

# WORKFORCE INNOVATION OPPORTUNITIES ACT - REGION 4 WORK PLAN

## July 1, 2018 – June 30, 2020

### Executive Summary

The Greater Metropolitan Workforce Council's (GMWC) membership, structure, and status for regional planning and implementation are substantially different since submission of our last Region 4 WIOA Plan. As such, we have tried within this planning template to faithfully report on progress made to date. To most clearly capture our work, we have added a summary section under each goal to share our progress and clearly describe the ongoing work subsidized by WIOA funds. In addition, we have revised each action step in one or more of these three ways:

1. updated progress on existing action steps by labeling them as either "completed", "ongoing", or adding new expected completion dates;
2. revised action steps to clarify how our work may have progressed or changed since the original plan's approval;
3. added action steps to outline new work not included in the original work plan.

All in all, it should be noted that the GMWC has made substantial growth on the expansion of a regional entity as well as on regional planning and new communal initiatives. Throughout the GMWC's progress and evolution, the emphasis on equity and inclusion of people of color, people with disabilities, and gender equality has remained a prime focus in all planning and development efforts. Concentrated partnering with employers from the region's key industry sectors has continued to strengthen as well.

A brief note about membership, organizational status, structure, and staffing also seem merited here as they are repeatedly referred to under "Person(s) responsible" and these may refer to different items since last plan approval. The intent is only to accelerate GMWC's overall impact going forward.

- Membership: As outlined under Goal #1, the board is significantly expanded encompassing 25 diverse members and regional organizations.
- Organizational status: GMWC is in the process of formalizing its legal status and is exploring a Joint Powers Agreement with a to-be-determined outside entity and collaborative partner.
- Structure: To set direction and plan meetings, the GMWC utilizes a Core Team that is led by the GMWC co-chairs and staffed by an interim coordinator. This small group meets regularly to maintain GMWC operations. To implement the plan, the board established four working teams, each responsible for certain portions of the plan (GMWC strategy team A, B, C and D, as referenced throughout the work plan below). Each work team is composed of board members, has a lead "captain" and/or support staff, and may also engage additional stakeholders representing outside partner experts (Appendix A).
- Staffing: Since last submitting our plan, the board has hired an interim coordinator, and is in the process of hiring a permanent executive director. Unless otherwise noted, "GMWC staff" refers at this time to the interim coordinator.

Finally, given the magnitude of changes within the GMWC, the summaries under each goal will provide a guide for the actions within the workplan. The workplan captures high-level impacts since the plan was approved. New leadership, council members, strategy teams, and Workforce Development Board (WDB) staff are all working in an adaptive environment to meet the changing needs of businesses, workers and fundamentals of a changing workforce development system. Similarly, it will be imperative that the GMWC have clarity on the longer-term timeline for updates and/or the expectations around the next regional plan. We would like to get into a timeframe where the GMWC prepares a workplan in advance of the planning period and implement the plan on the same time horizon as the plan itself lays out. This will be particularly important, so we can strategically engage new and current stakeholders in planning and implementation.

**Goal # 1 – Establish *Regional Leadership Approach (Regulation 679.510 a.1.i/v)***

**Summary:**

The goals and action steps under Goal I of the Regional Plan are substantially completed. The GMWC is established and represents a historic adaptation of the workforce development Regional Metro system toward achieving the key goals of WIOA legislation around regional governance, sector partnerships, career pathways and serving targeted populations in the region. As with any major system rethinking the development of the boards capacity, authority, and practice will develop further over time.

Key Action Steps	Expected Completion Date	Expected Outcomes	Data Source & Evaluation Method	Person(s) Responsible	Comments
Update Greater Metro Workforce Council's (GMWC) bylaws and have each local WDB formally re-confirm their membership in GMWC. Bylaws will define that the regional leadership table will be co-chaired by a LEO and local WDB Chair on a rotating basis.	6/30/17 Completed:	Local WDBs formally approve and appoint representatives consistent with bylaws	Written bylaws and meeting minutes; posted and published on the GMWC website.	GMWC staff, GMWC core team, and GMWC board	The original GMWC bylaws were largely complete by the original expected completion date.  The bylaws are being updated again and expected to be approved in July 2018.
Define charge for regional leadership table focused on aligning strategies to advance key sectors and develop career pathways to meet the skill and workforce challenges of the region to reduce inequities in outcomes for people of color and/or with disabilities, disconnected youth, and to improve gender equity.	3/10/17 6/30/17 Completed	GMWC formally approve new structure/determine process for expanded regional leadership table	Written bylaws and meeting minutes	GMWC board	This is largely complete. Process to determine board member solicitation and selection was determined by 6/30/17.
Identify name for regional leadership table	12/31/17 Completed	New name – GMWC Core Team and the GMWC Collaboration Model were approved by council on 1/8/2018	Meeting minutes	GMWC board	

