

Local Plan Template

SECTION A: LOCAL BOARDS VISION, GOALS AND STRATEGIES

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

The CMJTS Workforce Development Board's (WDB) strategic vision for preparing a skilled workforce involves a comprehensive approach to addressing the labor market's current and future needs within Local Workforce Development Area 5 (LWDA).

This vision supports the state's One Minnesota Workforce Development Vision — a healthy economy where all Minnesotans have equitable access to a workforce development system that is responsive to employer needs and leads to good jobs with family-sustaining wages — and CMJTS is committed to ensuring that all Minnesotans in LWDA 5, regardless of where they live in the region, are aware of and can access CareerForce and workforce development programs and services.

The CMJTS Workforce Development Board, in collaboration with DEED regional analysts, central region workforce strategy consultant, and the CMJTS Business Services Team, undertakes a comprehensive analysis of the local job market. This analysis is aimed at identifying sectors with high demand for jobseekers and understanding current and projected skills shortages through consultation with employers, industry associations, and labor market experts.

This analysis is refreshed using current labor market information (LMI) to reflect post-pandemic shifts in the region's industries, occupations, and demographics, consistent with the U.S. Departments of Labor and Education's "America's Talent Strategy: Building the Workforce for the Golden Age" and its Five Strategic Pillars — Industry-Driven Strategies, Worker Mobility, Integrated Systems, Accountability, and Flexibility and Innovation. The WDB uses this updated LMI to reassess growing and declining sectors, in-demand occupations, and emerging skill needs, including the accelerating role of Artificial Intelligence (AI) across regional industries, and to adjust training investments accordingly.

Collaboration with partners, employers, educational institutions, government agencies, community-based organizations, and other stakeholders is vital to the strategic plan. By working together, we can leverage resources and expertise to maximize the impact of workforce development initiatives.

As part of our strategic vision, the CMJTS Workforce Development Board (WDB) is committed to providing targeted support for individuals with barriers to employment. This includes low-income individuals, veterans, people with disabilities, individuals with criminal histories, individuals experiencing homelessness, and other underserved and disenfranchised populations. We aim to provide all jobseekers with access to training programs, financial

assistance, and other support services, helping them overcome employment barriers.

The WDB's strategic vision would align with broader economic development objectives for each region within the 11-county area, including targeting key industries or sectors expected to drive future economic growth and ensuring that workforce development efforts are aligned with these priorities.

Consistent with federal expectations under WIOA and current U.S. Department of Labor guidance (TEGL 07-25), this vision aligns local strategy with the federal government's expected outcomes: industry-driven training tied to real employer demand, clear pathways to worker mobility and higher wages, an integrated one-stop system, measurable accountability for results, and flexibility to adopt innovations such as AI-informed service delivery and Registered Apprenticeship expansion under Executive Orders 14277 and 14278. All CMJTS and partner activities are administered in a manner consistent with applicable federal civil rights law and Executive Orders 14151, 14168, 14173, and 14190; the WDB and its subrecipients do not operate programs based on race-, sex-, or other protected-class-based preferences.

- A.2. Describe the local area board's goals for preparing an educated and skilled workforce, including youth, individuals with barriers to employment, and individuals underrepresented in the local labor force.

The CMJTS WDB goals focus on preparing an educated and skilled workforce, encompassing various demographics, including youth, individuals facing barriers to employment, and those underrepresented in the local labor force. These goals are realized in several ways and may include:

Co-enrollment across programs such as WIOA Adult and SNAP E&T, or Minnesota Youth Program and Vocational Rehabilitation Services, is one way to ensure equitable access to quality education and vocational training programs for all community members, regardless of socioeconomic status or background. Encouraging co-enrollment practices, braiding funds, and emphasizing collaboration and partnership among stakeholders can increase our reach and the opportunity to address a variety of challenges and barriers.

