

B.24. Describe the competitive process to be used to award the sub-grants and contracts in the local workforce development area for activities carried out under section 107(d)(16) of WIOA.

The HCWDB is the responsible entity for determining funding allocations. On behalf of the board, Hennepin County issues a Request for Proposals (RFP) for services within suburban Hennepin County. Leadership from the board identifies staff and leaders responsible for managing that RFP process and bringing decision recommendations forward to the HCWDB for all decisions related to disbursement of funds. This RFP process is inclusive of adult and youth programming. Hennepin County follows internal procurement methods for selecting vendors as well.

In accordance with our Joint Powers Agreement and MOU, Carver County provides services in the Chaska CareerForce location.

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

The HCWDB is governed by a Joint Powers Agreement between the Hennepin and Carver County Boards which names Hennepin County as the Administrative Entity for the local area. The HCWDB is the body responsible for creating RFPs and recommending providers and disbursement of grant funding to the Hennepin County Board for approval. Hennepin County provides administrative support for contract administration, accounting, compliance and monitoring of programs.

Levels of Performance

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

The negotiated performance measures are considered as we create our service delivery model, how we conduct our monitoring, and drive our partnerships. Our partners and providers are committed to helping adults, dislocated workers, and youth achieve economic stability through family sustaining wages and support disparity reduction efforts by identifying and prioritizing strategies to serve people within disparate communities, individuals facing gender inequities, and individuals with disabilities. These efforts support Hennepin County's seven disparity domains (income, education, employment housing, health, justice, and connectivity) to align our work and the purpose of WIOA to ensure the

partnerships, programs, and services are intentional and comprehensive. By receiving more individualized and intensive services, program participants have been able to overcome barriers to employment and gain skills necessary to meet high-growth labor demands; this leads to more sustainable employment and job retention. Ultimately, this strategy decreases the overall number of individual participants in the Hennepin-Carver workforce area but allows counselors to provide more in-depth services to each person and to work as a collective to dismantle racial disparities.

Negotiated performance standards are one way in which the HCWDB measures the performance of the local workforce development area, providers and the one-stop delivery system.

At least monthly, performance progress is reviewed with providers using Workforce One reports, FutureWorks PowerBI tool, and reports provided by DEED. Through monitoring, we assess data to ensure that services and outcomes have been correctly entered into WF1. If deficiencies exist, the Board works with service providers to identify strategies to increase performance.

We review demographics, services, trends, training occupations and outcomes of service providers. Case files are reviewed for compliance and quality of services. Program eligibility is monitored by program staff to ensure proper determinations have been made. Subrecipients are also trained and provided with appropriate policies to make eligibility determinations toward allowable costs/cost principles. We meet with service providers on a regular basis to provide technical assistance, answer questions, and monitor expenditures to ensure policy and fiscal compliance.

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

The Hennepin Carver Workforce Development Board has gone through many changes over the past 10 years; these changes were implemented to increase performance to those most in need of our services. We reviewed the number of residents served, the types of services provided and how they were delivered and who was delivering them. We also reviewed labor market information, occupations in demand along with the credentials and wages for these occupations. With this information we enhanced the technical assistance offered to our providers, began strategic planning with the workforce board, and created a data dashboard to analyze services across our counties.

As a result of those strategic planning efforts, the Board is continuing its commitment to fostering strong partnerships with local stakeholders, including employers, educational institutions, community organizations, and government agencies. This collaborative approach ensures alignment of resources and priorities, maximizing the effectiveness of our programs and services. Additionally, regular assessment and evaluation of programs and services allow the board to identify areas for improvement and innovation, and effort in which the HCWDB Program Design and Development Work Group will continue to play a critical role. By staying abreast of emerging trends and adapting strategies accordingly, the board can remain responsive to the evolving needs of both residents and employers.

To strengthen accountability and ensure full compliance with the seventeen strategic functions required of local workforce boards under WIOA, the Hennepin-Carver WDB has implemented a comprehensive Current Operations Tracker. This tool provides an at-glance view of each statutory responsibility—from board composition and standing committee maintenance to employer engagement, program oversight, local plan development, and accessibility requirements—and allows the board to continuously monitor its progress in real time. By organizing each function into a clearly

defined category and updating the tracker regularly, the board can proactively identify gaps, stay aligned with federal expectations, and demonstrate ongoing stewardship of its governance duties. This structured approach ensures the board remains intentional, transparent, and accountable in carrying out every aspect of its mandated role.

Finally, maintaining transparency and accountability in decision-making processes fosters trust and confidence among stakeholders, further solidifying the board's reputation as a high-performing entity committed to advancing economic prosperity within the community.

Local Workforce Board Governance

B.28. Briefly describe the local area board's policy and timetable for filling vacancies, replacing/reappointing individuals whose terms have come to an end.

Per our Joint Powers Agreement, the Hennepin County Board is responsible for appointing members of the Workforce Development Board. This is done in consultation with the Carver County Board. The Director of the Workforce Development Board works closely with the Deputy Clerk to the Hennepin County Board of Commissioners.

In the case where a member resigns prior to the conclusion of their term, the Deputy Clerk is provided a copy of the resignation letter and alerted that an appointment process needs to take place to fill the vacancy, even if this occurs outside of the regular county citizen advisory board appointment time frame.

Unless appointed to fill the remainder of a term due to resignation, Board Members are appointed to a three-year term. Each year, the Deputy Clerk and Workforce Board Director review terms of members and reaffirm eligibility under federal and state statutes. Open seats are filled through the Hennepin County Board's appointment process which follows relevant rules and regulations.

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

Yes X

No

B.30. Please include in Attachment B the composition of your board, including the sectors represented on the board, and to the extent practicable, the demographic makeup of your board.

The completed Attachment B is included in this document.

SECTION C: PROGRAM AND SERVICE DELIVERY

Local Area Board Program and Service Delivery

C.1. Describe how the local area board, working with the entities carrying out core programs will expand access to employment opportunities for eligible individuals, particularly eligible individuals with barriers to employment.

Minnesota has a goal to reduce educational, skills training and employment disparities based on race, disability, disconnected youth or gender. The HCWDB will ensure programming is intentional and thoughtful in addressing such disparities and barriers to employment.

Over the past several years, the HCWDB prioritized expanding and strengthening services at the Chaska and Bloomington CareerForce Centers to better support individuals. These efforts will continue with the addition of a CareerForce Center in Brooklyn Center, which is uniquely positioned to serve residents in the northern part of Hennepin County. The Brooklyn Center CareerForce location opened in Spring 2024.

Given the diversity of people we serve, with widely varied education attainment and technology access, providers engage in grassroots outreach – from corner stores to community fairs- and in sophisticated social media and search engine optimization strategies to market services to the broadest audience possible. Looking forward, the HCWDB will continue efforts to market programming and services more cohesively as a Local Area and within the larger region.

Importantly, in addition to the services available in our CareerForce locations, the HCWDB and our provider partners place strong emphasis is on proactive community engagement. Our providers are invested in raising the visibility of services in underserved communities and connecting with populations in the area. Partnerships are an essential tool in effective outreach. Our program providers have partnerships with a broad range of entities including libraries, religious communities, social services and other county departments, local nonprofits, and community organizations. Outreach efforts are also being strengthened through expanded relationships and efforts to reach County-involved adults and youth, individuals experiencing or at risk of experiencing homelessness (via suburban service locations), in-school youth (via school partners); and, in- house referrals from Veteran and Vocational Rehabilitation Services. Adult Basic Education and other secondary school partners will continue to be engaged in programming specific to adults and youth with academic barriers to employment and skill development needs.

Employer partnerships are especially key when it comes to expanding access to employment opportunities for eligible individuals within our area. The HCWDB will continue to support and actively develop the strength of our local employer networks and engage these networks to provide expertise on employment needs in key sectors, and to support and guide the development of programming. Additionally, The HCWDB is committed to educating employers on the mutual benefits of working with our program providers and participants. As an advocate for our providers and participants, the HCWDB will act as a voice identifying economic drivers and barriers to employment to employer networks and engaging them in strategies to increase access to employment opportunities.

C.2. Describe how the local area board, working with the entities carrying out core programs, will expand access to supportive services for eligible individuals, particularly eligible individuals with barriers to employment.

As outlined in our support services policies (Adult/DW & Youth), a coordination of community resources must first be addressed and accessed; if such support services are not available or obtained through other community resources, they may be provided through program dollars. This is a relatively standard policy regarding support services; however, the HCWDB is committed to facilitating partnerships between job training programs, educational institutions, social services, and other relevant organizations to create a robust network of support. Because we are connected to and/or co-located with other county services and contract with providers who can leverage other programs and funding for assistance, our local area is uniquely positioned to ensure these needs are met.

The board, board staff, and community providers have worked to identify the necessary support services to assist our participants in overcoming the barriers that may prohibit them from participation in programming and/or successful employment. As barriers to employment vary greatly from individual to individual, employment counselors assess each participant's specific barriers and needs during the development of their Individual Employment Plan and work to connect participants with the necessary supports. It is important that our participants are aware of all support resources and services available during their involvement in the programming. As such, the HCWDB will develop strategies to market support services alongside programming to encourage eligible individuals that may be experiencing barriers to participation to enroll in programming.

We are cognizant that reducing any individual disparity can leverage positive change and help reduce disparities in other areas. Therefore, we allow providers to utilize support service dollars to address the following when needed by our participants. If one gear turns, they all move.

- Transportation –Reimbursement for mileage, mileage stipend, gas card, uber/Lyft costs, mass transit/bus card or reimbursement for job search and/or training; car repairs, auto insurance
- Family Care – Childcare reimbursement for job search activities and/or training
- Health Care – Includes, but not limited to, preventive and clinical medical treatment, voluntary family planning services, dental, personal hygiene, and appropriate psychiatric, psychological and prosthetic services
- Housing /Rental Assistance – Assists participants in maintaining or obtaining adequate shelter for themselves and their families. Emergency payment only, no continuous assistance.
- Counseling – Personal, financial, legal counseling services
- Emergency Health - Emergency COBRA or other health insurance payment (typically 1-3 months); co-pays
- Emergency Financial Assistance – Reimbursements to participants or vendors will be made for a variety of needs only after approved documentation is provided. Assistance including but not limited to meals/food (subsistence), licenses, initiation fees, physicals, required for job search and job start will be provided only during the period the participant is enrolled in an activity.
- Tools and Clothing – Tools required by employer; clothing needed for job interviews or employment
- Drug and Alcohol Counseling – Referral and counseling services to address drug and alcohol use issues
- Computer hardware and related technology – computers, software needs when local policy requirements are met

Per guidance from DOL (TEGL 09-22), the local Youth Supportive Services Policy has been updated to reflect the effects of food insecurity as a barrier to employment for youth. The consequences of food insecurity are significant, far reaching, and disproportionately impact historically underserved communities, and particularly the youth population. As such, food may be provided to WIOA youth participants when it will assist or enable the participant to participate in youth program activities and to reach their employment and training goals, thereby achieving the program's overall performance goals.

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

The Minnesota State Plan has prioritized the need to build employer-led industry sector partnerships that expand the talent pipeline to be inclusive of gender, race and disability to meet industry demands for a skilled workforce. Participants are of course free to choose what they will ultimately pursue but are guided towards sectors in which they will be more likely to obtain a living-wage job in an industry that offers security and growth in a 21st century economy. The HCWDB is working with employers to create career pathways and stackable credential opportunities for all individuals, prioritizing those noted above. Our community-based organizations also offer industry-specific career education courses that provide recognized certifications and licensure. Because we have multiple providers, courses are offered at different times throughout the year, in various locations, and in a wide variety of industries, resulting in multiple points of access for the residents we serve.

The HCWDB is also committed to utilizing the expertise of its Board members and industry and sector coalitions to inform the development of career pathways and activities that lead to post-secondary credential attainment. The Board will engage employer-led associations, industry representatives, and existing coalitions, such as the CHIPS coalition and the Workforce Leadership Council, to provide insight and guidance into the skills and qualifications needed in their respective workforces. Additionally, the Board will collaborate with employers, labor leaders, and training providers to develop earn-and-learn opportunities such as paid internships, apprenticeships, or on-the job training programs, which not only benefit individuals seeking credentials and employment, but also provide employers with a pipeline of skilled talent and prepare the Local Area to respond to industry and sector demand. The Board will facilitate partnerships between employers, training providers, and educational institutions to ensure that credentialing programs align with industry standards and meet the evolving needs of the labor market.

The Strategic Talent Pathways Work Group was created in 2026 to focus on aligning career pathways with current and emerging labor market trends to meet employer needs. Through collaboration with educational institutions, training providers, and community partners, the work group identifies gaps, evaluate program effectiveness, and leverage resources to ensure relevant, high-quality training opportunities. The work group supports innovative models like apprenticeships and coordinates with employer engagement efforts to strengthen talent pipelines across key industries.