**Goal # 1 CONTINUED – Establish *Regional Leadership Approach* (Regulation 679.510 a.1.i/v)**

Key Action Steps	Expected Completion Date	Expected Outcomes	Data Source & Evaluation Method	Person(s) Responsible	Comments
<p>Recruit regional partners to co-convene leadership table that includes representatives from priority industry sectors, as well as other stakeholders. The leadership table will consist of 25 voting members including the following entities.</p> <p>Examples could be:</p> <ul style="list-style-type: none"> <li>• 6 Local Elected Officials representing the six WDAs (2 votes each)*</li> <li>• 6 Chairs or designated business representative from each of the six WDAs (1 vote each)</li> <li>• 3 representatives of business organizations or trade associations</li> <li>• 4 individuals representing the voice of underserved job seekers</li> <li>• 1 representative of regional economic development organization</li> <li>• 1 representative of philanthropy engaged in workforce development</li> <li>• 1 representative of community-based organization</li> <li>• 1 representative of Adult Basic Education in the metro</li> <li>• 1 representative of metro MN State Colleges and Universities</li> <li>• 1 representative of organized labor in the metro</li> </ul>	<p>9/30/17 Completed</p>	<p>Selection process announced by 7/1/17 and completed by 9/30/17.</p> <p>Selections made, and roster of regional leadership table members complete before end of 4Q17.</p>	<p>Meeting minutes</p>	<p>GMWC board</p>	<p>Additionally, the regional leadership table will strive to ensure that at least 30% (7 individuals) are themselves people of color and/or members of underserved/underrepresented populations; and that 30% (7 individuals) also serve in at least one other leadership role within the workforce, economic development, civic engagement, philanthropic, political or business leadership arena.</p> <p>The business leaders will come from identified sector tables, which are expected to change over time as labor market demand changes</p>

**Goal # 1 CONTINUED – Establish *Regional Leadership Approach* (Regulation 679.510 a.1.i/v)**

Key Action Steps	Expected Completion Date	Expected Outcomes	Data Source & Evaluation Method	Person(s) Responsible	Comments
Regional leadership table quarterly meetings	6/30/17 9/30/17 11/30/17 3/31/18 6/30/18 9/30/18 12/31/18 Completed & now meeting monthly	Drafts and evolution of regional plan that including strategies outside of WIOA; and, discussion and action to address challenges and opportunities related to implementation of plan	Meeting minutes Plan documents	GMWC staff and GMWC leaders	GMWC board first met for its quarterly meeting on July 7, 2017. Beginning in September 2017 to present it has met monthly.
Develop communications plan for regional workforce planning	Ongoing	<p>Plan developed and implemented during duration of this work plan</p> <p>Assist and promote the launch, transition, and implementation of the CareerForce brand beginning in October 2018.</p> <p>Allocate funds in the budget to develop and distribute marketing materials to increase awareness of GMWC’s initiatives and opportunities, and other related workforce development resources to workers and employers alike.</p> <p>Utilize workforce strategy consultants.</p>	Clarity of messaging, building of identity, as measured by informal analysis and, if desired, longitudinal survey	GWMC staff	<p>Building of GMWC identity began in July 2017, showed measurable progress by January 2018, and successful further implementation from February 2018-present.</p> <p>Improved communication and awareness is an area of work that will need and receive constant attention. To date there are GMWC slide decks, a one-page summary doc, and ongoing targeted outreach to councils and editorial board/media.</p>

**Goal # 1 CONTINUED – Establish *Regional Leadership Approach* (Regulation 679.510 a.1.i/v)**

Key Action Steps	Expected Completion Date	Expected Outcomes	Data Source & Evaluation Method	Person(s) Responsible	Comments
Set budget and confirm funding commitments for GMWC staff and board activities	5/31/17 Setting the GMWC budget and regular budget analysis is ongoing	Preliminary budget has been set and the funding committed	Budget records, financial statements, and accounting files	GMWC board	<p>Finalizing a future budget through the duration of this work plan is currently contingent on pending decisions on work space agreements, staffing, and other outside costs to be determined by Fall 2018.</p> <p>Budget allocations and timelines may vary and/or evolve over time due to the GMWC applying for regional grants to fund and/or sustain regional workforce development activities.</p>
Confirm staffing arrangements for GMWC	7/31/18	Staffing arrangements are identified, and short-term funding committed	Assessment of staffing needs, and evaluation, after implementation, that staffing needs are being met.	GMWC board, GMWC Core Team	This could include contracted arrangements with other organizations or individuals.

**Goal # 1 CONTINUED – Establish *Regional Leadership Approach* (Regulation 679.510 a.1.i/v)**

Key Action Steps	Expected Completion Date	Expected Outcomes	Data Source & Evaluation Method	Person(s) Responsible	Comments
Secure permanent full time staffing for the GMWC.	No later than October 1, 2018	Host organization, fiscal agency lead, GMWC staff, and funding in place for at minimum the next year.	Confirmed hire.	GMWC board	<p>While temporary staffing has been in place since October 2017, permanent staffing and support are pending only due to finalizing GMWC legal status with governing jurisdiction and supporting bylaws. These details are required before final action can be taken for solidifying a clear office location and establishing full-time staff salary and benefits package. GMWC determined this should first be in place to support a professional offer.</p> <p>A site location and fiscal agent agreement is in progress with the Center for Economic Inclusion that will establish the base required to hire full time staff leadership.</p>

**Goal # 2 – Establish an Agreement for Negotiating Local Levels of Performance (Regulation 679.510 a.1.viii)**

**Summary:**

The work under Goal #2 is largely still the domain of the Local Workforce Investment Boards as this practice has been established and in place for years prior to the regional reforms taking place. The GMWC has established its intent to work toward aggregated performance measures for the region. GMWC’s Strategy Team C: “Prepare Data for Regional Decision Making” is already adding value with its partnership with RealTime Talent using data to understand and define the gaps in the marketplace. Over time the regional level of analysis will help establish shared goals, strategies, prioritization, and better integrated partnerships with economic development programs, higher education, adult basic education, department of human service programs, and other initiatives to achieve greater workforce development successes using more aligned resources.