The CMJTS WDB is committed to providing comprehensive and individualized services. They ensure that multiple program entry and exit points are established to meet jobseekers where they are on their journey. Whether a jobseeker has a basic skills deficiency or simply needs help developing a resume, there is help available in the CareerForce Center system. A step-by-step pathway may be laid out for an individual to earn credentials, certificates, and degrees, transition into the workforce, and return for additional guidance at any point.

Several partners offer youth development programs such as Title I Youth programs that prioritize funding to serve young adults who face intense challenges in establishing themselves in a livable-wage career. Targeted youth include those who:

- Have a disability
- Have experienced homelessness
- Are involved with the justice system
- Are not working and not in school
- Live in a community with high unemployment rates
- Are English language learners
- Pregnant or parenting
- Are in state care
- Residents of public housing

Program initiatives, such as career exploration, mentorship programs, internships, and apprenticeships, aim to foster youth's academic and professional development.

Most individuals served by the WIOA Title I Adult Program are individuals with barriers to employment. The CMJTS WIOA adult program's established goal is to enroll at least 75% of adults who meet 1st or 2nd priorities, e.g., veterans and nonveterans who are low-income or recipients of public assistance or who are basic skills deficient. **Attachment A**

Skill development and upskilling are essential to success for jobseekers and local businesses. The WDB utilizes labor market data and metrics to assess the effectiveness of workforce development initiatives and promising services. It offers continuous learning opportunities and skill development programs to empower individuals to adapt to evolving workforce demands

and advance in their career pathways. This could include workshops, certifications, and specialized training tailored to local industry needs.

Individuals returning from incarceration experience multiple challenges in navigating the transition from prison or jail to community life. Board goals focus on a combination of issues, including housing, education, job readiness, soft skills training, mental health and chemical dependency issues, and career pathway goals to help justice-involved individuals create a plan for success. This is done during incarceration through workshop facilitation, and inmates are encouraged to visit their local CFC upon reentry.

All program initiatives are driven by the goal of reducing barriers to employment. The staff who carry out the board's vision work with individuals to identify and address barriers that hinder access to meaningful employment opportunities, such as lack of transportation, childcare, or adequate skills training. They also provide support services and resources to help overcome these obstacles.

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

The WDB regularly evaluates the impact of programs and services on job seekers and business customers. It solicits feedback from participants and uses this information to continuously improve and adjust as needed.

WIOA law dictates common measures and performance accountability indicators to all six core programs: Title I Youth, Adult, and Dislocated Worker programs, Title II Adult Education and Family Literacy program, Title III Employment Service, and Title IV Rehabilitation Services program. Therefore, local performance goals are aligned with state and federal performance accountability measures and then adjusted to meet the expectations of the CMJTS WDB.

The CMJTS WDB expects local service providers to meet the performance standards negotiated with the governor and local elected officials (or JPB), as they apply to each program. The CMJTS WDB provides ongoing training, technical assistance, and monitoring of all programs to ensure a high level of programs and services.

The WDB continues to embrace the state's mission to serve higher percentages of populations experiencing disparities in education and employment and face multiple employment barriers. Furthermore, the WDB is committed to continued outreach to priority populations outlined in this local plan.

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

Memorandum of Understanding (MOU) and one-stop program partners strategize staffing, resources, and funding to ensure that the vision of a robust and integrated system of career services seamlessly comes to fruition here in LWDA 5. As a one-stop operator group, together, we identify the core programs and services offered by the various entities within the local workforce development area, including job training programs, apprenticeships and pre-apprenticeships, career counseling, job placement services, and support for underserved populations.

Most of our local work results from a joint commitment to foster collaboration and communication among all stakeholders involved in workforce development efforts. This involves regular partner meetings and joint planning sessions to coordinate activities and share best practices.

Through the successful execution of our MOU, the partners are well-positioned to realize the WDB's strategic vision and goals.