Hennepin and Carver County staff encourage co-enrollments among employment programs and non-employment programs, as appropriate, to maximize the use of supports to assist individuals as they progress in their employment pathway. Our providers assess the needs and appropriate fits for co-enrollment during intake and the development of participants' Individual Employment Plans. The assessments and questions asked during these key processes may reveal an opportunity or need for co-

enrollment. Many of our providers operate multiple programs, such as WIOA, MFIP, and SNAP E&T, and as such, engage in coordinated outreach efforts, where they can educate residents and assess eligible individuals for enrollment and potentially co-enrollment in multiple programs in accordance with policies and procedures.

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

In the fall of 2023, an RFP was issued to identify Adult and Dislocated Worker service providers for Suburban Hennepin County for Program Years (PY) 2024 and 2025. Based on strong performance outcomes, the contracts for the selected providers—Avivo, Goodwill-Easter Seals, Hired, and the Minnesota Training Partnership—were extended to include service delivery through PY2026.

The Hennepin–Carver Workforce Development Board partners with each contracted provider independently to ensure services are tailored to the needs of residents across Suburban Hennepin and Carver Counties. At the Chaska CareerForce location, Carver County staff deliver both Dislocated Worker and Adult Program services, as they are best positioned to meet the employment and training needs of residents. In contrast, Suburban Hennepin County uses a competitive procurement process to identify service providers due to the large number of organizations operating within this region.

As part of the competitive process, proposers must specify the geographic areas in which they intend to offer services—whether the full Suburban Hennepin region or a defined portion of it. The Hennepin–Carver Workforce Development Board must ensure comprehensive coverage across all of Suburban Hennepin County and therefore reserves the right to select one or multiple providers to adequately meet community needs.

Dislocated Worker and WIOA Adult service delivery generally include:

- Outreach, intake, eligibility and priority determination; assessment of reemployment needs and barriers; career counseling; and development of Individual Employment Plans.
- Job development and placement assistance, along with job retention support and follow-up services for one year after exit.
- Coordination and referral for employment-related training based on participant employment plans.

Allowable activities under the WIOA Adult and Dislocated Worker programs include: eligibility determination, outreach, intake, basic services, initial skill and support needs assessments, job search and placement assistance, career counseling, labor market information, guidance on training providers and performance outcomes, support with Unemployment Insurance processes, follow-up services, comprehensive skill assessments, development of Individual Employment Plans, group and individual counseling, case management, short-term pre-vocational services, occupational skills training (including nontraditional fields), private sector training programs, adult education and literacy activities integrated with training, On-the-Job Training, entrepreneurial training, job readiness training, and skill upgrading or retraining.

As previously noted, Workforce Board staff maintain active oversight of all providers by facilitating regular meetings, offering technical assistance, encouraging the sharing of best practices, and conducting ongoing monitoring to ensure program quality and compliance.

C.5. Describe and assess the type and availability of youth workforce investment activities in the local workforce development area, including youth with disabilities, which description and assessment shall include an identification of successful models of such youth workforce development activities.

In WDA 09, community-based organizations provide WIOA Youth and MYP services in suburban Hennepin County. Carver County receives its own allocation of funding for the Minnesota Youth Program and provides WIOA Youth Services as a subrecipient as described in the Joint Powers Agreement and MOU that govern the WDA.

Outreach and recruitment of youth is crucially important to the success of the WIOA Youth and MYP program and participants. In WDA 09, there are 5 providers administering one or both programs in suburban Hennepin County and Carver County. Each provider relies on their own network of community organizations, schools, and public services to reach size of this area and the diversity of needs and culture within it.

Avivo is a WIOA Youth provider, they are valued for their ability to provide comprehensive mental and chemical health and housing services to at risk youth, as well as their flexible service delivery model which is person-centered and youth led. Avivo's targeted outreach and recruitment strategies ensure they can reach youth in neighborhoods and localities identified as having racially concentrated areas of poverty and/or high youth unemployment rates, including East Richfield, East Bloomington, the inner NW suburbs of Minneapolis and neighborhoods surrounding MSP Airport.

Hired is also a WIOA youth provider for suburban Hennepin County, this organization is valued for their demonstrated ability and effectiveness in delivering career development services to at-risk youth ages 14-24. Hired's individualized service delivery model is coupled with a larger partner network of 100+ community-based organizations, ensuring youth that work with Hired are afforded access to all the resources they need to succeed in their career and education paths.

Together with Avivo, the two organizations serve the entirety of Suburban Hennepin County. Having two WIOA Youth providers for Suburban Hennepin County will ensure a blanket of services over the local area and will also maintain the ability for youth to receive program services through another provider if they wish.

BrookLynk provides innovative internship opportunities in high-demand industries for young people based on strong relationships with employers, schools, and community institutions in their service areas. These partnerships, particularly in schools, give them the tools to serve younger youth with a diversity of needs. Tree Trust is also recommended to receive Minnesota Youth Program (MYP) funds to support their Career Pathways programming in the green sector, aligning with the values of Hennepin County and the HCWDB. Tree Trust also utilizes strong partnerships with community-based organizations in the Local Area to provide wraparound services for participants that need additional support in the areas of housing, medical, and mental health.

Understanding the varied needs of youth living within the large suburban metro area, there is an intentional offering of multiple approaches to work experience; appealing to youth who prefer the hands-on style or kinesthetic learning and working with communities to recruit youth into business settings where barriers to access may otherwise exist.

Hennepin County has a high percentage of youth participants with cognitive, behavioral, developmental, or physical disabilities. Employment counselors work hard to provide accommodations that best address the needs or barriers of the participants especially in work experience placements, career pathways, and suitable educational certifications and credentials. Staff are trained in how to work with a variety of the most common disabilities we have seen in the youth we serve.

At Avivo, staff work closely with school counselors and Vocational Rehabilitation Services to ensure participants living with disabilities have the support and accommodations needed to successfully participate in programming. Avivo also provides retention services through extended employment programming to ensure participants living with disabilities have the workplace support they need to maintain their employment. Youth program staff are required to have several years of experience and training in meeting the needs of a diverse community of youth. Authentic, honest, and respectful interactions guide engagement with participants.

Hired's staff are responsive and adaptive to meeting the needs of people with disabilities and mental health needs. For instance, Hired requests information from schools for in-school youth, that give us additional information about educational plans and needs, and work with their staff to put plans in place to address needs and barriers. In circumstances where a young person needs additional services beyond what Hired can provide, we also refer to Vocational Rehabilitation Services, to make sure they are getting the services that best meet their individual needs.

Tree Trust often engages youth with disabilities. This is seen in programs with participants with Fetal Alcohol Spectrum Disorder and Autism Spectrum Disorder. Tree Trust staff ensures that these participants have an equitable opportunity to develop skills as with other participants. BrookLynk partners with area schools, families, and employers to provide reasonable accommodations for any participant with a documented disability.

Carver County, although not as high, likewise serves a significant percent of youth with disabilities, and their collaboration with Vocational Rehabilitation, District 287, the alternative schools and transition programs continue to provide referrals.

To ensure youth are making informed decisions in their career planning, they need to have access to multiple resources for Labor Market Information (LMI). WDA 09 receives LMI from DEED, M State, StrataSight and CareerWise regarding high growth, in-demand occupations within the region. Hennepin County staff provide monthly LMI reports detailing the top hiring industries and employers in Hennepin and Carver Counties to align employer recruitment and training programs.

- C.6. Describe how training services under chapter 3 of subtitle B of WIOA will be provided in accordance with section 134(c)(3)(G) of WIOA, including, if contracts for training services will be used, how the use of such contracts will be coordinated with the use of individual training accounts under that chapter and how the local area board will ensure informed customer choice in the selection of training programs, regardless of how the training services are to be provided.**

Providers of Adult, Dislocated Worker, and Youth services contract with training providers as necessary to support the career pathways of our program participants. Staff members have worked with credentialed and non-credentialed training partners as well as short- and long-term training opportunities. Providers allocate training dollars that include careful consideration of the individual's need for training as well as co-enrollment opportunities.

In all cases, staff ensure that customers understand that recommendations for services are never mandatory, and that additional training or service options should be explored by the client at their discretion. Every client has an Individual Employment Plan that is reviewed, signed, and serves as documentation of the customer's intentions going forward.

C.7. Describe the plans and strategies for, and assurances concerning, maximizing coordination of service provided by the state employment service under Wagner-Peyser Act, and services provided in the local workforce development area through the one-stop delivery system, to improve service delivery and avoid duplication of services.

The HCWDB staff and Wagner-Peyser staff have a strong collaborative relationship. Leaders meet on a regular basis to discuss strategies, challenges, and opportunities to create closer alignment among the services offered across suburban Hennepin and Carver Counties. The Workforce Development Board contracts with community-based organizations to provide Adult, Dislocated Worker and Youth programs. The Wagner-Peyser staff, HCWDB staff, and community-based organizations partners work closely together to understand the requirements of all programs, and how to ensure a strong referral network among multiple providers and funding streams. This includes having joint partner meetings where services and referral processes are reviewed, and training is provided. In addition, we make every effort to strengthen our partner relationships through growth opportunities and continuous improvement recommendations.

Wagner-Peyser staff will support Reemployment Services and Eligibility Assessment (RESA) sessions (virtual and in-person) that the UI program offers across Hennepin and Carver counties. The RESEA staff will conduct a quick assessment of every participant to determine who will most likely need additional services from CareerForce (CF) staff.

Wagner-Peyser staff provide all customers with a 1:1 orientation to the CareerForce system. This orientation will include information on how to register for the state's labor exchange system; an introduction to CareerForce.MN.gov, information about the various workshops offered at no cost, describe career assessments, Labor Market Information data, Veterans Employment Services, and information about specific employment and training programs (i.e., Dislocated Worker Program) that the person may be eligible for. Services can be available onsite or through a direct referral. Wagner-Peyser staff support the customer to determine if they have any obstacles to overcome before beginning their career search. Wagner-Peyser staff will provide strategies and resources to the customer to remove their barriers to employment.

When an individual need is identified by Wagner-Peyser staff, referrals to partner organizations will be offered. Whenever possible Wagner-Peyser staff will provide a "warm handoff" or directly connect customers to a resource, ensuring they are provided with helpful information in addition to a website, email address or phone number.

Wagner-Peyser staff will review the various workshops CareerForce offers, both virtually and in person, and may coach the RESEA customer in enrolling in the Creative Job Search workshop or other workshops. The Creative Job Search workshop consists of training on how to find a job that includes career planning, preparing for the job hunt, skills identification, resumes and cover letters, applications and references, social media, interviewing skills, and more. Wagner-Peyser staff can support a career seeker with individual career exploration, job search assistance, resume reviews, interview preparation, reviewing options for a potential change in careers, and assistance with finding a job quickly.

The Wagner-Peyser program provides services to businesses with one (1) Industry Sector Representative assigned to the Metro Local workforce Development Area (LWDA). The goal is to contact businesses in the key industry sectors identified in regional plans to help the business solve their workforce issues.

Each CareerForce location has identified a skilled staff to provide employer navigator services to ensure employers are assisted in a timely fashion and referred to other resources as needed. Wagner-Peyser staff focus on providing these key employer services: hiring events and job fairs, assistance using CareerForce.MN.gov, and referring employers to regional and state resources. Additionally, Wagner - Peyser staff might provide screening services to help career seekers obtain interviews and employment more quickly, and employers find qualified workers more easily.

CareerForce.MN.gov is a valuable tool that is available for both career seekers and employers. CareerForce.MN.gov is available 24/7 and can be accessed using a smart phone, tablet, or computer. On CareerForce.MN.gov career seekers can set career goals, see blog posts, news articles and other content, search thousands of Minnesota job openings, take an interest assessment or skills assessment to see how your current skills align with in-demand careers, view up-to-date occupational demand and wage information, get resume tips and view outlines and samples, learn how to prepare for a successful interview, participate in career planning and job search workshops and other events, and learn about education and training options for eligible career seekers.

CareerForce.MN.gov facilitates access to partners providing services. Partner organizations can be searched for by keyword or location. Details on how to access staff-assisted services can be obtained on the location page with address, hours, phone number, and email, plus a listing of services offered at that location.

The HCWDB attempts to avoid duplication of services by advertising CareerForce as the first stop for all potential program participants. Past examples include Hennepin County and CareerForce partnering to provide hiring events and promoting open employment positions and training resources broadly between both networks.

Interagency Coordination

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

Perkins-funded career and technical education programs are critical for preparing youth and adults for jobs in local and regional economies. WDA 09-works with our Carl Perkins consortium partners, Hennepin West and Southwest Metro, to connect high school students in Career & Technical Education (CTE) programs to activities in the Hennepin GO initiative that support career exploration, entry, and

advancement into the career identified pathways and to ensure program alignment within the Workforce Development Area.

The way we engage with education and training providers varies significantly depending on whether we are delivering customized instruction for an individual participant or partnering on a career pathways program designed to build specific skills for a high-growth sector.

While the Board has only one seat for a Higher Education representative, staff from other institutions are invited to attend meetings and have all been highly engaged in the WDB's new Strategic Talent Pathways Work Group. Workforce board staff have engaged partners in discussions regarding industry needs and innovation that impact hiring, to discuss training models (including learn and earn, on-the-job training, customized training) as well as how to advance programming and support for populations that are disproportionately affected by economic disparities and digital accessibility.