Key Action Steps	Expected Completion Date	Expected Outcomes	Data Source & Evaluation Method	Person(s) Responsible	Comments
<p>Build on existing good practice to identify regional needs in employment and income (disaggregated by people of color, people with disabilities, gender, and other key demographics) to regularly update our shared understanding.</p> <p>Use these data results to inform performance negotiations between local WDBs and DEED, and the State and USDOL.</p>	Ongoing	Regularly updated “regional dashboard card” shared across the region that informs annual performance negotiations.	Data sources (see comments). Regional “report card” could also be affirmed and reviewed by outside experts	GMWC staff, <i>GMWC Strategy Team C: Prepare Data for Regional Decision Making</i> , and a performance evaluation panel	Utilize DEED LMI, Wilder, Greater MSP, Workforce One, MFIP, SNAP, VRS, RealTime Talent, and other data sources to more completely assess performance and outcomes.
Align goals established in memorandum of agreements and contracts with sub-recipients to ensure that services are meeting regional goals and consistent with local plans	Ongoing	<p>Guidance to all regional service partners that promotes a consistent, high-quality approach.</p> <p>Alignment and partnership with regional economic development entities, higher education, adult basic education, community-based organizations and others key to driving shared regional goals and metrics.</p>	MOU may be considered	GMWC staff, local WDB staff	This may also be woven into staff training plans outlined in Goal #3 below

**Goal # 2 CONTINUED – Establish an Agreement for Negotiating Local Levels of Performance (Regulation 679.510 a.1.viii)**

<b>Key Action Steps</b>	<b>Expected Completion Date</b>	<b>Expected Outcomes</b>	<b>Data Source &amp; Evaluation Method</b>	<b>Person(s) Responsible</b>	<b>Comments</b>
<p>Implement a continuous improvement strategy in partnership with nonprofit training providers (past efforts include United Way return on investment work, CLASP work with MN Employment Services Coalition, etc.). This would build on that, and bring together providers and the public-sector system</p>	<p>Ongoing</p>	<p>Mapping shared principles and expected outcomes from a continuous improvement strategy (likely in conjunction with activities in goals below)</p>	<p>Rollout of the strategy will include milestones for continuous improvement and review opportunities to gauge progress relative to expected milestones</p>	<p>GMWC staff, local WDB staff, Work Team D, non-profit partner organizations, DEED staff</p>	<p>This dovetails with other activities in goals below relative to stakeholder engagement, shared training, and sector work.</p>
<p>Develop picture of current budget sources &amp; uses across the system that is inclusive of a broader array of investments toward successful workforce development and education programming.</p>	<p>Ongoing</p>	<p>GMWC develops a shared understanding of the limitations and opportunities to better align and integrate resources that enhance the outcomes for workers and employers.</p>	<p>Simplified Tool to communicate the connections and strategies to more effectively use existing resources toward workforce outcomes.</p>	<p>GMWC Team C: Data, and Strategy Team D: Strategic Partnership &amp; Alignment</p>	<p>Preliminary work has begun on sources and uses data. First a picture of workforce development funds is being developed followed by a broader picture of aligned resources.</p>

**Goal # 3 – Identify & Implement 3 Regional Services (Career, Training and/or Support) Alignment Goals (Regulation 679.510 a.1.ii/vi)**

**Summary:**

The Regional Plan calls for greater and more coordinated collaboration across six Workforce Areas within the region. The GMWC supports this direction and has made progress in a few areas of focus to date. 1) CareerForce is viewed as an opportunity to create a more transparent and accessible tool that allows the entire region to establish one workforce system brand and consistencies in workforce development practices across the system. Local WDB directors have been directly dedicating time and talent toward this effort. 2) Regional Sector partnerships are led by staff from different workforce development areas with the allocation of staff time and resources to support expanded region-wide sector partnerships with the development of stated workplan implementation with the creation of the Sector Skills Academy. Finally, the GMWC established Strategy Team A: Implement and Enhance Regional Plan. Its work to date has been to establish an inventory of experienced and anticipated barriers to implementation of the regional plan. This step was critical to understand the limitations of the regional body with the resources and authority to direct work at the local level. At the same time the Strategy Team A has established the following priorities for implementation toward the regional services goal: 1. Align the new CareerForce brand with a collaborative and unified culture, 2. Work to ensure the online CareerForce platform is designed to be user-friendly, comprehensive and impactful in providing access to workforce development services the system provides. 3. Regional expansion of youth internship models. 4. Improve equity outcomes for communities of color, gender, and people with disabilities.

GMWC continues to manage the authority, strategic direction, and resource relationships of the six workforce sector areas as needed to work through adaptations to successfully reach the collective goals of the system and satisfy all local implementation needs. The GMWC establishes the appropriate context to work through issues of system change with the established presence of governmental, business, and civic leadership at the table with core experience from workforce partners informing decision making.