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

One best practice or area of strength is LWDA 5's collaboration with LWDA 17 as Planning Region 3 on a shared employer engagement initiative designed to help local businesses close sector-level skills and staffing gaps. This initiative connects participating employers with the full pool of qualified local talent through outreach and hiring practices consistent with skills-based selection and applicable civil rights law.

By helping employers reach a broader base of qualified candidates and address specific, sector-level skills gaps, the local area helps individuals overcome employment barriers so they can pursue and succeed in high-demand industries based on their skills and qualifications.

Targeted outreach and support may include help with workplace assessments, resources to workplace communication and cultural-competency training providers, language support, in-person consultations, and ongoing support to ensure local employers can build a qualified, high-performing workforce where all individuals have equal opportunity to participate and succeed on the basis of skills.

To continue with these efforts, CMJTS Business Service Coordinators are dedicated to bridging the gap between employers and the full pool of skilled talent within our communities. Through proactive outreach efforts, they engage with employers to inform them about the comprehensive range of services available under the Workforce Innovation and Opportunity Act (WIOA). These efforts entail not only educating employers about the myriad benefits of WIOA services but also highlighting how these resources can effectively address their workforce needs.

From tapping into the expertise of older workers to harnessing the skills of immigrants, veterans, justice-involved individuals, and beyond, CMJTS ensures that employers have access to the full range of local talent. By facilitating these connections, Business Service Coordinators play a vital role in connecting employers with a broader, more capable workforce and driving innovation.

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

7E: Continue focusing on manufacturing, healthcare, and leisure and hospitality.

6E: Continue focusing on manufacturing, agriculture, and healthcare.

7W: Continue focusing on manufacturing, healthcare, ground transportation, energy, and construction. **Attachment B**

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

Understanding how the sectors within LWDA 5 compared to the sectors of focus is essential for effective workforce planning. By examining the strengths and weaknesses of each sector, we can identify the skills and training needs of the local workforce. This information can then be used to align education and training programs with the demands of the labor market, ensuring that workers are equipped with the necessary skills to thrive in the sectors of focus.

This comparison is grounded in current DEED labor market information and is updated to reflect post-pandemic changes in the region's growing and declining industries, in-demand occupations, and workforce demographics, as required by section 102(c)(3)(A) of WIOA and current federal planning guidance. The WDB reviews this data with its LMI directors to ensure the sectors of focus and related training investments reflect present, not pre-pandemic, conditions.