As the workforce partner, we contribute labor market information to help inform on key industries and demand occupations in the region, recruit and support participants, and align workforce and Carl Perkins priorities and goals. This partnership results in participants earning credentials of value to local employers. Just one current example of this partnership is Carver County's Culinary and Nursing Assistant Home Health Aide career pathway programs being offered in partnership with Hennepin Tech. Our Suburban Hennepin service providers work with staff in aligning efforts and have their own relationships with training providers as well to advance strategies that meet the expectations of the HCWDB as outlined in RFPs.

C.9. Describe how the local area board will coordinate education and workforce investment activities carried out under this title with relevant secondary and post-secondary education programs and activities to coordinate strategies, enhance services, and avoid duplication of services.

Board members and staff are strengthening connections between workforce, education, area businesses, job seekers, and other stakeholders; aligning regional resources; implementing sector strategies; and promoting career pathway opportunities within our local area.

Career Counselors assist participants in short and long-term career exploration that incorporates re-engagement into education, whether that is towards a high school diploma or its equivalent, or post-secondary degree, training, or certification. Employment counselors have relationships with area high schools, alternative schools, adult basic education centers, post-secondary institutions, and apprenticeship programs to assist participants in goal setting and planning potential career pathways.

For youth in particular, service providers will take participants on tours, assist them with applications, and help connect them to TRIO, Upward Bound and similar programs that support students with barriers entering post-secondary education. Providers also support participants with case management services once they begin their classes. Staff help them with ancillary services as necessary, such as housing, transportation, childcare, and finding part-time work to support them while they are in school.

C.10. Describe how the local area board will coordinate education and workforce investment activities carried out under this title with public transportation and other appropriate supportive services.

As stated earlier, the Board and staff are committed to ensuring that suburban jobseekers have access to transportation and other appropriate supportive services. The board and staff have worked to identify the necessary support services to assist our participants in overcoming the barriers that may prohibit them from participation in programming and/or successful employment. We are cognizant that reducing any individual disparity can leverage positive change and help reduce disparities in other areas. This includes support services required by participants engaging in educational activities.

The Hennepin County DWD is taking the lead on the Blue Line light rail extension project anti-displacement efforts. The Blue Line will serve residents who have limited access to public transportation. The Blue Line will have tremendous impact on residents as it relates to accessing public transit as well as employment opportunities via the construction, operations, and job growth. We are excited about this opportunity and are identifying ways to enhance job creation and employment services along the corridor.

C.11. Describe how the local area board will coordinate workforce investment activities carried out under this title in the local workforce development area with the provision of adult education and literacy activities under title II, including a description of how the local area board will carry out, consistent with subparagraphs (A) and (B)(i) of section 107(d)(11) and section 232 of WIOA, and the review of local applications submitted under title II of WIOA.

The HCWDB has a Title II partner who serves as a voting member on the Board and is an active member of board work groups/committees.

The Title II partners represented in the Area include Anoka Hennepin Schools (Metro North ABE); Robbinsdale Schools (Adult Academic Program), Osseo Area Schools (Osseo Area Schools ABE), Hopkins Public Schools/Wayzata Public Schools/Minnetonka Public Schools/St Louis Park Schools (Adult Options in Education), Bloomington Public Schools/Richfield Public Schools/Eden Prairie Public Schools/Edina Public Schools (Metro South), and Southwest Metro Intermediate District (Southwest Metro ABE).

Collectively, ABE programs in the WDA serve over 4,500 adult learners each year, providing core academic skills and English language proficiency classes at more than 20 locations with both day and evening programming. Programs provide a range of class options, including in-person, online or Hybrid-Flexible (HyFlex), where adults can select if they come in-person or join remotely each class session.

Classes are tailored to meet the needs of working adults, and are offered in both the day and evening, and often on site with local employers to provide workplace literacy skills to ensure smooth business operations and employee retention.

ABE programs collaborate with local employers to develop and deploy IET (Integrated Education and Training) classes in a wide range of in-demand career areas, including Nursing Assistant Registry (NAR), Medical Terminology, Community Interpreter, Phlebotomy Technician, Food Protection Manager, and more. These classes are developed with a single set of learning objectives (SSLOs) which meet the needs of local employers while also building foundational academic skills for adults in the service area.

The core function of ABE programming is to help adults in the service area (of which more than 30,900 report NOT having a high school diploma) gain academic skills, improve their English speaking, listening,

reading and writing skills, and/or earn a high school credential. A secondary function of programming is to connect adults in the Area with local service providers, including CareerForce, community-based organizations, local post-secondary options and local employers. This is achieved through strong partnerships with local providers, from outreach and cross promotion and direct referrals to active collaborations of shared programming.

Over the past year, the Board has worked to develop a closer partnership between our WIOA Youth and Minnesota Youth Programs and Adult Education and Literacy providers. This partnership serves to increase referrals and co-enrollments for youth and young adults pursuing their GED or High School Equivalency. We can increase the capacity for our ABE partners to provide career development and exploration opportunities for their students as well as support students as they achieve credentials that will set them up for success in the future. This integrated resource-sharing and referral relationship will be considered best practice moving forward for our WIOA and ABE providers.

Our collaboration in the OSO (One Stop Operator) is critical to developing a cross-referral system and increasing co-enrollments of adults from one Title program to another. Participants in one Title program often benefit from the services of other partners.

Employer & Economic Development Engagement

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

Utilizing labor market information, input from employers on our local board, and other employer engagement, we identify the skill needs and gaps of local employers. Through our career services we assess the skills of job seekers and identify and address where gaps exist. The HCWDB Employer Relations Work Group leads these initiatives by continuously analyzing available data, connecting the Board to key industry and sector groups, and working with the Strategic Talent Pathways and Program Design & Development Work Groups to address any gaps in skill needs or programming.

Demand and need for specific trainings is validated by researching job requirements using job postings, information from employer contacts, and other labor market information available from the state or federal government.

Continuous communication between employers and job specialists ensures up-to-date information regarding hiring needs, position requirements, referral process, and follow-up steps for successful job seeker placement. We actively partner with employers to provide internship and apprenticeship opportunities for participants that align with their individual career interests and skills sets, and our providers assist employers by developing training for supervisors, job coaches to support supervisors and interns, and materials, resources and evaluation materials for employers.

Regarding workers seeking new or different opportunities, and jobseekers hoping to be hired, we support a customer-centric approach. By personalizing programs through individual program intake, counselors can assist applicants in more fully exploring the available options and determining if programs available will be of benefit to them. If it is determined a program would be of benefit, counselors provide participants with goals and objectives which can include the development of a training plan, occupational exploration, and skills and needs assessments.

C.13. Describe how the local area board will facilitate engagement of employers, including small employers, and employers in in-demand industry sectors and occupations, in workforce development programs.

The HCWDB Employer Relations Work Group serves as a key vehicle to build relationships, share knowledge, and coordinate resources between the HCWDB and employer partners to ensure that the services and advocacy of the Workforce Development Board align with the goals of our employer partners and residents. The Employer Relations Work Group works to develop relationships with local employers and understand their needs and wants, educate employers on what they need to thrive in the current hiring market, and communicate timely feedback from HCWDB staff to local employers.

Additionally, over the past two years, the Board has also integrated their efforts with Hennepin County's Workforce Leadership Council (WLC), a partnership between Hennepin County and small- to mid-sized employers to better understand and meet workforce needs. By convening regional public and private employers, as well as education and non-profit partners, the WLC's purpose is to cultivate strong partnerships and identify opportunities for innovation and strategies that prepare residents for fulfilling careers and meet employers' needs.

C.14. Describe how the local area board will support a local workforce development system that meets the needs of businesses in the local workforce development area. 102(b)(4)(ii).

The HCWDB has touchpoints with local businesses in suburban Hennepin County at multiple levels: representatives on the board itself, the HCWDB Employer Relations Work Group, partnering with area college and CBO training providers, representatives on numerous civic organizations and clubs (e.g., Chambers, Rotary, et al), and, as partners in multiple school- based initiatives in which County staff have meaningful relationships.

In addition to WIOA Title IB providers (Adult, Dislocated Worker and Youth serving organizations), our local Business Service Representative, Adult Basic Education Providers, Rehabilitation Services Employment Specialists, and Local Veterans' Employment Representatives provide outreach to employers and assist with their hiring and retention needs.

Utilizing labor market information, input from employers on our local board, and other employer engagement noted above, we identify the skill needs and gaps of local employers. Through our career services we assess the skills of job seekers and identify and address where gaps exist.

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

The HCWDB is committed to the established Regional Goals, one of which is to "increase and deepen community partnerships and work closely to support regional workforce efforts to better align and coordinate with other partners and systems." This goal includes coordinating programs and services with local and regional economic development partners. Both Hennepin and Carver County workforce development staff have made concerted efforts to connect with our county economic development partners to ensure they are familiar with the goals, services, and outcomes of our employment and training services.

The Minneapolis Regional Chamber is a critical partner, connecting our community-based organization to businesses. They host meet & greets, raise awareness of services, articulate employer needs to our community-based organizations.

Another partnership we have created within economic development is with our internal Hennepin County colleagues via Elevate Hennepin. Elevate Hennepin is a platform with many resources for businesses. Such resources include human resource assistance, assistance to small businesses as to how they can contract with government entities, etc. Jointly, we launched the Employ Hennepin Talent pilot program. This pilot is a 2-fold approach to serving businesses. Via a competitive process, five businesses were selected to receive assistance from Elevate Hennepin in the form of human resource services that aid the business in identifying solutions to employee barriers to employment. Hired was selected via a competitive process to work with the employees of these businesses to ensure they have the appropriate skills, supports, and financial wellness to maintain employment and achieve their career goals.

C.16. Describe how the local area board will strengthen linkages between the one-stop delivery system and unemployment insurance programs by offering services to laid-off workers and possible lay-off preventative services for businesses, such as incumbent worker training that up-skills the workers and meets the needs of employers (can include but not be limited to, on-the-job training, apprenticeships, etc.).

The HCWDB support the Bloomington, Chaska, Brooklyn Center CareerForce Centers with offering intensive workshops and services, included one-on-one job search support sessions, job search, resume writing, interviewing, and networking workshops, offered both virtually and in person, many of which were targeted specifically to UI claimants, dislocated, and incumbent workers.

Our WIOA Title 1 providers (Adult, Dislocated Worker and Youth) offer various training opportunities, including on-the-job training, to participants.

State Rapid Response Team supports businesses with layoff preventative services and when layoffs take place, they support the employer and their employees through the process, including providing information about services for eligible employees.

Workforce board staff are currently researching best practices from other workforce development areas regarding policies and procedures to support our providers in offering incumbent worker training.

C.17. Describe how the local area board will coordinate workforce investment activities with economic development activities, including the promotion of entrepreneurial skills training and microenterprise services.

The HCWDB staff are supporting our service providers as they explore a more systemic approach to promotion of entrepreneurship training and micro-enterprise supports. In the past year, we have engaged DEED staff to provide technical assistance regarding the CLIMB (Converting Layoffs into Minnesota Businesses) program and other services that can be utilized to serve dislocated workers in this unprecedented economic landscape. Furthermore, individuals interested in entrepreneurship are referred to local resources (i.e. SBDC, financial institutions) for services depending on their need and location.

Over the past two years, the board has also integrated their efforts with Hennepin County's Workforce Leadership Council (WLC), a partnership between Hennepin County and small- to mid-sized employers to better understand and meet workforce needs. By convening regional public and private employers, as well as education and non-profit partners, the WLC's purpose is to cultivate strong partnerships and identify opportunities for innovation and strategies that prepare residents for fulfilling careers and meet employers' needs.

Dislocated Worker Supports

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

- a. **How does the local workforce development area inform the state Rapid Response team within 24 hours about an actual or potential dislocation event when there is possibility of a mass layoff (50 or more dislocations)?**
- b. **Describe how the local area board will coordinate workforce investment activities carried out in the local workforce development area with statewide rapid response activities.**

Should we become aware of an actual or potential dislocation event when there is a possibility of a mass layoff, we would (or would direct our providers to) contact State Rapid Response Team within 24 hours, either by telephone or email.

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

Hennepin and Carver County staff reach DEED staff by phone or email to share information of a TAA-eligible activity and are prepared to support and coordinate services with DEED staff in providing and securing information, data and resources as appropriate.

- a. **How does the local workforce development area cooperate with the state Trade Act staff where the layoff involves a company that the DOL trade-certified?**

HCWDB staff are responsive to Rapid Response providers when asked to provide facilities, additional training opportunities and access to other training and support services.

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

Yes X

C.20. The local workforce development area has developed and implemented local Supportive Service policies that are consistently applied for all participants.

Yes X

Describe the steps taken to ensure consistent compliance with the policy.