Key Action Steps	Expected Completion Date	Expected Outcomes	Data Source & Evaluation Method	Person(s) Responsible	Comments
Drawing on best practices among local WDB MOUs within individual localities, develop a standard region wide MOU to align and coordinate region wide services including affiliates/specialized centers (as defined in WIOA legislation)	9/30/2018	Template MOU completed	Outcomes will be reviewed regularly by GMWC leaders to assess progress relative to stated MOU goals.	GMWC staff, <i>Strategy Team D: Create Strategic Partnerships &amp; Alignment Work Team</i> , and WDA directors	We will build upon state-level work already completed.  Inventory and prioritize best practices and apply for regional grants to support such.  Prioritize items and find opportunities for additional grants to leverage WIOA funds.

**Goal # 3 CONTINUED – Identify & Implement 3 Regional Services (Career, Training and/or Support) Alignment Goals (Regulation 679.510 a.1.ii/vi)**

Key Action Steps	Expected Completion Date	Expected Outcomes	Data Source & Evaluation Method	Person(s) Responsible	Comments
<p>In partnership with others, build on existing shared staff training across the systems and region to strengthen outcomes for jobseekers and employers. Specifically, regularly convene counselors/navigators from workforce, higher education, ABE, to share information and complete high-quality training objectives.</p>	<p>Ongoing. Initial training(s) launch in Fall 2018.</p>	<p>Staff training curriculum is developed/refined and shared.</p> <p>With partners, deployment beginning in 2Q18.</p> <p>Convening of cross-region workforce staff and workgroups involved in the planning and implementation of CareerForce.</p>	<p>Session evaluations, as curriculum is delivered by partners.</p>	<p>GMWC staff with regional partner team to guide and deliver</p>	<p>Support staff development across systems (higher education, ABE, workforce) and address turnover, and ensure better understanding across the system in the region.</p> <p>Lead ambassadors for the region’s key industries named in April 2018. Since May 2018, sector leads are meeting regularly with sector-specific leadership groups for ongoing planning and development of regional sector strategy plans.</p>
<p>Region-wide technology enhancements:</p> <ul style="list-style-type: none"> <li>Assist in the development, promotion, and implementation of the CareerForce rebranding campaign of workforce centers’ physical and cultural transitions across the state, and assist in CareerForce implementation with an explicit focus on regional workforce needs and resources</li> <li>Support in the development, launch, and implementation of the CareerForce online workforce system with shared contacts and data in a management system to include local and regional public workforce development staff, private employers, and community-based organizations.</li> </ul>	<p>Ongoing</p>	<p>TBD depending on resources</p> <p>The launch, transition to use, and full implementation of the CareerForce online platform (CareerForce.com), which is the online portal for Minnesota’s talent development and employment matching resource driving prosperous outcomes for career seekers, employers, communities, and Minnesota.</p>	<p>Data analytics from new tools and the state system will provide monthly/quarterly reports used to evaluate usage and outcomes</p>	<p>DEED, Regional Boards, Local Boards and all those involved in the State’s workforce development system.</p>	<p>Meaningfully shared contact management for employers would strengthen regional outcomes for employers.</p> <p>a CareerForce.com could be “piloted” inside specific sectors while sector strategy plans are developed and implemented.</p>

<ul style="list-style-type: none"> <li>Advocate and promote DEED's new online WIOA Dashboard site for shared case management systems that build upon the existing Workforce One infrastructure</li> </ul>					
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**Goal # 3 CONTINUED – Identify & Implement 3 Regional Services (Career, Training and/or Support) Alignment Goals (Regulation 679.510 a.1.ii/vi)**

Key Action Steps	Expected Completion Date	Expected Outcomes	Data Source & Evaluation Method	Person(s) Responsible	Comments
Assess opportunities to share “back of house” functions across WDBs to free up resources and staff to focus on outcomes	9/30/17 Completed and ongoing	<p>Report provided to local WDB to review/discuss</p> <p>Example functions across WDBs to include: fiscal coordination, enrollments, common intake forms, etc.</p> <p>Increased time by WDB Directors and other staff involved in regional planning.</p>		WDA directors	<p>Now includes joint training of new/returning WDB members</p> <p>Already in progress using MWCA training plans and manual.</p>
Work to ensure the online CareerForce platform emphasizes a regional system, highlights and promotes quality career pathway programs, effectively shares and communicates simplified sector pathway maps in key sectors.	Ongoing	Curriculum development and refreshment for a broader regional audience		GMWC staff, WDB staff, and DEED staff	The new CareerForce online system will effectively be a shared resource for any career or training counselor(s)

**Goal # 4 – Coordination with Economic Development Services and Providers (Regulation 679.510 a.1.vii)**

**Summary:**

Establishing more strategically coordinated efforts with economic development services and providers has been a long-standing missing link to the workforce development system. The new GMWC has established in its composition built-in connections to Regional Economic Development initiatives through its collaboration with Greater MSP, which created the first Regional Economic Development in 2013. A new baseline expectation is being established that 1) strategic engagement of business is an essential component to strong metro-wide and industry informed sector partnership in the six priority sectors (IT, Healthcare, Advanced Manufacturing, Business Services, Construction, and Government) and 2) Economic development strategies are better informed as to the available skills levels and populations that are in need of work. The first link is being established and is more fully explained under goal 6 of this plan - Business Led Sector Partnerships. Goal 2 will require more work but will be more directly linked through a growing partnership with Greater MSP and its role in development of the regional Economic Development Strategy.