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

Table 10. Employment Characteristics, 2024	Region 6E					Minnesota		Percent of Total Labor Force	
	In Labor Force	Labor Force Partic. Rate	Unemp. Rate	Labor Force Partic. Rate	Unemp. Rate	Labor Force Partic. Rate	Unemp. Rate	Region 6E	Minnesota
Total Labor Force	62,226	65.8%	3.3%	68.1%	4.1%	68.1%	4.1%	Region 6E	Minnesota
16 to 19 years	3,545	59.0%	5.7%	52.6%	10.3%	5.7%	5.1%		
20 to 24 years	5,817	87.4%	5.2%	83.3%	6.6%	9.3%	9.5%		
25 to 44 years	24,287	87.2%	3.5%	88.7%	3.7%	39.0%	43.4%		
45 to 54 years	11,610	87.6%	3.1%	87.8%	3.0%	18.7%	18.7%		
55 to 64 years	11,772	72.9%	1.4%	72.7%	3.2%	18.9%	17.2%		
65 to 74 years	4,382	31.4%	3.9%	27.7%	3.6%	7.0%	5.2%		
75 years & over	797	7.5%	0.5%	6.7%	3.2%	1.3%	0.9%		
Employment Characteristics by Race & Hispanic Origin									
White alone	54,553	65.4%	2.7%	67.0%	3.5%	87.7%	78.7%		
Black or African American	1,002	61.8%	9.0%	70.8%	8.7%	2.6%	6.5%		
American Indian & Alaska Native	201	54.4%	15.9%	58.0%	10.8%	0.3%	0.7%		
Asian or Other Pac. Islanders	519	67.3%	4.6%	75.2%	3.5%	0.8%	5.5%		
Some Other Race	2,749	72.0%	12.9%	75.4%	5.8%	4.4%	2.9%		
Two or More Races	3,188	70.1%	3.9%	74.0%	5.7%	5.1%	5.9%		
Hispanic or Latino	5,501	71.7%	8.3%	76.6%	5.8%	8.8%	6.1%		
Employment Characteristics by Veteran Status, 18 to 64 years									
Veterans, 18 to 64 years	1,678	82.0%	3.6%	80.9%	4.6%	3.0%	3.1%		
Employment Characteristics by Disability, 20 to 64 years									
With Any Disability, 20 to 64 years	4,121	55.9%	7.3%	56.1%	9.4%	7.7%	6.4%		
Employment Characteristics by Educational Attainment, 25 to 64 years									
Population, 25 to 64 years	47,672	83.3%	2.9%	84.5%	3.4%	76.6%	79.4%		
Less than H.S. Diploma	2,820	66.4%	3.7%	66.2%	4.9%	5.9%	4.6%		
H.S. Diploma or Equivalent	12,344	77.5%	2.7%	76.6%	2.5%	25.9%	18.5%		
Some College or Assoc. Degree	19,985	85.7%	2.6%	85.0%	3.7%	41.9%	31.7%		
Bachelor's Degree or Higher	12,522	91.0%	1.5%	90.5%	2.2%	26.3%	45.1%		
Employment Characteristics by Gender									
					Minnesota		Percent of Total Labor Force		
Male, 16 years & over	47,655	33,624	70.6%	3.9%	71.6%	4.4%	54.0%	52.4%	
16 to 19 years	3,093	1,771	57.3%	6.3%	50.1%	12.2%	5.3%	4.7%	
20 to 24 years	3,486	3,150	90.4%	7.6%	83.1%	7.1%	9.4%	9.2%	
25 to 44 years	14,549	13,430	92.3%	4.1%	91.0%	4.0%	39.9%	43.7%	
45 to 54 years	6,700	5,980	89.3%	3.5%	90.4%	3.1%	17.8%	18.8%	
55 to 64 years	8,145	6,248	76.7%	1.6%	75.9%	3.5%	18.6%	17.2%	
65 to 74 years	7,126	2,535	35.6%	4.3%	30.9%	3.5%	7.5%	5.4%	
75 years & over	4,556	510	11.2%	0.8%	9.1%	3.4%	1.5%	1.0%	
Female, 16 years & over	46,927	28,587	60.9%	2.6%	64.7%	3.7%	45.9%	47.7%	
16 to 19 years	2,918	1,773	60.8%	5.0%	55.1%	8.6%	6.2%	5.5%	
20 to 24 years	3,170	2,667	84.1%	2.5%	83.4%	5.9%	9.3%	9.9%	
25 to 44 years	13,305	10,857	81.6%	2.8%	85.8%	3.4%	38.0%	43.0%	
45 to 54 years	6,552	5,630	85.9%	2.7%	85.0%	2.7%	19.7%	18.6%	
55 to 64 years	7,995	5,526	69.1%	1.3%	69.4%	2.8%	19.3%	17.2%	
65 to 74 years	6,851	1,845	26.9%	3.1%	24.7%	3.8%	6.5%	5.0%	
75 years & over	6,136	289	4.7%	0.0%	5.0%	3.0%	1.0%	0.8%	

