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 Count 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 loses 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 laddering, and on the job training, to jobs and careers in that sector at or above $25.00 per hour. See Attachment G for list of key regional industries.

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

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

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

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.

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