Key Action Steps	Expected Completion Date	Expected Outcomes	Data Source & Evaluation Method	Person(s) Responsible	Comments
Engage Greater MSP, Minnesota Chamber, and local chambers of commerce in supporting sector panels. Specific attention will be given to ensure chambers representing people of color, and people with disabilities are included and active throughout.	Ongoing as sector work refines/changes	Greater MSP and/or chambers of commerce become co-convenor of sector panels	Meeting roster and minutes	GMWC staff	Engaged stakeholders and partners can represent more than one targeted community group, demographic, and/or institution(s).
Convene local economic development staff (City and County) for a minimum of a bi-annual briefing on labor market trends, sector strategies, etc.	Ongoing	Agenda	Roster and meeting minutes	GMWC staff, <i>Strategy Team B: Maximize Sector Strategies work team</i> , and <i>Strategy Team C: Prepare Data for Regional Decision-Making</i>	
Develop and implement a regular communications vehicle to share regional labor market data, updates on sector strategies, etc. with education entities, labor groups, and public and local utilities	Ongoing	Regular communications	Copies of materials	GMWC staff/consultants, <i>Work Team C: Prepare Data for Regional Decision-Making work team</i>	

**Goal # 4 CONTINUED – Coordination with Economic Development Services and Providers (Regulation 679.510 a.1.vii)**

<b>Key Action Steps</b>	<b>Expected Completion Date</b>	<b>Expected Outcomes</b>	<b>Data Source &amp; Evaluation Method</b>	<b>Person(s) Responsible</b>	<b>Comments</b>
Increase the number of convenings and/or expand existing West Metro convening of DEED, Vocational Rehabilitation, business development staff, and Metropolitan Consortium of Community Developers Open for Business staff to engage full region in WIOA and regional planning.	Ongoing	Shared planning and labor market intel, as well as coordination of employer outreach efforts	Meeting roster and minutes	GMWC staff	
Ensure regular communication with DEED economic development staff	Ongoing	Strengthened relationship	Information shared, and evidence of stronger partnership in planning and services	GMWC staff	

**Goal # 5 – Identify the Populations Experiencing Inequities in Educational and Employment Outcomes (State Plan Goal #1)**

**Summary:**

The GMWC has remained focused on reaching targeted populations with the regional workforce system. Strategy Team C: Data has done analysis of populations served with current funding streams. Strategy Team B: Sector Partnership facilitated an open invitation to participate in the Sector Skills Academy with an emphasis on attracting diverse candidates from the region’s six key industries. Strategy Team D: Strategic Partnership and Alignment has proceeded with a scan of regional stakeholders identifying targeted partnerships that will bring more connections to organizations and people less represented in the current service models. There is strong analysis and data on populations not being effectively served and further work is needed (see Goal 7, stakeholder engagement).

Key Action Steps	Expected Completion Date	Expected Outcomes	Data Source & Evaluation Method	Person(s) Responsible	Comments
Utilize analysis of service element availability at physical locations and online, relative to expected needs of populations being served – specifically people of color, people with disabilities, disconnected youth, workers affected by gender equity, other adults with barriers to employment, and/or who would benefit from culturally-specific service delivery strategies.	3/31/17 and ongoing Partially completed in 2018 and even greater focus needed through 2019 and beyond	Identification of gaps in service relative to need; Map of Racially Concentrated Areas of Poverty, locations of Workforce Centers and workforce providers; and Map of other disparities including education level, disabilities, etc.	Mapping and written analysis	GMWC staff and GMWC strategy teams, RealTime Talent, and other consultants	Align with Governors Workforce Development Board
<i>(per stakeholder engagement below)</i> Strengthen and formalize data sharing and coordination with CBO partners, employers from the region’s key industry sectors, and other public programs serving people of color, people with disabilities, disconnected youth, workers confronting gender equity, and all regional geographies to focus on career pathways.	Ongoing	Getting direct participant, service provider, and employer partners’ input into service delivery strategies developed under this goal.	Input provided, including meeting rosters and minutes	GMWC staff, Strategy Team B: Maximize Regional Sector Strategies, and <i>Strategy Team C: Data for Regional Decision-Making</i> , GMWC consultants including CSW of the Sector Skills Academy	Strengthen our direct engagement with the customers we serve in our planning process using human-centered design elements. Including employer input in the design and development of workforce services strengthens sector strategies and plans for the region’s key industry sectors.

**Goal # 5 CONTINUED – Identify the Populations Experiencing Inequities in Educational and Employment Outcomes (State Plan Goal #1)**

Key Action Steps	Expected Completion Date	Expected Outcomes	Data Source & Evaluation Method	Person(s) Responsible	Comments
Learn from expected convening of metro DEED equity grant recipients to assess opportunities for impact and alignment specifically for people of color, people with disabilities, disconnected youth and workers facing gender inequality. Apply learning to assist future work with DEED to ensure grant recipient strategies align and support regional goals.	Waiting on further analysis and report from DEED. Future actions to be determined based on reports and data.	Clarity regarding programs and services offered through equity funding specific for people of color and people with disabilities across the region.	Meeting roster and minutes	GMWC staff, Center for Economic Inclusion (CEI), Corporation for a Skilled Workforce (CSW), Sector Skills Academy participants, GMWC strategy teams	Selected models of success and identified lessons learned will be incorporated into the Sector Skills Academy training and curriculum. It will then be considered for development into sector strategy plans and implementation.
Regional RealTime analysis of sector employment demand, supply, and gaps for six priority sectors. The analysis will also include disaggregated data on the targeted populations being served by the supply side and being placed in career pathway tracks.	Completed	Better aggregate understanding of gaps, people being served by system, and informed targeting for career pathway opportunities by sector.	Reports produced and shared with GMWC May 2017.	Strategy Team C: Data	