Source: 2020-2024 American Community Survey, 5-Year Estimates

Table 10. Employment Characteristics, 2024	Region 7E					Minnesota		Percent of Total Labor Force	
	In Labor Force	Labor Force Partic. Rate	Unemp. Rate	Labor Force Partic. Rate	Unemp. Rate	Labor Force Partic. Rate	Unemp. Rate	Region 7E	Minnesota
Total Labor Force	89,593	63.8%	4.4%	68.1%	4.1%	68.1%	4.1%	Region 7E	Minnesota
16 to 19 years	4,498	53.4%	9.4%	52.6%	10.3%	5.0%	5.1%		
20 to 24 years	7,343	83.4%	6.4%	83.3%	6.6%	8.2%	9.5%		
25 to 44 years	36,259	84.5%	4.6%	88.7%	3.7%	40.5%	43.4%		
45 to 54 years	18,361	85.2%	3.8%	87.8%	3.0%	20.5%	18.7%		
55 to 64 years	17,647	67.5%	2.8%	72.7%	3.2%	19.7%	17.2%		
65 to 74 years	4,626	23.4%	3.6%	27.7%	3.6%	5.2%	5.2%		
75 years & over	841	6.6%	0.8%	6.7%	3.2%	0.9%	0.9%		
Employment Characteristics by Race & Hispanic Origin									
White alone	82,432	64.1%	4.3%	67.0%	3.5%	92.0%	78.7%		
Black or African American	700	39.6%	7.9%	70.8%	8.7%	0.8%	6.5%		
American Indian & Alaska Native	857	48.5%	13.7%	58.0%	10.8%	1.0%	0.7%		
Asian or Other Pac. Islanders	1,478	77.4%	4.9%	75.2%	3.5%	1.7%	5.5%		
Some Other Race	850	74.2%	0.4%	75.4%	5.8%	0.9%	2.9%		
Two or More Races	3,278	63.4%	3.9%	74.0%	5.7%	3.7%	5.9%		
Hispanic or Latino	2,116	68.1%	3.6%	76.6%	5.8%	2.4%	6.1%		
Employment Characteristics by Veteran Status, 18 to 64 years									
Veterans, 18 to 64 years	3,734	74.9%	5.1%	80.9%	4.6%	4.5%	3.1%		
Employment Characteristics by Disability, 20 to 64 years									
With Any Disability, 20 to 64 years	5,961	50.1%	9.4%	56.1%	9.4%	7.5%	6.4%		
Employment Characteristics by Educational Attainment, 25 to 64 years									
Population, 25 to 64 years	72,279	79.7%	3.9%	84.5%	3.4%	80.7%	79.4%		
Less than H.S. Diploma	3,687	63.9%	5.1%	66.2%	4.9%	5.1%	4.6%		
H.S. Diploma or Equivalent	21,917	73.5%	2.0%	76.6%	2.5%	50.3%	18.5%		
Some College or Assoc. Degree	29,771	83.2%	3.2%	85.0%	3.7%	41.2%	31.7%		
Bachelor's Degree or Higher	16,893	87.8%	2.0%	90.5%	2.2%	23.4%	45.1%		
Employment Characteristics by Gender									
					Minnesota		Percent of Total Labor Force		
Male, 16 years & over	72,577	48,263	66.5%	5.2%	71.6%	4.4%	53.9%	52.4%	
16 to 19 years	4,393	2,354	53.6%	13.5%	50.1%	12.2%	4.9%	4.7%	
20 to 24 years	4,732	4,068	86.0%	6.1%	83.1%	7.1%	8.4%	9.2%	
25 to 44 years	22,985	19,579	85.2%	3.6%	91.6%	4.0%	40.6%	43.7%	
45 to 54 years	11,304	10,097	89.3%	4.4%	90.4%	3.1%	20.9%	18.8%	
55 to 64 years	13,458	9,201	68.4%	3.3%	75.9%	3.5%	19.1%	17.2%	
65 to 74 years	9,955	2,539	25.5%	4.2%	30.9%	3.5%	5.9%	5.4%	
75 years & over	5,750	425	7.4%	0.7%	9.1%	3.4%	0.9%	1.0%	
Female, 16 years & over	67,842	41,318	60.9%	3.3%	64.7%	3.7%	46.1%	47.7%	
16 to 19 years	4,029	2,143	53.2%	4.8%	55.1%	8.6%	5.2%	5.5%	
20 to 24 years	4,073	3,274	80.4%	6.8%	83.4%	5.9%	7.9%	9.9%	
25 to 44 years	19,947	16,882	83.6%	3.3%	85.8%	3.4%	40.4%	43.0%	
45 to 54 years	10,259	8,266	80.6%	3.0%	85.0%	2.7%	20.0%	18.6%	
55 to 64 years	12,882	8,446	66.6%	2.2%	69.4%	2.8%	20.4%	17.2%	
65 to 74 years	9,824	2,086	21.2%	2.9%	24.7%	3.8%	5.0%	5.0%	
75 years & over	7,028	421	6.0%	1.0%	5.0%	3.0%	1.0%	0.8%	