Adult and Dislocated Worker service providers are expected to have appropriate internal controls to ensure the Local Support Service Policy is followed. In addition, staff meets with service providers on a regular basis to provide technical assistance, answer questions, and monitor expenditures to ensure policy and fiscal compliance.

Services to Military Service Members and Spouses

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

Yes X

C.22. How do you identify current or former Military Service Members coming into your CareerForce Center? All people are asked if they have served in the military.

We ask all customers that come to the CareerForce location if they have ever served in the U.S. Military or are a spouse of a person in the military. If the answer is yes, we ask them to complete the Veterans Questionnaire either on paper, on their phone using a QR code, or online through Careerforcemn.com. For paper copies of the Veterans Questionnaire, Wagner-Peyer staff perform the initial review of the questionnaire, and make appropriate referrals based on the responses on the questionnaire. JVSG staff review of the questionnaires competed through the QR code and online format. On-site signage helps customers to self-identify as U.S. Military members.

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

Customers are informed verbally and in written materials at multiple points of contact regarding Veterans Priority of Service. Signage in the CareerForce location advises Veterans and other eligible persons of Veterans Priority of Service (POS). Information on Priority of Service is also provided during various program orientations from staff. LVER staff train and update local staff and management on the provisions of POS and PL 107-288. Workshop space is reserved for 10% more than listed on the website to guarantee the veteran is allowed a spot.

C.24. If your CareerForce Center has a presence on the Internet (outside of your local DEED CareerForce Center site) how do you promote Public Law 107-288, “Veterans Priority of Service” to veterans on that website?

Veterans Priority of Service is promoted on CareerForceMN.com.

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

Clients are asked to self-identify and then independent verification is pursued. When people come in for the first time, they are asked if they have ever served in the U.S. Military or are the spouse of

someone who served. If the response is yes, they are asked to fill out a Veterans Questionnaire, either on paper, on their phone using a QR code, or online through Careerforcecmn.com. The form is then reviewed by the Disabled Veterans Outreach Program Specialist (DVOP) if there any yes responses on the form, or if the responses on the form are all no, it is given to the Senior Veterans Employment Representative.

In Carver County / CareerForce Chaska the process is similar – we ask new customers if they have served in the US Military or are the spouse of someone who served, if yes, our employment counselors who specialize in serving veterans conduct interviews and/or assessments with customers to identify barriers to employment. ECs also connect participants to DVOP at DEED and collaborate with DEED on services to veterans. We also partner with our Carver County veteran services office to assist with more localized resources and services, as well as making direct referrals to community-based organizations that provide resources when program funds are not available.

C.26. When a current or former Military Service Member with a significant barrier to employment is identified, how do you refer them to an appropriate intensive service provider when there is no Disabled Veteran Outreach Program (DVOP) specialist in your CareerForce Centers?

The reception staff will contact the Wagner-Peyser staff while the veteran is filling out the questionnaire, making sure the veteran sees someone right away. The Veterans Questionnaire is either emailed to the Disabled Veterans Outreach Program Specialist (DVOP) when the paper application is completed or goes to the Disabled Veterans Outreach Program Specialist (DVOP) directly when the online form is completed. Disabled Veteran Outreach Program (DVOP) staff work closely with clients during intake and assessment. If no Veterans Representative is on-site, Veterans are asked if they want an immediate referral to a partner or, if preferred, waiting (typically no more than 24 hours) for a meeting with DVOP. Each office has a designated Wagner-Peyser staff who has received training on who to work with veterans.

In Carver County, we do not have a DVOP on site, but we work closely with them to make referrals when needed. We also partner with our Carver County veteran services office to assist with more localized resources and services. If veterans or spouses choose to enroll in programs when eligible, we use program funds to provide support services to overcome barriers to employment, and if there are not funds available, we refer people to community-based organizations and/or county departments that can assist with overcoming barriers. Our workforce services team, including supervisor and the 2 ECs that specialize in services to vets meet regularly with both our county vet services team, and DEED vet services reps for our region, in addition to other unit supervisors at Carver County, to discuss veteran needs and ensure we are connecting them to all resources available to them.

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

DVOP staff are engaged throughout the service delivery process at the CareerForce Centers. DVOP staff provide training for Wagner Peyser staff. DVOP and Wagner Peyser staff have frequent programing and service delivery conversations and when possible DVOP staff Wagner Peyser staff meetings. DVOP staff refer veterans to services provided by Wagner-Peyser such as workshops, hiring events, and resource events. Carver County Wagner-Peyser Staff, County Veteran Service Officer Staff, and Veteran Service Staff meet monthly as a group to discuss how to serve veterans. The offices in Hennepin and Carver Counties are dedicated to serving veterans, active duty, guard, reserve, and spouses.

C.28. What is your strategy to ensure that job-ready job seekers enrolled in your programs (including non-program universal customers) are registering in MinnesotaWorks.net and are making their resumes viewable to employers?

All customers are encouraged to register with Careerforce and CareerForce.MN.gov and when interacting with our services, both virtually, on the phone, and in person. Wagner-Peyser staff will continue to inform our service providers network about the value of CareerForce as a part of a comprehensive job search strategy for job seekers.

C.29. Are all WIOA-funded partners complying with the guidance provided in [TEGL 11-11, Change 2](#) regarding Selective Service?

Yes X

SECTION D: ASSURANCES AND CERTIFICATIONS

Training and Employment Guidance and State Law Compliance

Conflict of Interest, Integrity, Fraud and Abuse:

Indicate below that the local area board affirms and assures that it makes all decisions in accordance with applicable federal and state laws and regulations, including the Workforce Innovation and Opportunity Act (WIOA), the Uniform Guidance at [2 CFR 200](#), and [Minnesota OGM 08-01](#). The local workforce development board assures that its conflict-of-interest policies comply with these requirements and that the board upholds transparency, ethical conduct, and integrity in all governance and decision-making processes.

The local area board further assures that it maintains policies and procedures for preventing, detecting, and reporting fraud and abuse, consistent with federal requirements under Training and Employment Guidance Letter [No. 15-23](#) and the Minnesota Department of Employment and Economic Development (DEED) [Fraud Prevention and Abuse policy](#). The board confirms that it will immediately contact DEED, the US Department of Labor Employment and Training Administration, and the Office of Inspector General if potential fraud or abuse issues arise and will follow all required reporting, documentation, and corrective-action procedures.

Additionally, the local area board confirms awareness of:

- A) the applicable statutes related to government records;
- B) requirement to retain documentation for six years.

By providing the indication below, the local area board certifies that its policies and practices are consistent with all relevant federal and state requirements for conflict of interest, integrity, fraud and abuse prevention, documentation, and ethical governance.

Yes X

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

Yes X

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

Yes X

Assurances

By signing and submitting this plan, the local area board is assuring on behalf of itself and the subgrantee, where applicable:

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) and the Workforce Innovation and Opportunity Act and any other DEED/Workforce Development Employment and Training funds, the grant applicant assures that it will comply fully with the nondiscrimination and equal opportunity provisions and other assurances of the following laws:

- **Accessibility** - [Section 508 of the Rehabilitation Act of 1973, as amended](#) - Requires that federally funded program providers make their electronic information and technology accessible to people with disabilities;
- **Audits** – [2 CFR 200.501](#) and [Single Audit Act Amendments of 1996](#) - organization-wide or program-specific audits shall be performed;
- **Buy American**- Buy American Act – award may not be expended unless the funds comply with [USC 41, Section 8301-8303](#);
- **Data Sharing** – [MN Access to Government Data](#), [MN Duties of Responsible Authority](#); [MN Access to Information](#); [MN Administrative Rules Data Practices](#); [DEED Policy – Data Practices](#);
- **Disability** - 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](#);
- **Drug-Free Workplace** – [Drug-Free Workplace Act of 1988](#) – requires all organizations to maintain a drug-free workplace;
- **Equal Opportunity** - [Section 188 of the Workforce Innovation and Opportunity Act \(WIOA\)](#) - Requires applying nondiscrimination provisions in the administration of programs and activities for all eligible individuals, including individuals with disabilities;
- **Equal Opportunity** - [Section 188 of the Workforce Investment Act of 1998](#) (WIA) - Requires applying nondiscrimination provisions in the administration of programs and activities for all eligible individuals, including individuals with disabilities;

- **Equal Opportunity** - [Title VI of the Civil Rights Act of 1964, as amended](#) – Prohibits discrimination on the bases of race, color, and national origin under any program receiving federal financial assistance;
- **Equal Opportunity** - [Title VII of the Civil Rights Act of 1964, as amended](#) - Prohibits discrimination on the basis of race, color, religion, sex or national origin in employment;
- **Equal Opportunity**- [Title II of the Genetic Information Nondiscrimination Act of 2008](#) - Prohibits discrimination in employment on the basis of genetic information;
- **Equal Opportunity** - [Title V of the Older Americans Act of 1965](#) - Prohibits discrimination based on race, color, religion, sex, national original, age disability or political affiliation or beliefs in any program funded in part with Senior Community Services Employment Program funds;
- **Equal Opportunity** - [Title IX of the Education Amendments of 1972, as amended](#) - Requires applying nondiscrimination provisions, based on sex, in educational programs;
- **Equal Opportunity** - Title I (Employment) Americans with Disabilities Act (ADA) - Prohibits state and local governments, from discriminating against qualified individuals with disabilities in job application procedures, hiring, firing, advancement, compensation, job training, and other terms, conditions, and privileges of employment;
- **Equal Opportunity** - [Title II \(State and Local Governments\) Americans with Disabilities Act \(ADA\)](#) - Prohibits qualified individuals with disabilities from discrimination in services, programs, and activities;
-
- **Equal Opportunity** - [Section 504 of the Rehabilitation Act of 1973, as amended](#) - Prohibits discrimination against qualified individuals with disabilities;
- **Equal Opportunity** - [Age Discrimination Act of 1975, as amended](#) - Prohibits discrimination on the basis of age;
- **Equal Opportunity** - [Title 29 CFR Part 31](#) Nondiscrimination in federally-assisted programs of the Department of Labor, effectuation of Title VI of the Civil Rights Act of 1964;
- **Equal Opportunity** - [Title 29 CFR Part 32](#) Nondiscrimination on the basis of disability in programs and activities receiving or benefiting from federal assistance;
- **Equal Opportunity** - [Title 29 CFR Part 33](#) Enforcement of nondiscrimination on the basis of disability in programs or activities conducted by the Department of Labor;
- **Equal Opportunity** - [Title 29 CFR Part 35](#) Nondiscrimination on the basis of age in programs or activities receiving federal financial assistance from the Department of Labor;
- **Equal Opportunity** - [Title 29 CFR Part 37](#) Implementation of the Nondiscrimination and Equal Opportunity provisions of the Workforce Investment Act of 1998;
- **Equal Opportunity** - [Title 29 CFR Part 38](#) Implementation of the Nondiscrimination and Equal Opportunity provisions of the Workforce Innovation and Opportunity Act;
- **Equal Opportunity** - [Executive Order 13160](#) Nondiscrimination on the basis of race, sex, color, national origin, disability, religion, age, sexual orientation, and status as a parent in federally conducted education and training Programs;

- **Equal Opportunity-** [Executive Order 13279](#) - Nondiscrimination 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;
- **Equal Opportunity** - The Minnesota Human Rights Act of 1973, Minnesota Statutes, Chapter 363A - Prohibits discrimination in employment and providing public services on the basis of race, color, creed, religion, natural origin, sex, marital status (employment only), disability, status with regard to public assistance, sexual orientation, familial status (employment only), citizenship, or age (employment only), and local human rights commission activity (employment only);
- **Equal Opportunity-** that collection and maintenance of data necessary to show compliance with the nondiscrimination provisions of WIA and [WIOA Section 188](#), as provided in the regulations implementing that section, will be completed;
- **Equipment** – [2 CFR 200. 313](#), [200.439](#) – must receive prior approval for the purchase of any equipment with a per unit acquisition cost of \$5,000 or more, and a useful life of more than one year;
- **Fire Safety** – [15 USC 2225a](#) – ensure that all space for conferences, meetings, conventions or training seminars funded in whole or in part complies with the protection and control guidelines of the Hotel and Motel Fire Safety Act ([Public Law 101-391](#));
- **Fraud/Abuse** - that the provider has policies on fraud and abuse and will contact DEED for potential fraud and abuse issues; [20 CFR 667.630](#); [DEED Policy – Fraud Prevention and Abuse](#);
- **Health Benefits** – [Public Law 113-235, Division G, Sections 506 and 507](#) – ensure use of funds for health benefits coverage complies with the [Consolidated and Further Continuing Appropriations Act, 2015](#);
- **Insurance** - 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 667.274](#);
- **Insurance** – [Flood Disaster Protection Act of 1973](#) – provides that no Federal financial assistance to acquire, modernize or construct property may be provided in identified flood-prone communities in the United States, unless the community participates in the National Flood Insurance Program and flood insurance is purchased within 1 year of the identification;
- **Personally Identifiable Information (PII)** – [Training and Guidance Letter 39-11](#) – must recognize and safeguard PII except where disclosure is allowed by prior written approval of the Grant Officer or by court order;
- **Procurement** – Uniform Administrative Requirements – [2 CFR 200-317-36](#) – all procurement transactions to be conducted in a manner to provide, to the maximum extent practical, open and free competition;
- **Publicity** – no funds shall be used for publicity or propaganda purposes, preparation or distribution or use of any kit, pamphlet, booklet, publication, radio, television or film presentation designed to support or defeat legislation pending before the Congress or any state/local legislature or legislative body, except in presentation to the Congress or any state/local legislature itself, or designed to support or defeat any proposed or pending

regulation, administrative action, or order issued by the executive branch of any state or local government. Nor shall grant funds be used to pay the salary or expenses of any recipient or agent acting for such recipient, related to any activity designed to influence the enactment of legislation, appropriations regulation, administrative action, or Executive Order proposed or pending before the Congress, or any state government, state legislature or local legislature body other than for normal and recognized executive-legislative relationships or participation by an agency or officer of a state, local or tribal government in policymaking and administrative processes within the executive branch of that government;