**Goal # 6 – Create 1-3 Business Led Sector Partnerships (Regulation 679.510 a.1.iii/iv/vii and State Plan – Strategic Element #1)**

**Summary:**

The most tangible and focused work of the GMWC can be seen in creation and development of the Sector Skills Academy, which was jointly funded by MJSP and MSPWin, and is implemented by the GMWC. The Academy is a 12-month engagement of the Corporation for a Skilled Workforce (CSW) and Aspen Institute, with local hosting support from Center for Economic Inclusion, and data from RealTime Talent, to develop capacity and leadership within the workforce field to create High Performing Sector Partnerships in six sectors (IT, Healthcare, Advanced Manufacturing, Business Services, Construction, and Government). Instead of 1 to 3 sector partnerships the Skills Academy is taking 6 cohorts of leaders in each of the 6 priority sectors (36 participants total) through a training and development process that is implementing short term work and creating longer term Sector Partnership Plans that will guide the work and investment focus of resources toward the most impactful career pathways and highest demand jobs within the six priority sectors. This line of work represents a new level of business/government partnership in workforce development. The workforce shortage and recognition of the limits of labor pools available is providing a window in which mutually beneficial outcomes for business and for workforce system outcomes serving some of the most difficult to employ. It is the intent of the GMWC to establish these Regional High Performing Sector Partnerships as sustainable strategies that can continuously learn and improve over time.

Key Action Steps	Expected Completion Date	Expected Outcomes	Data Source & Evaluation Method	Person(s) Responsible	Comments
<p>Draft sector table strategy for 6 identified sectors leveraging existing sector work when possible. Define roles and responsibilities of participants. Strategies will encompass range of options including work-based learning, apprenticeships, internships, work, learn and earn, etc. Sector plan development will also explore issues of hiring bias, workplace culture, and other barriers to employment outcomes for people of color, people with disabilities, disconnected youth and gender equity workers across the region.</p>	<p>3/31/17; Ongoing sector development will continue for duration of plan</p> <p>Sector Partnership cohort leaders in place 6/1/17;</p> <p>On-going development and refinement of full plan through 1/31/20</p>	<p>Detailed strategy document, with draft invitations to sector table employer partners and others</p> <p>Established cohort leads; completion of six baseline sector partnership slide decks for each of the regions key industries.</p>	<p>Strategy document, with measurable milestones, to be reviewed by GMWC leaders to gauge timely and effective meeting of milestones.</p> <p>Sector strategy plans developed during the Sector Skills Academy</p>	<p>GMWC staff, GMWC leadership, and identified sector/industry cluster experts, <i>Strategy Team B: Maximize Sector Strategies work team</i>, CSW, Sector Skills Academy participants and work groups</p>	<p>Ensure alignment with GWDB sector planning efforts</p> <p>The development of sector strategy plans, and the start or continuation of sector strategy implementation are specific goals and outcomes of the Sector Skills Academy.</p>

**Goal #6 CONTINUED – Create 1-3 Business Led Sector Partnerships (Regulation 679.510 a.1.iii/iv/vii and State Plan – Strategic Element #1)**

Key Action Steps	Expected Completion Date	Expected Outcomes	Data Source & Evaluation Method	Person(s) Responsible	Comments
Identify and recruit specific individual experienced workforce and economic development leaders to serve as leads for each of the six key industry sectors to support the management of each GMWC sector group. Also, begin identifying CBO partners and potential funding sources to support operations of sector groups.	3/31/17 Completed	Sector group fact sheet with names	Review by GMWC leadership to ensure sector groups will be appropriately staffed and resourced.	GMWC staff, <i>Strategy Team B: Maximize Regional Sector Strategies</i>	Existing WDB and CBO staff have expertise in some sectors and will be tapped to lead sector efforts
Build on mapping of career pathways in manufacturing, construction, healthcare, government, IT, and the business and finance service sectors using LMI. Overlay w/education pathways and assess gaps & capacity constraints.	6/30/2018 Initial mapping completed; Ongoing activity within sector partnerships.	Career pathway roadmap	Assess existing mapping (relative to other national sources)	GMWC staff, <i>Strategy Team B: Maximize Regional Sector Strategies, CSW with Sector Skills Academy participants</i>	Build on existing mapping done by MSPWin and MnSCU
Engage and recruit with likely sector group participants including employers and trade associations (MHTA, HealthForce, Precision Sheet Metal Manufacturing, etc.)	Completed	Committed partners to lead each sector groups	Ongoing assessment of who is engaged and partnering with the sector groups	GMWC staff and <i>Strategy Team B: Maximize Sector Strategies, Strategy Team D: Create Strategic Partnerships &amp; Alignment</i>	Build on existing business-led sector models wherever possible

**Goal #6 CONTINUED – Create 1-3 Business Led Sector Partnerships (Regulation 679.510 a.1.iii/iv/vii and State Plan – Strategic Element #1)**