Source: 2020-2024 American Community Survey, 5-Year Estimates

Table 10. Employment Characteristics, 2024	Region 7W					Minnesota		Percent of Total Labor Force	
	In Labor Force	Labor Force Partic. Rate	Unemp. Rate	Labor Force Partic. Rate	Unemp. Rate	Labor Force Partic. Rate	Unemp. Rate	Region 7W	Minnesota
Total Labor Force	250,934	71.6%	3.4%	68.1%	4.1%	68.1%	4.1%	Region 7W	Minnesota
16 to 19 years	16,230	60.1%	5.9%	52.6%	10.3%	6.5%	5.1%		
20 to 24 years	27,373	84.4%	5.6%	83.3%	6.6%	10.9%	9.5%		
25 to 44 years	104,916	89.5%	3.2%	88.7%	3.7%	41.8%	43.4%		
45 to 54 years	48,915	90.6%	2.7%	87.8%	3.0%	19.5%	18.7%		
55 to 64 years	41,622	75.4%	2.6%	72.7%	3.2%	16.6%	17.2%		
65 to 74 years	10,124	26.1%	2.8%	27.7%	3.6%	4.0%	5.2%		
75 years & over	1,827	7.1%	0.4%	6.7%	3.2%	0.7%	0.9%		
Employment Characteristics by Race & Hispanic Origin									
White alone	218,592	71.2%	2.9%	67.0%	3.5%	87.1%	78.7%		
Black or African American	12,239	76.0%	10.1%	70.8%	8.7%	4.9%	6.5%		
American Indian & Alaska Native	491	55.2%	13.2%	58.0%	10.8%	0.2%	0.7%		
Asian or Other Pac. Islanders	4,823	75.2%	4.0%	75.2%	3.5%	1.9%	5.5%		
Some Other Race	4,851	77.1%	2.8%	75.4%	5.8%	1.9%	2.9%		
Two or More Races	9,969	72.7%	4.7%	74.0%	5.7%	4.0%	5.9%		
Hispanic or Latino	9,343	78.0%	3.1%	76.6%	5.8%	3.7%	6.1%		
Employment Characteristics by Veteran Status, 18 to 64 years									
Veterans, 18 to 64 years	7,677	77.4%	3.6%	80.9%	4.6%	3.3%	3.1%		
Employment Characteristics by Disability, 20 to 64 years									
With Any Disability, 20 to 64 years	12,608	58.2%	8.2%	56.1%	9.4%	5.7%	6.4%		
Employment Characteristics by Educational Attainment, 25 to 64 years									
Population, 25 to 64 years	195,489	86.3%	3.0%	84.5%	3.4%	77.9%	79.4%		
Less than H.S. Diploma	9,313	71.7%	3.7%	66.2%	4.9%	4.8%	4.6%		
H.S. Diploma or Equivalent	42,661	79.0%	3.0%	76.6%	2.5%	21.8%	18.5%		
Some College or Assoc. Degree	74,623	88.5%	3.4%	85.0%	3.7%	38.2%	31.7%		
Bachelor's Degree or Higher	68,836	91.6%	1.6%	90.5%	2.2%	35.2%	45.1%		
Employment Characteristics by Gender									
					Minnesota		Percent of Total Labor Force		
Male, 16 years & over	177,635	132,817	74.8%	3.4%	71.6%	4.4%	52.9%	52.4%	
16 to 19 years	13,574	7,771	57.2%	6.6%	50.1%	12.2%	5.9%	4.7%	
20 to 24 years	16,745	13,974	83.5%	5.5%	83.1%	7.1%	10.5%	9.2%	
25 to 44 years	61,038	56,412	92.4%	3.1%	91.0%	4.0%	42.5%	43.7%	
45 to 54 years	27,653	25,669	92.9%	2.3%	90.4%	3.1%	19.3%	18.8%	
55 to 64 years	28,377	22,253	78.4%	3.1%	75.9%	3.5%	16.8%	17.2%	