- **Salary/Bonus** – [Public Law 113-235, Division G, Title I, Section 105](#) – none of the funds appropriated under the heading “Employment and Training” shall be used by a recipient or sub-recipient of such funds to pay the salary and bonuses of an individual, either as direct costs or indirect costs, at a rate in excess of [Executive Level II](#). Further clarification can be found in [TEGL 5-06](#);
- **Seat Belts** - [Executive Order 13043](#) – Increasing Seat Belt Use in the United States;
- **Text Messaging** – [Executive Order 13513](#) – encouraged to adopt and enforce policies that ban text messaging while driving company-owned or –rented vehicles or GOV or while driving POV when on official Government business or when performing any work for or on behalf of the Government;
- **Trafficking of Persons** – [2 CFR 180](#) – OMB Guidelines to Agencies on Government wide Debarment and Suspension – may not engage in severe forms of trafficking, procure a commercial sex act or use forced labor in the performance;
- **Veteran Priority of Service** - [Public Law 107-288: Jobs for Veterans Act](#) - Priority of service for veterans (including veterans, eligible spouses, widows and widowers of service members) in qualified job training programs;
- **Veterans** - [Public Law 112-56: Vow to Hire Heroes Act of 2011](#) - Establishes guidelines for service providers who are providing employment, training, academic or rehabilitation services for military veterans;
- **Veterans** - that veterans will be afforded employment and training activities authorized in WIA and WIOA 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 10-09](#) and Minnesota's Executive Order 06-02;
- **Voter Registration** - that the required voter registration procedures described in [Minnesota Statutes 201.162](#) are enacted without the use of federal funds;
- **Voter Registration** – [52 USC 20501 – 20511](#) – National Voter Registration Act of 1993.

Certifications

By signing and submitting this plan, the local area board is certifying on behalf of itself and the subgrantee, where applicable:

- A. That this ***Regional and Local Workforce Development Area Plan*** was prepared and is in accordance with all applicable titles of the WIOA Act of 2014, Title V of the Older Americans Act, applicable Minnesota state statutes and that it is consistent with Minnesota's current and future state plans;
- B. that it has provided at least a thirty day period for public comment and input into the development of plan by members of the local area board and the public (including 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 and that any comments representing disagreement with the plan are included with the local plan forwarded to DEED (as the Governor's representative) Section 118(c); Section 108 (d)
- C. that the public (including individuals with disabilities) have access to all of the local area boards and its components' meetings and information regarding the local area boards 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 contract/master agreement issued by DEED have been established;
- E. that it is, and will maintain a certifiable local area board;
- F. that it will comply with the confidentiality requirements of WIA Section 136 (f)(3) and WIOA Section 116 (i)(3)
- G. that the respective contract/master agreement and all assurances will be followed;
- H. that it will ensure that no funds covered under the contract/master agreement are used to assist, promote, or deter union organizing;
- I. that this plan was developed in consultation with the local area board;
- J. that it acknowledges the specific performance standards for each of its programs and will strive to meet them;
- K. that the local area board members will not act in a manner that would create a conflict of interest as identified in 20 CFR 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;
- L. that local area board and staff are aware of local CareerForce Center services, and are working with and referring to the CareerForce Center services as appropriate;
- M. that all staff are provided the opportunity to participate in appropriate staff training;
- N. that, if applicable, the local area board must maintain the currency of its information in the System Award Management until submission of the final financial report or receive the final payment, whichever is later;
- O. that sponsored (in whole or in part) conferences are charged to the grantee as appropriate and allowable; and
- P. that funds are not used for the purpose of defraying costs of a conference unless it is directly and programmatically related to the purpose of the award.
- Q. that the local area board and its sub-grantees must also adhere to the same certifications and assurances that DEED must assure.

WIOA Guidance

This list of guidance is non-exhaustive and applies only to ETA programs. ETA has published a number of documents to guide the operationalization of WIOA, with the most recent and popular listed below. Find the full library of guidance [here](#).

- [Training and Employment Guidance Letter \(TEGL\) 07-25](#)
 - *Conveys to states the Administration's priorities, modification requirements, submission process, and deadline for the required two-year modifications of the WIOA Unified and Combined State Plans (State Plans) for PY 2026 through 2027, consistent with WIOA Sections 102 and 103.*
- [Training and Employment Guidance Letter \(TEGL\) 05-25](#)
 - *Encourages state and local workforce development boards to maximize innovation and flexibility within WIOA formula-funded programs – including through the use of waivers – to align service delivery with the Administration's strategic priorities under Executive Order 14278.*
- [Training and Employment Guidance Letter \(TEGL\) 04-23](#)
 - *Conveys to states the Administration's priorities, State Plan requirements, submission process, and deadline for the original WIOA Unified and Combined State Plans (State Plans) for PY 2024 through 2027, consistent with WIOA Sections 102 and 103.*
- [Training and Employment Guidance Letter \(TEGL\) 05-23](#)
 - *Provides information to the public workforce system and other entities that receive federal financial assistance under Title I of WIOA, as well as education and training programs or activities receiving DOL financial assistance, regarding the prohibition on discrimination based on actual or perceived religion, shared ancestry, or ethnic characteristics.*
- [Training and Employment Guidance Letter \(TEGL\) 09-22](#)
 - *Guidance and planning information to states, local workforce areas, and other recipients of Workforce Innovation and Opportunity Act (WIOA) Title I youth formula funds on the activities associated with the implementation of WIOA.*
- [Training and Employment Guidance Letter \(TEGL\) 07-22](#)
 - *Increasing Employer and Workforce System Customer Access to Good Jobs.*
- [Training and Employment Notice \(TEN\) 16-22](#)
 - *The Employment and Training Administration is Implementing Grant Solutions for Grant Award Processing and the Payment Management System for Financial Reporting.*
- [Training and Employment Guidance Letter \(TEGL\) 22-20](#)
 - *Program Year (PY) 2021 Funding Allotments and Instructions for the Indian and Native American (INA) Programs.*
- [Training and Employment Guidance Letter \(TEGL\) 23-20](#)
 - *Program Year (PY) 2021 Planning Guidance for National Farmworker Jobs Program Career Services and Training Grantees and Housing Grantees.*
- [Training and Employment Guidance Letter \(TEGL\) 07-20](#)
 - *Effective Implementation of Priority of Service Provisions for Most in Need Individuals in the Workforce Innovation and Opportunity Act (WIOA) Adult Program.*
- [Training and Employment Guidance Letter \(TEGL\) 08-19](#)
 - *Workforce Innovation and Opportunity Act (WIOA) Title I Training Provider Eligibility and State List of Eligible Training Providers (ETPs) and Programs.*
- [Training and Employment Guidance Letter \(TEGL\) 19-16](#)
 - *Guidance on Services provided through the Adult and Dislocated Worker Programs under the Workforce Innovation and Opportunity Act (WIOA) and the Wagner-Peyser*

Act Employment Service (ES), as amended by title III of WIOA, and for Implementation of the WIOA Final Rules.

- [Training and Employment Guidance Letter \(TEGL\) 21-16](#)
 - *Third Workforce Innovation and Opportunity Act (WIOA) Title I Youth Formula Program Guidance.*

SIGNATURE PAGE

Local Workforce Development

Area Name

Workforce Development Area 09

Local Area Board Name

Hennepin-Carver Workforce Development Board

Name and Contact Information for the Local Area Board Chair:

Name

Andrea Erickson

Title

Executive Director

Organization

Silver Creek on Main

Address 1

8200 Main St

Address 2

City, State, ZIP Code

Maple Grove, MN 55369

Phone

763-955-1750

E-mail

aberickson@silvercreekonmain.com

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

Name

Irene Fernando

Title

County Commissioner

Organization

Hennepin County

Address 1

300 S. Sixth St.

Address 2

City, State, ZIP Code

Minneapolis, MN 55487

Phone

E-mail

irene.fernando@hennepin.us

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

Local Area Board Chair

Local Elected Official

Name Andrea Erickson

Name Irene Fernando

Title Local Area Board Chair

Title Hennepin County Commissioner

Signature:

Signature:

Date

Date

Attachment A

REGIONAL OVERSIGHT COMMITTEE

Regional Workforce Development

Area

Metro Area/RWDA 04

Local Workforce Development

Area

Hennepin-Carver/WDA 09

MEMBER (Name, Title)	ORGANIZATION	LWDA	COMMITTEE ROLE
Stan Karwoski, Commissioner	Washington County	16	Members
Laurie Levine, Board Chair	Cottage Grove Chamber of Commerce	16	Members
Rick Roy, Board Director	Washington County	16	Members
Rena Moran, Commissioner	Ramsey County	15	Members
Elisa Rasmussen, Board Chair	Xcel Energy	15	Members
Ling Becker, Board Director	Ramsey County	15	Members
Mary Hamann-Roland, Commissioner	Dakota County	14	Members
Mike Forbord, Board Chair	Schmitt & Sons	14	Members
Mark Jacobs, Board Director	Dakota County	14	Members
Scott Schulte, Commissioner	Anoka County	12	Members
Paul Johnson, Board Chair	NTH, Inc.	12	Members
Nicole Swanson, Board Director	Anoka County	12	Members
Jacob Frey, Mayor	City of Minneapolis	10	Members
Jonathan Weinhagen, Board Chair	Minneapolis Regional Chamber of Commerce	10	Members
Deb Bahr-Helgen, Board Director	City of Minneapolis	10	Members
Irene Fernando, Commissioner	Hennepin County	9	Members
Andrea Erickson, Board Chair	Silver on Main	9	Members
Erik Aamoth, Board Director	Hennepin County	9	Members

Attachment B

LOCAL WORKFORCE DEVELOPMENT AREA CONTACTS

ROLE	Contact Name	Phone	Email	Reports to (name only)
Rapid Response Liaison for Mass Layoffs	Nicki Hanson	612-986-8931	Nicolette.Hanson@hennepin.us	Jen Albrecht
Equal Opportunity Officer	Erik Aamoth	651-396-2041	Erik.Aamoth@hennepin.us	Nola Slagter-Johnson
Program Complaint Officer	Erik Aamoth	651-396-2041	Erik.Aamoth@hennepin.us	Nola Slagter-Johnson
Records Management/Records Retention Coordinator	Erik Aamoth	651-396-2041	Erik.Aamoth@hennepin.us	Nola Slagter-Johnson
ADA Coordinator	Sarah Gutzman	952-703-7766	Sarah.gutzman@state.mn.us	Dee Torgerson
Data Practices Coordinator	Erik Aamoth	651-396-2041	Erik.Aamoth@hennepin.us	Nola Slagter-Johnson
Language Access Coordinator	Emily Watts	763-585-7321	wattse@district279.org	Brian Siverson-Hall

CareerForce Center in Bloomington

ROLE	Contact Name	Phone	Email	Reports to (name only)
Site Representative	Arthur Larsen	952-703-7758	arthur.larsen@state.mn.us	Jeanne Fortney
Job Service Manager	Arthur Larsen	952-703-7758	arthur.larsen@state.mn.us	Jeanne Fortney
Vocational Rehabilitation Services Manager	Sarah Gutzman	952-703-7766	Sarah.gutzman@state.mn.us	Dee Torgerson

State Services for the Blind Manager	Lindsey Hanson	651-539-2340	lindsey.hanson@state.mn.us	Jon Benson
Local Workforce Development Area Director	Erik Aamoth	651-396-2041	Erik.Aamoth@hennepin.us	Nola Slagter-Johnson
Adult Basic Education (ABE)	Emily Watts	763-585-7321	wattse@district279.org	Brian Siverson-Hall
Carl Perkins Post-Secondary Manager	Erik Aamoth	651-396-2041	Erik.Aamoth@hennepin.us	Nola Slagter-Johnson
Adult	Nicki Hanson	612-986-8931	Nicolette.Hanson@hennepin.us	Erik Aamoth
Dislocated Worker	Nicki Hanson	612-986-8931	Nicolette.Hanson@hennepin.us	Erik Aamoth
Youth	Brianna Zaiss	612-964-5697	Brianna.Zaiss@hennepin.us	Erik Aamoth