Key Action Steps	Expected Completion Date	Expected Outcomes	Data Source & Evaluation Method	Person(s) Responsible	Comments
<p>Convene employment and training partners to assess and validate LMI system barriers, and career pathway roadmap. In particular, this should include engaging people of color, people with disabilities, workers affected by gender equity, and employers from the region's key industry sectors.</p>	<p>7/30/2018</p>	<p>Support from CBOs and commitment to participate in sector groups leading to better outcomes for targeted populations</p>	<p>Meeting minutes</p>	<p>GMWC staff, <i>Strategy Team B: Maximize Sector Strategies work team</i>, and <i>Strategy Team D: Strategic Partnerships and Alignment</i>, CEI, and RealTime Talent</p>	<p>GMWC is building and strengthening partnerships with CEI to combat racial inequality, and RealTime Talent's collaboration with significant business associations for business-led input</p>
<p>Per metro wide Sector Skills Academy weave sector strategies into ongoing shared staff training</p>	<p>6/30/2018 Completed</p>	<p>Agenda, materials</p>	<p>Rosters</p>	<p>GMWC staff, Corporation for a Skilled Workforce (CSW), Skills Academy participants</p>	
<p>Leverage existing sector activity for each of the region's six key industry sectors by expanding geographically, programmatically, and with a heightened focus on improving workforce results for people of color, people with disabilities, disconnected youth, and workers challenged by gender equity.</p>	<p>Ongoing</p>	<p>Sector groups define priorities and develop and implement a one-year sector strategy plan</p>	<p>Roster and meeting minutes</p>	<p>GMWC staff, regional County WDB staff, CSW Academy consultants, Center of Economic Inclusion, GMWC strategy teams</p>	<p>We are building on existing work with expanded and/or refocused sector groups and strategies.</p>
<p>Establish MOUs and strategic partnerships with the Business Talent Committee (a partnership of Greater MSP, Minnesota Chamber, Itasca Project, and the MN Business Partnership) as well as the Center for Economic Inclusion to serve as key partners in the development, ownership, and endorsement of Sector Plans to drive aligned implementation of Regional Sector Strategies.</p>	<p>December 31, 2018</p>	<p>Aligned partnership to support the implementation, direction, and use of Sector Plans for meeting the needs of employers and effectively reaching targeted populations with career tracks and opportunity.</p>	<p>Signed Agreements</p>	<p>GMWC; Business Talent Committee, Center for Economic Inclusion, The Sector Skills Academy.</p>	<p>Currently we are developing these partnerships for clarity of roles, expectations, and commitments.</p>

**Goal #6 CONTINUED – Create 1-3 Business Led Sector Partnerships (Regulation 679.510 a.1.iii/iv/vii and State Plan – Strategic Element #1)**

Key Action Steps	Expected Completion Date	Expected Outcomes	Data Source & Evaluation Method	Person(s) Responsible	Comments
Seek funding opportunities to support specific sector training opportunities	Ongoing	Grants received to support activity	Proposals developed and submitted, and program evaluations completed (per funder expectations) Leverage of existing funds to support the implementation of sector focused work.	GMWC staff	
Provide leadership and administration of a facilitated professional development and strategic planning Sector Skills Academy (partnership with Corporation for a Skilled Workforce and the Aspen Institute) that would train at least 30 workforce development professionals.	Ongoing	Completion and start of implementation of six sector strategy plans	Sector Skills Academy curriculum, materials, and sector strategy plans	GMWC staff, CSW, Sector Skills Academy participants	
Develop sector strategy plans that include plans to sustain the partnerships beyond the conclusion of the Sector Skills Academy.	Ongoing	The sector partnerships continue to grow and strengthen after the initial implementation provided during the Sector Skills Academy.	Sector Skills Academy curriculum, materials, and sector strategy plans	GMWC staff, Corporation for a Skilled Workforce (CSW), Skills Academy participants	

**Goal # 7 – Stakeholder Engagement (State Plan – Strategic Element #2)**

**Summary:**

The GMWC composition has significantly opened the stakeholder and leadership connections to the workforce system in the region. High level leadership from key businesses, civic organizations, and labor unions are now fully participating in the work and direction of the GMWC. Local Elected Officials serve directly on the GMWC with renewed commitment and priority as the workforce shortage has drawn attention to the critical ways that business, government, and labor can work together to solve the shortage for employers and the development of a skilled workforce into career pathways that lead toward increased income and greater self-sufficiency. At the same time more needs to be pursued in directly engaging people served by the workforce system in authentic ways that will inform system improvements over time. Establishing the cross sector and critical sources of funding partners and developing a shared understanding and analysis of the current system and adaptation needs will create a better and more responsive system to both workers seeking self-sustaining work as well as business knowing it can rely on the public workforce and education systems in providing the talent they need to grow and thrive.

Key Action Steps	Expected Completion Date	Expected Outcomes	Data Source & Evaluation Method	Person(s) Responsible	Comments
Participate in Marnita’s Table	2/23/17 Completed	Engagement of partners toward greater understanding of implicit bias in workforce/hiring arena	Meeting evaluation	Marnita’s Table staff with GMWC staff/consultants	
<p>Strengthen and formalize data sharing and coordination with CBO partners and other public programs serving job-seekers and under-employed workers, with a specific priority on people of color, people with disabilities, gender equality, and regional geographies to focus on career pathways.</p> <p>Start with sub-contracted providers and expand based on data analysis to include CBOs serving under-served people of color and people with disabilities.</p>	Ongoing	<p>Assist CBOs increase their sharing of information about defined career pathways and ensuring access and success for focused populations utilizing resources such as WorkForce One, Dashboard, Report Card, and/or the Statewide Longitudinal Education Data System (SLEDS). SLEDS is a data system matching student data from pre-kindergarten through completion of post-secondary education and into the workforce to identify the most viable pathways for individuals in achieving successful outcomes in education and work, and to assist in making informed decisions to support and improve education and workforce policy and practice.</p> <p>Better use of data in program design and service delivery by range of stakeholders and providers</p>	Meeting rosters and minutes	GMWC staff, GMWC Strategy teams, WDB directors	This includes a series of meetings and events to better engage with existing public programs such as MFIP, ABE, Vocational Rehabilitation, TANF, MnSCU, and all public partners, and CBOs in the full workforce system umbrella.