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

The local board will effectively communicate and disseminate information about the various opportunities available in the local area to customers, including employers and jobseekers. This will be done through a comprehensive outreach strategy that utilizes multiple channels, such as online platforms, social media, community events, CFL career labs, and partner program staff. By leveraging these communication channels, the local board will ensure that all relevant stakeholders are aware of the opportunities and can take advantage of them.

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

Input regarding individual program processes, procedures, and service delivery is sought through various communication methods and ultimately brought to the local plan. The process involves several key steps:

During regular meetings, the board announces its intention to develop a local plan and solicits input. WDB meetings are public meetings where community members, including representatives from businesses and labor organizations, can voice their opinions, concerns, and suggestions regarding the development of the local plan. The board itself also represents these interested parties.

During the comment period, the board carefully considers all feedback from the public, businesses, labor organizations, and other stakeholders. This comprehensive review ensures that every viewpoint is considered, potentially leading to revisions that better address the stakeholders' needs and priorities.

Before the plan is submitted to DEED, the board provides a final copy to partners, the WBD Workforce Development Committee, the Local Workforce Development Board, and CEOs for comment.

Overall, this process ensures that the development of the local plan is transparent, inclusive, and responsive to the needs and priorities of the community, jobseekers, businesses, and other stakeholders.

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

Infrastructure, semiconductor, and energy-related capital investment continues in the region under these statutes. CMJTS tracks project timelines with employers and economic development partners to anticipate hiring needs as work begins. Consistent with current federal direction, our primary focus is aligning workforce preparation with the skilled trades, domestic manufacturing, and energy production needs these projects create rather than treating this as a standalone equity-focused initiative.

To that end, CMJTS is prioritizing the expansion of Registered Apprenticeships and other work-based learning models in the trades most directly tied to this project pipeline, welding, pipefitting, masonry, and concrete finishing, consistent with Executive Order 14278 (Preparing Americans for High-Paying Skilled Trade Jobs of the Future). We will continue to track opportunities to connect participants to Workforce Pell Grant-eligible short-term training as that program becomes available.

We are also working with education and training partners to build Artificial Intelligence literacy into relevant career pathways, consistent with Executive Order 14277 (Advancing Artificial Intelligence Education for American Youth), given the growing role of AI-enabled equipment and processes in advanced manufacturing and semiconductor-adjacent industries.

We will continue to build upon current programming, including the local area's Youthbuild program, which develops skilled tradespeople, welders, pipefitters, masons, and concrete finishers, through training tailored to the construction industry, and WIOA Youth and Adult training focused on post-secondary credentials in STEM pathways leading to occupations such as engineering, transportation, project management, and architecture. Access to these training opportunities is based on skills, interest, and labor market need rather than demographic targeting. Additional activities supporting this work include:

- CMJTS serves on the Central Minnesota Manufacturers Association (CMMA) board, focusing on workforce development initiatives; CMMA membership includes manufacturers, distributors and suppliers, metalworking and fabrication, and other innovative manufacturing sectors.
- CMJTS serves on the Wright County Economic Development Partnership board, which helps businesses access federal, state, and local resources supporting targeted industries and infrastructure, including roads, bridges, mass transit, water infrastructure, resilience, and broadband.
- CMJTS supports construction and infrastructure improvement initiatives through workforce sourcing, development, and retention assistance to entities involved in this work.