Attachment C

LOCAL AREA BOARD MEMBERSHIP LIST

**Regional Workforce
Development Area**

Metro Area/RWDA 04

**3Local Workforce Development
Area**

Hennepin-Carver/WDA 09

MEMBER		POSITION/ORGANIZATION	TERM ENDS
Representatives Of Business in Local Workforce Development Area			
Last	First	Organization	Term Ends
Clark	Garfield	Garfield Clark Commercial	12/31/2024
Ruch	Amanda	Thought Logic	12/31/2027
Mattson	Nicole	Care Providers of Minnesota	12/31/2024
Mayer	Tim	Kraus Anderson Construction	12/31/2024
Erickson	Andrea	SilverCreek on Main	12/31/2025
Winge	Malissa	American Flexible Products	12/31/2028
Rogness	Kelsey	Takeda	12/31/2028
Muller	Doug	Entegris	12/31/2024
Stearns	Rebecca	Polar Semiconductor	12/31/2025
Open			
Neidermeyer	Mary	CAPi	12/31/2028
Labor & Community-Based Organizations			
Last	First	Organization	Term Ends
Givens	Derrick	IBEW Local 292	12/31/2024
Black	Kate	AFSCME	12/31/2027
Schrupp (Maher)	Kim	Laborers Local 563	12/31/2025
Education & Training			
Last	First	Employer	Term Ends
Vargas-Essex	Julio	North Hennepin Community College	12/31/2027
Watts	Emily	Osseo Area Schools	12/31/2024

Government

Last	First	Employer	Term Ends
Durbin	Elise	City of Chaska	12/31/2024
Gutzman	Sarah	DEED Vocational Rehabilitation Services	12/31/2023
Open		DEED Wagner-Peyser	12/31/2024

CONTACT INFORMATION

NAME	ADDRESS/PHONE/EMAIL
Chair Andrea Erickson	Andrea Erickson Silver Creek on Main 8200 Main Street N Maple Grove, MN 55369 763-955-1750 aberickson@silvercreekonmain.com
Vice Chair Garfield Clark	Garfield Clark Commercial 1235 Yale Place #907 Minneapolis, MN 55403 612 868 8314 gclark@garfieldclark.com

Attachment D

LOCAL AREA BOARD SUBCOMMITTEE LIST

Regional Workforce Development Area	Metro Area/RWDA 04
Local Workforce Development Area	Hennepin-Carver/WDA 09

Committee Name	Objective/Purpose
Executive Internal Operations	The Executive Internal Operations Work Group reviews and builds upon internal Board policy and structure, such as education, recruitment, and participation, to pursue continuously more inclusive, knowledgeable, and active board membership.
Strategic Talent Pathways	The Strategic Talent Pathways focuses on aligning career pathways with current and emerging labor market trends to meet employer needs. Through collaboration with educational institutions, training providers, and community partners, identify gaps, evaluate program effectiveness, and leverage resources to ensure relevant, high-quality training opportunities. Support innovative models like apprenticeships and coordinate with employer engagement efforts to strengthen talent pipelines across key industries.
Program Design & Development	The Program Design Work Group facilitates alignment of youth, adult, and dislocated worker career services and training with the needs of employers, interests of participants, and the opportunities in the job market to enhance meaningful career pathways.
Employer Relations	The Employer Relations Work Group builds relationships, shares knowledge, and coordinates resources between the HCWDB and local employers to ensure that the services and advocacy of the Workforce Development Board align with the goals of local employers and the needs of the local economy.

Attachment E

LOCAL WORKFORCE DEVELOPMENT AREA SUB-GRANTEE LIST

**Regional Workforce
Development Area**

Metro Area/RWDA 04

**Local Workforce
Development Area**

Hennepin-Carver/WDA 09

Name of Sub-Grantee	Services Provided	Funding Source	Sub-Grantee located in which CFC?	If not in CFC, provide Address, City, State, ZIP Code
Hired	WIOA Dislocated Worker Program WIOA Adult Program State Dislocated Worker Program WIOA Youth Program	Federal Federal State Federal		St. Paul, MN 55106
Avivo	WIOA Dislocated Worker Program WIOA Adult Program State Dislocated Worker Program WIOA Youth Program	Federal Federal State Federal		Minneapolis, MN 55406
Minnesota Training Partnership	State Dislocated Worker Program	State		St. Paul, MN 55103
Goodwill- Easter Seals of MN	WIOA Dislocated Worker Program WIOA Adult Program State Dislocated Worker Program	Federal Federal State		St. Paul, MN 55104
City of Brooklyn Park (Brooklynk)	Minnesota Youth Program	Federal State		Brooklyn Park, MN 55441
Tree Trust	Minnesota Youth Program	Federal State		St. Paul, MN 55108
Carver County	WIOA Dislocated Worker Program WIOA Adult Program WIOA Youth Program State Dislocated Worker Program Minnesota Youth Program (<i>MYP funding is allocated directly to Carver County and not through Hennepin County (which is the fiscal agent for all other programs/providers)</i>)	Federal Federal Federal State State	Chaska	Chaska, MN 55318

Attachment F

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

Regional Workforce
Development Area

Local Workforce Development
Area

Metro Area/RWDA 04
Hennepin-Carver/WDA 09

Name and Location (City)	Program Service Delivered
Each of our contracted providers delivers services throughout Suburban Hennepin County either within a CareerForce location and/or within various access points throughout the community. There is a strong referral system in place among all partners within WDA 09. In Carver County, services are primarily delivered in the Chaska CareerForce location.	

Attachment G

LOCAL WORKFORCE DEVELOPMENT AREA KEY INDUSTRIES IN REGIONAL ECONOMY

According to the Department of Employment and Economic Development's (DEED) [Quarterly Census of Employment and Wages](#) (QCEW) Workforce Development Area 09 (WDA 09) had 33,159 establishments supplying 641,363 covered jobs during annual 2025. As such, WDA 09 is the largest-employing WDA in the State of Minnesota. More specifically, WDA 09 accounts for more than one-fifth (21.8%) of Minnesota's total employment and one-third (36.2%) of the Seven-County Metro Area's total employment. Any employment and industry shifts happening in WDA 09 are going to have profound impacts on regional and statewide trends.

Table 1. WDA 09 Industry Statistics, Annual 2025
Sorted by Number of Jobs

Industry	Number of Firms	Number of Jobs	Share of Total Jobs	Total Annual Payroll (\$1,000s)	Avg. Annual Wage
Total, All Industries	33,159	641,363	100.0%	\$56,534,423	\$88,147
Health Care & Social Assistance	4,954	105,478	16.4%	\$7,291,610	\$69,129
Manufacturing	1,436	69,393	10.8%	\$6,931,175	\$99,883
Retail Trade	2,827	57,250	8.9%	\$2,548,871	\$44,522
Professional, Sci., & Technical Services	4,678	54,821	8.5%	\$7,183,041	\$131,027
Accommodation & Food Services	1,985	44,191	6.9%	\$1,408,680	\$31,877
Finance & Insurance	2,167	39,966	6.2%	\$6,271,618	\$156,924
Administrative & Support Services	1,834	39,153	6.1%	\$2,221,044	\$56,727
Wholesale Trade	2,301	36,184	5.6%	\$4,593,370	\$126,945
Educational Services	770	35,394	5.5%	\$2,207,716	\$62,375
Management of Companies	466	32,185	5.0%	\$5,026,181	\$156,165
Transportation & Warehousing	622	31,066	4.8%	\$2,923,714	\$94,113
Construction	2,321	30,900	4.8%	\$3,260,379	\$105,514
Other Services	3,516	17,214	2.7%	\$926,067	\$53,797
Public Administration	145	14,751	2.3%	\$1,132,304	\$76,761
Real Estate & Rental & Leasing	1,632	11,662	1.8%	\$1,004,139	\$86,103
Arts, Entertainment, & Recreation	602	11,215	1.7%	\$371,983	\$33,168
Information	768	8,156	1.3%	\$942,121	\$115,513
Utilities	33	1,250	0.2%	\$203,044	\$162,435
Agriculture, Forestry, Fishing & Hunting	95	795	0.1%	\$34,913	\$43,915
Mining	9	333	0.1%	\$52,452	\$157,514

Source: DEED Quarterly Census of Employment and Wages

Top-employing industry sectors in WDA 09 include Health Care & Social Assistance; Manufacturing; Retail Trade; Professional, Scientific, & Technical Services; and Accommodation & Food Services. Health Care & Social Assistance, with 4,954 establishments supplying 105,478 jobs, accounts for 16.4% of WDA 09's total employment. Manufacturing, with 1,436 establishments supplying 69,393 jobs, accounts for 10.8% of WDA 09's total employment. Together, more than one quarter (27.3%) of WDA 09's total jobs are found within Health Care & Social Assistance and Manufacturing. Retail Trade, with 2,827 establishments supplying 57,250 jobs, accounts for 8.9% of WDA 09's total employment. Professional,

Scientific, & Technical Services, with 4,678 establishments supplying 54,821 jobs, accounts for 8.5% of WDA 09's total employment. Accommodation & Food Services, with 1,985 establishments supplying 44,191 jobs, accounts for 6.9% of WDA 09's total employment. Altogether, WDA 09's top five-employing industry sectors account for more than half (51.6%) of the WDA's total employment.

When compared with Minnesota's industry employment, WDA 09 has significantly higher shares of employment in the following industries: Management of Companies; Professional, Scientific, & Technical Services; Real Estate & Rental & Leasing; Administrative & Support Services; Finance & Insurance; Wholesale Trade; and Transportation & Warehousing. This industry comparison with the state is done with the use of [location quotients](#). Location quotients (LQs) are a measurement of an industry's employment concentration in a specified geography relative to that industry's employment concentration in a larger benchmark region. LQs at or above 1.2 are generally considered to be significant and imply the exporting of goods and services. With significantly higher LQs, the following industries in WDA 09 make up between 30% and 40% of Minnesota's total employment: Management of Companies (38.1% of Minnesota's total employment in WDA 09); Professional, Scientific, & Technical Services (33.0%); Real Estate & Rental & Leasing (32.5%); Administrative & Support Services (32.2%). Many of these industries with higher concentrations of employment in WDA 09, such as Management of Companies or Professional & Technical Services, employ occupations that typically require higher levels of post-secondary education and have higher average annual wages.

Making up over one-third of the Metro Area's total employment, WDA 09's industry employment closely matches the Metro Area's industry employment. There are, however, some subtle differences present. For example, WDA 09 has slightly higher shares of the following industry employment:

- Professional, Scientific, & Technical Services: 8.5% employment share in WDA 09 (6.9% employment share in the Metro Area)
- Administrative & Support Services: 6.1% employment share in WDA 09 (4.7% employment share in the Metro Area)
- Wholesale Trade: 5.6% employment share in WDA 09 (4.4% employment share in the Metro Area)
- Manufacturing: 10.8% employment share in WDA 09 (9.6% employment share in the Metro Area)
- Management of Companies: 5.0% employment share in WDA 09 (4.0% employment share in the Metro Area)
- Finance & Insurance: 6.2% employment share in WDA 09 (5.6% employment share in the Metro Area)

WDA 09 has slightly lower shares of employment in the following industries:

- Educational Services: 5.5% employment share in WDA 09 (7.9% employment share in the Metro Area)
- Public Administration: 2.3% employment share in WDA 09 (4.6% employment share in the Metro Area)
- Health Care & Social Assistance: 16.4% employment share in WDA 09 (18.1% employment share in the Metro Area)

- Accommodation & Food Services: 6.9% employment share in WDA 09 (7.6% employment share in the Metro Area)
- Other Services: 2.7% employment share in WDA 09 (3.2% employment share in the Metro Area)

Table 2. WDA 09 Industry Concentration, Annual 2025				
Sorted by Location Quotient				
Industry	2025 Number of Jobs	Location Quotient	Share of Minnesota Employment	Share of Metro Area Employment
Total, All Industries	641,363	-	21.8%	36.2%
Management of Companies	32,185	1.7	38.1%	45.0%
Professional, Sci., & Technical Services	54,821	1.5	33.0%	44.9%
Real Estate & Rental & Leasing	11,622	1.5	32.5%	43.0%
Administrative & Support Services	39,153	1.5	32.2%	47.4%
Finance & Insurance	39,966	1.3	29.3%	40.4%
Wholesale Trade	36,184	1.2	27.2%	46.9%
Transportation & Warehousing	31,066	1.2	26.9%	39.5%
Manufacturing	69,393	1.0	22.0%	40.9%
Construction	30,900	1.0	20.8%	37.2%
Retail Trade	57,250	0.9	20.4%	37.7%
Arts, Entertainment, & Recreation	11,215	0.9	20.0%	30.0%
Accommodation & Food Services	44,191	0.9	19.3%	33.0%
Health Care & Social Assistance	105,478	0.9	18.9%	32.8%
Other Services	17,214	0.9	18.9%	30.7%
Information	8,156	0.8	18.3%	30.3%
Educational Services	35,394	0.7	15.0%	25.3%
Public Administration	14,751	0.5	10.0%	18.0%
Utilities	1,250	0.4	8.4%	17.5%
Mining	333	0.3	5.9%	58.3%
Agriculture, Forestry, Fishing & Hunting	795	0.2	3.3%	20.9%
Source: DEED Quarterly Census of Employment and Wages				

Regional Plan Region 4 - Metro

SECTION A: REGIONAL VISION, GOALS AND STRATEGIES

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

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

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

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

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

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

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

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

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

1. Increases interagency and local area coordination...through alignment...coordination...and creating a “no wrong door” approach.
 - a. While Region 4 is made up of six public workforce boards, the strength of the region is that it performs as a network of providers, programs, and projects. Each area bringing forward its best models of service, convening, funding, and coordinating partners across a multi-million-person area and activating stakeholders and partners to deliver services. Region 4 believes in regional alignment, coordination, and a “no wrong door” approach so both job seeker and employer can connect quickly and efficiently to their need.
2. Build Industry-led industry-sector partnerships.
3. Core to the work of Region 4 are sector partnerships. For decades, whether they were called Business and Industry Roundtables, Cluster Economies, or Sector Initiatives, the metro leadership committee focuses attention on expanding economic sectors that offer job seekers access to and opportunity in our region's most robust sectors. Create a more inclusive, equitable, accessible, and proactive workforce system.
 - a. All workforce development work in Region 4 – Metro is done through the lens of inclusivity, equity, and accessibility. This is not a sub-committee of a board or focus of a single program, but the comprehensive approach taken in delivering workforce solutions. As shown in the demographic analysis of the region, responding to a rapidly diversifying labor force, both in terms of race and ethnicity, as well as in terms of age, veteran status, educational attainment, justice involvement, MFIP participation, and disability status, it is imperative that the approach taken in the metro to serve all Minnesotans is key to our future collective success. It is crucial to align with the state on this goal, for our success in reaching this goal will be judged by our future workforce.