**Goal # 7 CONTINUED – Stakeholder Engagement (State Plan – Strategic Element #2)**

Key Action Steps	Expected Completion Date	Expected Outcomes	Data Source & Evaluation Method	Person(s) Responsible	Comments
<p>Insure organizations representing targeted populations of people of color and people with disabilities are participating at sector groups</p>	<p>Completed</p>	<p>Equity participation in sector groups career pathway planning and Sector Skills Academy</p>	<p>Rosters and meeting minutes</p>	<p>GMWC staff, GMWC strategy teams, WDB directors, CEI</p>	<p>This is one of multiple places in the work plan to engage organizations representing targeted populations</p>
<p>Annual assessment of composition of local WDBs by business sector and race/ethnicity and gender. Based on results, establish targets and plan to increase diversity and inclusion of all boards.</p>	<p>9/30/2018 and then ongoing</p>	<p>Increased diversity and alignment of WDBs with regional priorities</p>	<p>Report out and review collectively at least annually</p>	<p>GMWC staff, GMWC board, WDB directors and Local Elected Officials</p>	<p>WDBs strive to ensure their Boards represent both the people they serve (ethnicity, disability, etc.) and targeted industry sectors</p>
<p>Work to establish mechanisms within the new CareerForce system that can serve the region in better collecting real time survey and input data from employers and workers that use the system. Test the system for capacity to reach out electronically to engage stakeholders.</p>	<p>System Completed in Nov 2018. Testing of system in 2019 for functions related to engagement.</p>	<p>Quality market research from employers and employees is collected from the CareerForce platform.</p>	<p>Survey and Survey results from system.</p>	<p>WIB Directors, GMWC core team, Strategy Team A: Data, Strategy Team D: Partnership &amp; Alignment.</p>	

**Goal # 7 CONTINUED – Stakeholder Engagement (State Plan – Strategic Element #2)**

Key Action Steps	Expected Completion Date	Expected Outcomes	Data Source & Evaluation Method	Person(s) Responsible	Comments
Establish a MOU with Center for Economic Inclusion as a key partner that supports and tracks on GMWC implementation in reaching targeted populations and improving the outcomes for populations served.	MOU in place no later than November 2018.	A partner that can help the workforce system reach out to and better service targeted populations through learning and experience of CEI and their affiliated partners serving populations of color.	Signed MOU, reports and evaluation of CEI and other projects in the field.	GMWC core team, CEI, Strategy Team D; Strategic Partnership and Alignment,	We already have confirmed that the GMWC will officially work within the umbrella of the Center for Economic Inclusion. CEI will serve as our fiscal home as an MOU will be developed to clarify the roles and expectations of CEI and the GMWC in this relationship.

**Goal # 8 - Submission of Local Plans that Align with the Regional Plan (Regulation 679.510.2.ii)**

**Summary:**

The first regional plan required by the state and federal authorities was approved in Summer 2017 after a required revision. The GMWC of the metropolitan area hired consultants to facilitate the plan. Due to complications in timing and approval, the actual implementation of the plan and its goals were off-cycle from the start and running behind federal timelines. This will need to be changed moving forward. To be effective the GMWC would like to prepare and implement future plans on a timeline that allows for early development of the plan as well as more accurate reporting and revision schedules that are timely to the activities being pursued in the plan. The local WDB plans should also continue being developed in a coordinated fashion and building off the strategic direction of the State Board, Regional Plan, and guidance from the newly formed GMWC. Establishing a clearer timeline and an improved planning and development practice for the next regional planning process beginning in Spring 2020. This will become an ongoing important opportunity to continue to adapt the metro region’s workforce system to the changing workplace needs of employers and workers.

**Goal # 8 CONTINUED - Submission of Local Plans that Align with the Regional Plan (Regulation 679.510.2.ii)**

Key Action Steps	Expected Completion Date	Expected Outcomes	Data Source & Evaluation Method	Person(s) Responsible	Comments
Submit Local/Regional Plan	6/1/16 Completed	Initial review by the State	Submission letter/E-mail	Local WDB staff and leadership	
Modify Local/Regional Plan	6/30/2018 for local plans - Completed  10/1/18 for revised Region 4 Plan	Review & Approval by State	Letter of Approval from State	GMWC staff and consultants	Regional modifications to be submitted by 9/30/2018. Approval expected by 10/31/2018.
Perform a basic audit of investment alignment with the regional plan goals by and consultant/provider when regional data and outcomes are in formats that allow for stronger comparison and analysis.	June 2019	Report on investment alignment of system funds toward goals and priorities established by GMWC.	Report on Alignment of Investments of resources from WIBs.	Consultant TBD	