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

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

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

On February 22, 2024, and confirmed on June 5, 2026, as part of our regional planning efforts for this plan, the Metro Directors hosted a region-wide conversation about the goals set forth by metro leadership believed to be key our regions success over the next four years. Below are the goals as discussed at that morning conversation.

- Increase and deepen community partnerships.
 - Work closely to support regional workforce efforts to better align and coordinate with other partners and systems, including a regional investment in the Skills-based Hiring strategy, led by Goodwill Easter Seals.
- Remove barriers for employment for all.
 - Skills based hiring efforts.
 - Outreach and promotion of population specific hiring events.

- Support for inclusive employer strategies.
- Regional coordination for “no wrong door” service delivery enhancing equitable access and opportunity for all Minnesota job seekers.
- Deepen coordination with economic development partners.

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

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

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

SECTION B: REGIONAL OPERATIONS

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

SWOT ANALYSIS

Strengths:

What do we do best?

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

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

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

What advantages do we have?

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

What do other people say we do well?

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

What is our greatest achievement?

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

Threats:

What obstacles do we face?

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

Weaknesses:

What could we improve?

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

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

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

What disadvantages do we have?

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

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

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

Opportunities:

How can we turn our strengths into opportunities?

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

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

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

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

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

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

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

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

DEED Workforce Strategy Consultant: Hennepin/Carver County WDA

EDAM: Dakota/Scott County WDA

Mn State: Anoka County WDA

CareerForce Communications: City of Minneapolis WDA

GreaterMSP: Ramsey County WDA

Vocational Rehabilitation: Washington County WDA

WorkWell Minnesota (formerly MESC): City of Minneapolis WDA

Industry groups Point of Contacts:

The Caring Professions: Hennepin/Carver County WDA

Manufacturing including relationship with MPMA: Anoka County WDA

Technology: City of Minneapolis WDA

Labor/Finishing Trades: Washington County WDA

Educational and Professional Services: Dakota/Scott County WDA

Construction – Ramsey County WDA

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

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

While each government entity that makes up the metro region approaches diversity and inclusion through their own tailored geographic and institutional lens, the metro oversight committee

collectively views diversity and inclusion, specifically among those with greatest barriers to employment, as paramount to all workforce development strategies developed in our region.

Led by our locally elected officials, diverse representation amongst boards remains an important component of the regional plan and one strategy to increase diverse representation and perspectives. In terms of programming, the leadership remains focused on innovating projects aimed at populations experiencing the greatest barriers to employment or communities facing the greatest levels of economic disparities. Throughout the metro, each local area will be approaching this topic using local priorities and demographic profiles of their communities.

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

As part of the regional coordination done by the six metro directors, encompassing the seven country metro area, deliberate and proactive alignment of policies and practices is a high priority. While local decisions and actions that meet the policies and practices of locally elected officials and local jurisdictions to meet specific geographic need is required of each local area and board, cooperation across the region is necessary to create a system that is uniform and consistent for job seekers and businesses.

The method the metro uses to create the alignment through shared policy and practice is twofold. The first is through shared best practices via the metro directors' weekly meetings, the second comes from a dedicated work group of metro program managers from the six service areas that meet monthly, prior to the state's job seeker services meeting.

Out of these two strategies comes a series of shared policies and practices:

1. Priority of Service policies that allow the metro to recruit and enroll individuals into programs consistently and clearly. Recently this included eligibility into the CLIMB program.

2. Consistency in forms and intake processes that create similar practices across the region, though each area can tweak and adjust intake and forms to meet local requirements.
3. Technology as a support service with shared policies and practices metro wide.
4. Coordination in policies and practices concerning the increased homeless populations. The core cities and the surrounding suburbs are experiencing increases in the number of homeless populations, both existing and new program participants. This work was often done in partnership within workforce development, but also, public health and human services departments within government.

Further, over the course of the last number of years, a key practice is the meeting and sharing of expertise amongst finance staff from all service areas of the metro and key finance staff at community-based providers who work on federal and state workforce grants.

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

The metro region does not currently have any CSA planned.

SECTION C: PROGRAM AND SERVICE DELIVERY

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

The Metro Region partners closely with DEED LMI to assess and analyze the regional economic conditions. It should be noted that often this data is provided at county-level when looking specifically into growing or shrinking sectors or for demographic data which might show community racial or ethnic specificity within a local area. Below is a seven-county narrative snapshot of the current conditions provided to us for use with the local boards and regional oversight board taken from the DEED LMI *Regional Profile: Twin Cities Metro 2025 Area Regional*

According to DEED's [Quarterly Census of Employment & Wages \(QCEW\) program](#), the Twin Cities Metro Area was home to about 94,800 employer establishments providing an average of just over 1.76 million covered jobs through 2024. At that level, the Twin Cities accounts for 60.2% of total employment in the state. The average annual wage across all industries was \$81,047 in the Twin Cities Metro Area, which was about 9.2% higher than the state's average annual wage across all industries. With 916,429 jobs at 44,751 firms, Hennepin County is easily the largest economy in the state, and also has above average

wages of \$90,182. Ramsey County is second largest, with 325,203 jobs at 15,433 establishments, followed by Dakota County with 189,051 jobs and Anoka County with 133,140 jobs. With 40,840 jobs, Carver is the smallest county in the region, but still the 12th largest in the state.

All seven counties have regained jobs since 2020, led by a 21.0% increase in Scott County, followed by a 13.8% jump in Washington County and a 10.2% gain in Anoka County. Carver County is the only county in the metro that saw a job decline in the past year, losing 546 jobs over the year, but still up 8.7% since 2020. Hennepin, Ramsey and Dakota were hit hard by job losses during the Pandemic Recession, and all grew between 5.1% and 6.2% since 2020. Coming out of the Great Recession in 2010, the Twin Cities Metro Area led the state's job growth from 2010 to 2019. With the onset of COVID-19 in 2020, the Metro Area experienced significant industry employment loss. Between annual 2019 and 2020 the Metro Area's total employment plummeted by nearly 131,600 jobs. This 7.4% drop was slightly more severe than the state's respective 6.7% drop during that period. For the region, that employment loss was much more significant than losses experienced during the Great Recession. However, employment in the Metro Area began its recovery after the second quarter of 2020, and employers in the region regained about 120,000 jobs from the low point in 2020 to 2024, ending the year just below the pre-recession peak of 1,776,439 jobs in 2019.

Just four industries still have fewer jobs in 2024 than in 2020, with Finance & Insurance seeing the biggest deficit – still down -15,220 jobs. Information, Management of Companies, and Administrative Support & Waste Services also down a couple thousand jobs compared to 2020. In contrast, the other 16 industries all regained jobs from 2020 to 2024, led Health Care & Social Assistance, which is the largest employing industry in the region after adding 34,027 jobs, for a new total of 304,298 jobs, accounting for 17.3% of total employment in the region. After suffering during the Pandemic Recession, Accommodation & Food Services recovered 33,005 jobs from 2020 to 2024, a 32.4% increase. Arts, Entertainment & Recreation and Transportation & Warehousing both also added more than 10,000 jobs.

More recently, between 2023 and 2024, industry growth in the Metro Area was more varied, with 11 of the 20 sectors seeing short-term declines. This included bigger job losses in Administrative Support & Waste Management Services, which includes temporary staffing agencies, as well as further losses in Finance & Insurance, Management of Companies, and Information. After a strong recovery since 2020,

the Manufacturing industry cut more than 3,000 jobs in 2024. Likewise, Professional & Technical Services and Wholesale Trade suffered losses despite seeing growth since 2020. On the flip side, nine industries saw job growth over the past year, again led by Health Care & Social Assistance, which added nearly 12,400 jobs in 2024, a strong 4.2% growth rate. Public Administration also saw rapid growth over the year, adding nearly 5,200 jobs, a 6.9% expansion. Other industries that saw growth include Educational Services, Accommodation & Food Services, Arts, Entertainment & Recreation, and Transportation & Warehousing.

According to DEED's Quarterly Employment Demographics (QED) program, the workforce in the Twin Cities Metro Area has aged over the past 10 years. For example, in 2014, 18.4% of the region's workforce was 55 years of age and older. By 2024, 22% of the workforce was 55 years of age and older. With rising demand and tight labor market conditions, wages have been climbing across the board for all workers, but wages were still lowest for the youngest and oldest workers who tend to fill lower-skilled, less-than-fulltime jobs.

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

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

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

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

formerly, Real Time Talent, as another tool to look forward to hiring trends, economic projections, and other regional economic indicators.

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

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

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

As noted on B.3. each director in the region is identified as point-person per sector partnership. The make-up of partnerships is built on local strategies that already exist through local board structures and other key stakeholders both local and regional who have expertise and potential resources to bring to the partnership tables.

Further examples of sector partnerships are below:

- **Health Care sector-**
 - a. Programming will include recruitment, training, and preparation for credential attainment of CNA Licensure. Training includes a pre-training model that incorporates employment and computer skills training, as well as real-life realities of the CNA profession. Employer engagement is also incorporated throughout the program delivery design.
 - b. An expansion of CAPI's Healthcare Career Pathways training by increasing the number of people served, who identify as English Language Learners, with CNA training. In addition, CAPI is offering 8 hours of knowledge test practice for NATO exam, and 3 hours of Mental Health First Aid training to increase passage rate of state exam. Programming also offers participant stipends support services, work- readiness, and financial coaching.

- **Manufacturing sector-**
 - a. Manufacturing Career Pathway training connecting individuals to manufacturing careers following a flexible, high-touch and hands-on approach to develop skills in metal work, machine operation and precision manufacturing. Training program incorporates work readiness and industry knowledge, industry foundations, and comprehensive support services with job search support upon completion with connection to new and existing employer partners.
 - b. Programming will incorporate paid participation in professional development, empowerment, and employment. Youth Pathways Program will offer career readiness training, hands-on engagement opportunities to explore interests, and then matched to real-world community projects which offers opportunity to earn industry-backed certifications. Upon graduation from Youth Pathways Program, participants can engage in alumni network to ensure success beyond programming and in the field.
- **Energy sector-** Advanced Training program prepares young adults through a combination of innovative, hands-on, field training and classroom-based work readiness and career exploration training to transition from programming directly into employment in the Green/Energy sector with family-supporting salaries.
- **Finance/Banking sector-** Programming targets serving women and people of color, offering Securities Industry Essentials (SIE) skills training program to qualify individuals for entry-level jobs in the finance sector. GESMN provides customized coaching, support, and work readiness training in conjunction with the SIE training to ensure participant success.
- **Hospitality sector-** MTP will partner with 9 hotels in Bloomington and Minneapolis by offering comprehensive work readiness and job skills training to prospective new hires. The training incorporates customer service, housekeeping, and culinary occupational skills. Program design also integrates case management, workshops, networking, and job search assistance.
- **Transportation sector-**
 - a. Centering a culturally specific approach, offering an experiential learning environment, and incorporating mentorship for career development strategies prepares participants for success in MTG's programming. The Driving Beyond Barriers program offers credentialed CDL training and direct access to job opportunities through their employer

network. Job placement, career development and financial literacy components are incorporated throughout and MTG offers support services to mitigate barriers.

- b. In partnership with Interstate Truck Driving School, PDS will support participant's CDL training and incorporate work readiness assessments and training, developing individual training plans, support during CDL training, job placement assistance and job retention.

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

The Twin Cities Metro Area planning region includes a total of seven counties, covering one Economic Development Region (EDR 11) and six Workforce Development Boards (WDBs). In sum, the Metro Area was home to just under 3.2 million people in 2024, comprising 55.2% of the state's total population. Recently, the region's population climbed 1.1% between 2020 and 2024, adding just over 36,000 people. In comparison, the state of Minnesota witnessed a 1.5% population gain. The regional population loss was experienced solely within Hennepin and Ramsey counties, with all other Metro Area counties experiencing significant population gains. Population growth between 2020 and 2024 was especially rapid in Washington County (+6.1%), Carver County (+5.3%), Scott County (+4.2%), and Anoka County (+3.6%).

Overall, the Metro Area has witnessed population growth over longer periods of time. For example, the region's population grew by 7.9% between 2000 and 2010, adding just over 207,500 people, then the region's population grew by 11.0% between 2010 and 2024, adding over 313,500 people. Overall, the Twin Cities Metro Area has a slightly younger population than the rest of the state, with just 15.1% of residents aged 65 years and over, compared to 16.8% statewide. Consequently, the Metro Area has a higher percentage of people in the 25- to 54-year-old age group, typically considered the "prime working years." The share of school-aged children in the Metro Area and Minnesota is similar.

A large portion of the region's population is a part of the Baby Boomer generation, or those people born between 1946 and 1964, which is creating a significant shift in the population over time. Where the number of residents between the ages of 35 and 44 years declined by almost 16,000 people between 2000 and 2024, the number of residents aged 55 years and over increased dramatically, rising by more than 430,000 people.

The Twin Cities Metro Area has a much more diverse population than the state overall, and it continues to become more diverse over time. In 2023, 71.0% of the region's residents reported white alone as their race, compared to 78.4% of residents statewide. The region had especially higher concentrations of those reporting as Black or African American and Asian or Other Pacific Islander than the state overall. Beyond a smaller share of those reporting as white alone, the Metro Area also had a slightly smaller share of those reporting as American Indian or Alaska Native than the state. Since 2013, those reporting Two or More Races and Some Other Race had the most rapid growth.

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

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

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

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

Adaptation to changing economic conditions and job seeker needs will continue to be a focus of the Metro Region. Following the monumental shifts forced upon workforce development systems and structures because of Covid 19, and subsequent federal investments in local areas through ARPA

funding, the region will use the tools and techniques learned during those years to continue to innovate and pursue a more responsive system for employers and employment and training partners. This includes the use of broad networking events, virtual roundtables, virtual/hybrid/in person career fairs, job clubs, and other participant facing activities. Further, new strategies like an Apprenticeship Outreach Office in North Minneapolis will be piloted to test a new strategy to recruit and connect job seekers from BIPOC and other under-represented communities to employers and opportunities in apprenticeships and align employment and training to the Department of Labor and Industry.

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

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

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

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

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

- i. Traditional WIOA measures will continue to be paramount to the local boards and by extension the Regional Oversight Committee. These measures are foundational to the local relationship to the State of Minnesota and to the federal government.
- ii. Assessment of regional economic health of all communities and demographics. The Metro region is home to the most diverse cities, communities, and neighborhoods in the state. For all to prosper in the Minnesota economy, disparity reduction between White Non-Hispanic and BIPOC residents and between White Non-Hispanic and those with barriers to employment, be it age, language, justice involved, persons with disabilities, must be part of the regions outcomes measures. While many of these indicators are macro in scale, and no one system can be responsible for total disparities reduction, the systems and structures must work together in alignment to attach these long standing social and economic challenges faced by many in our communities.

Attachment A**REGIONAL OVERSIGHT COMMITTEE****Regional Workforce****Development Area** Metropolitan Region Workforce Development Area #4**Local Workforce****Development Area** City of Minneapolis Workforce Development Area #10

MEMBER (Name, Title)	ORGANIZATION	LWDA	COMMITTEE ROLE
Stan Karwoski, Commissioner	Washington County	16	Members
Laurie Levine, Board Chair	Cottage Grove Chamber of Commerce		
Ryan Selock, Board Director	Washington County		
Kelly Miller, Commissioner	Ramsey County	15	Members
Yolanda McIntosh, Board Chair	Association of General Contractors of MN		
Catrice Davis, Board Director	Ramsey County		
Mary Hamann-Roland, Commissioner	Dakota County	14	Members
Jennifer Harmening, Board Chair	Burnsville Chamber of Commerce		
Mark Jacobs, Board Director	Dakota County		
Scott Schulte, Commissioner	Anoka County	12	Members
Paul Johnson, Board Chair	Aggressive Hydraulics		
Lisa Guetzkow, Board Director	Anoka County		
Jacob Frey, Mayor	City of Minneapolis	10	Members
Tara Watson, Board Chair	Watson Chiropractic		
Deb Bahr-Helgen, Board Director	City of Minneapolis		
Irene Fernando, Commissioner	Hennepin County	9	Members
Andrea Erickson, Board Chair	Silver Creek on Main Street		
Erik Aamoth, Board Director	Hennepin County		

Attachment G

LOCAL WORKFORCE DEVELOPMENT AREA KEY INDUSTRIES IN REGIONAL ECONOMY

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

According to the Department of Employment and Economic Development's (DEED) [Quarterly Census of Employment and Wages](#) (QCEW) Workforce Development Area 09 (WDA 09) had 33,159 establishments supplying 641,363 covered jobs during annual 2025. As such, WDA 09 is the largest-employing WDA in the State of Minnesota. More specifically, WDA 09 accounts for more than one-fifth (21.8%) of Minnesota's total employment and one-third (36.2%) of the Seven-County Metro Area's total employment. Any employment and industry shifts happening in WDA 09 are going to have profound impacts on regional and statewide trends.

Industry	Number of Firms	Number of Jobs	Share of Total Jobs	Total Annual Payroll (\$1,000s)	Avg. Annual Wage
Total, All Industries	33,159	641,363	100.0%	\$56,534,423	\$88,147
Health Care & Social Assistance	4,954	105,478	16.4%	\$7,291,610	\$69,129
Manufacturing	1,436	69,393	10.8%	\$6,931,175	\$99,883
Retail Trade	2,827	57,250	8.9%	\$2,548,871	\$44,522
Professional, Sci., & Technical Services	4,678	54,821	8.5%	\$7,183,041	\$131,027
Accommodation & Food Services	1,985	44,191	6.9%	\$1,408,680	\$31,877
Finance & Insurance	2,167	39,966	6.2%	\$6,271,618	\$156,924
Administrative & Support Services	1,834	39,153	6.1%	\$2,221,044	\$56,727
Wholesale Trade	2,301	36,184	5.6%	\$4,593,370	\$126,945
Educational Services	770	35,394	5.5%	\$2,207,716	\$62,375
Management of Companies	466	32,185	5.0%	\$5,026,181	\$156,165
Transportation & Warehousing	622	31,066	4.8%	\$2,923,714	\$94,113
Construction	2,321	30,900	4.8%	\$3,260,379	\$105,514
Other Services	3,516	17,214	2.7%	\$926,067	\$53,797
Public Administration	145	14,751	2.3%	\$1,132,304	\$76,761
Real Estate & Rental & Leasing	1,632	11,662	1.8%	\$1,004,139	\$86,103
Arts, Entertainment, & Recreation	602	11,215	1.7%	\$371,983	\$33,168
Information	768	8,156	1.3%	\$942,121	\$115,513
Utilities	33	1,250	0.2%	\$203,044	\$162,435
Agriculture, Forestry, Fishing & Hunting	95	795	0.1%	\$34,913	\$43,915
Mining	9	333	0.1%	\$52,452	\$157,514

Source: DEED Quarterly Census of Employment and Wages

Top-employing industry sectors in WDA 09 include Health Care & Social Assistance; Manufacturing; Retail Trade; Professional, Scientific, & Technical Services; and Accommodation & Food Services. Health Care & Social Assistance, with 4,954 establishments supplying 105,478 jobs, accounts for 16.4% of WDA

09's total employment. Manufacturing, with 1,436 establishments supplying 69,393 jobs, accounts for 10.8% of WDA 09's total employment. Together, more than one quarter (27.3%) of WDA 09's total jobs are found within Health Care & Social Assistance and Manufacturing. Retail Trade, with 2,827 establishments supplying 57,250 jobs, accounts for 8.9% of WDA 09's total employment. Professional, Scientific, & Technical Services, with 4,678 establishments supplying 54,821 jobs, accounts for 8.5% of WDA 09's total employment. Accommodation & Food Services, with 1,985 establishments supplying 44,191 jobs, accounts for 6.9% of WDA 09's total employment. Altogether, WDA 09's top five-employing industry sectors account for more than half (51.6%) of the WDA's total employment.

When compared with Minnesota's industry employment, WDA 09 has significantly higher shares of employment in the following industries: Management of Companies; Professional, Scientific, & Technical Services; Real Estate & Rental & Leasing; Administrative & Support Services; Finance & Insurance; Wholesale Trade; and Transportation & Warehousing. This industry comparison with the state is done with the use of [location quotients](#). Location quotients (LQs) are a measurement of an industry's employment concentration in a specified geography relative to that industry's employment concentration in a larger benchmark region. LQs at or above 1.2 are generally considered to be significant and imply the exporting of goods and services. With significantly higher LQs, the following industries in WDA 09 make up between 30% and 40% of Minnesota's total employment: Management of Companies (38.1% of Minnesota's total employment in WDA 09); Professional, Scientific, & Technical Services (33.0%); Real Estate & Rental & Leasing (32.5%); Administrative & Support Services (32.2%). Many of these industries with higher concentrations of employment in WDA 09, such as Management of Companies or Professional & Technical Services, employ occupations that typically require higher levels of post-secondary education and have higher average annual wages.

Making up over one-third of the Metro Area's total employment, WDA 09's industry employment closely matches the Metro Area's industry employment. There are, however, some subtle differences present. For example, WDA 09 has slightly higher shares of the following industry employment:

- Professional, Scientific, & Technical Services: 8.5% employment share in WDA 09 (6.9% employment share in the Metro Area)
- Administrative & Support Services: 6.1% employment share in WDA 09 (4.7% employment share in the Metro Area)
- Wholesale Trade: 5.6% employment share in WDA 09 (4.4% employment share in the Metro Area)
- Manufacturing: 10.8% employment share in WDA 09 (9.6% employment share in the Metro Area)
- Management of Companies: 5.0% employment share in WDA 09 (4.0% employment share in the Metro Area)
- Finance & Insurance: 6.2% employment share in WDA 09 (5.6% employment share in the Metro Area)

WDA 09 has slightly lower shares of employment in the following industries:

- Educational Services: 5.5% employment share in WDA 09 (7.9% employment share in the Metro Area)

- Public Administration: 2.3% employment share in WDA 09 (4.6% employment share in the Metro Area)
- Health Care & Social Assistance: 16.4% employment share in WDA 09 (18.1% employment share in the Metro Area)
- Accommodation & Food Services: 6.9% employment share in WDA 09 (7.6% employment share in the Metro Area)
- Other Services: 2.7% employment share in WDA 09 (3.2% employment share in the Metro Area)

Table 2. WDA 09 Industry Concentration, Annual 2025				
Sorted by Location Quotient				
Industry	2025 Number of Jobs	Location Quotient	Share of Minnesota Employment	Share of Metro Area Employment
Total, All Industries	641,363	-	21.8%	36.2%
Management of Companies	32,185	1.7	38.1%	45.0%
Professional, Sci., & Technical Services	54,821	1.5	33.0%	44.9%
Real Estate & Rental & Leasing	11,622	1.5	32.5%	43.0%
Administrative & Support Services	39,153	1.5	32.2%	47.4%
Finance & Insurance	39,966	1.3	29.3%	40.4%
Wholesale Trade	36,184	1.2	27.2%	46.9%
Transportation & Warehousing	31,066	1.2	26.9%	39.5%
Manufacturing	69,393	1.0	22.0%	40.9%
Construction	30,900	1.0	20.8%	37.2%
Retail Trade	57,250	0.9	20.4%	37.7%
Arts, Entertainment, & Recreation	11,215	0.9	20.0%	30.0%
Accommodation & Food Services	44,191	0.9	19.3%	33.0%
Health Care & Social Assistance	105,478	0.9	18.9%	32.8%
Other Services	17,214	0.9	18.9%	30.7%
Information	8,156	0.8	18.3%	30.3%
Educational Services	35,394	0.7	15.0%	25.3%
Public Administration	14,751	0.5	10.0%	18.0%
Utilities	1,250	0.4	8.4%	17.5%
Mining	333	0.3	5.9%	58.3%
Agriculture, Forestry, Fishing & Hunting	795	0.2	3.3%	20.9%
Source: DEED Quarterly Census of Employment and Wages				