- CMJTS has an Xcel Energy corporate leader on its board to help guide investments and initiatives tied to energy development, production, and distribution.
- CMJTS hiring events and career expos target employers in industries engaged in domestic infrastructure, energy, and manufacturing investment.

In line with Executive Order 14278 (Preparing Americans for High-Paying Skilled Trade Jobs of the Future), CMJTS will continue to prioritize and expand Registered Apprenticeships and other work-based learning models in trades such as welding, pipefitting, masonry, and concrete finishing, and will track opportunities to connect participants to Workforce Pell Grant-eligible short-term training as that program becomes available. Consistent with Executive Order 14277 (Advancing Artificial Intelligence Education for American Youth), CMJTS and its education partners will also build AI literacy into youth and adult programming, including career exploration, upskilling, and staff training, so that jobseekers and Business Service Coordinators alike are prepared for the growing role of AI across in-demand sectors.

SECTION B: PROGRAM OPERATIONS

CareerForce Operations – Connection to Services

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

The WDB has strategically designated one comprehensive One-Stop center in Local LWDA 5, conveniently located at 406 7th Street East, Monticello, MN 55362. This center serves as a hub, providing easy access to the services of all required partners.

The board may also recognize affiliate, specialized, and standalone partner sites as long as one or more of the One-Stop partners' programs, services, and activities are made available to jobseekers and businesses at that site, with the following exception: the NPRMs do reaffirm that standalone Wagner-Peyser offices are prohibited—a Wagner-Peyser office cannot serve as an affiliated site without at least one other required partner.

If the operator is interested in having their site considered as an affiliate, specialized, or standalone partner, the operator must submit a formal request to the WDB. This process ensures that all potential partners are given fair consideration.

Currently, the WDB has no plans to expand sites; we are decreasing our physical footprint in many locations in the 11-county service area.

- B.2. Describe the strategies to ensure proper connectivity and coordination among the

physical sites within the local workforce development area.

Proper connectivity and coordination among the local workforce development area's physical sites occur through solid telecommunication and in-person meetings between partner managers and supervisors. This group of leaders includes CMJTS program managers for WIOA Youth, Adult, and Dislocated Worker programs, TANF public assistance programs, including MFIP and SNAP E&T, DEED Job Service, Adult Basic Education, and Vocational Rehabilitation Services. Besides the communication described above, Region 3's One-Stop Operator (OSO) convenes periodic regional CFC Memorandum of Understanding (MOU) service provider partner meetings.

Coordinating services between physical sites are achieved through the regular meetings noted above and utilizing itinerant staff. LWDA 5 has many team members who routinely travel between CFCs and can share ideas on how to effectively collaborate within a center, as they can take and share best practices from multiple CFCs.

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

Implementing a variety of strategies facilitates proper connectivity and coordination among service providers within the local workforce development area. A key strategy is establishing regular communication channels, such as meetings or virtual check-ins. These platforms allow service providers to discuss their programs, share best practices, and align their efforts. This unified approach ensures that all providers are on the same page and working towards common goals, enhancing connectivity and coordination. For an example of partner communication, the Elk River ABE site coordinator often emails CMJTS Career Navigators regarding specific ABE learners or questions regarding CMJTS programs. Career Navigators travel to the ABE site to meet with ABE learners if necessary. Flyers regarding programs are shared with ABE sites and passed on to ABE learners.

Another crucial strategy is the development of strong partnerships and collaborations among service providers. By pooling our strengths, resources, and expertise, partners can better serve the needs of the local workforce. This collaborative approach can involve sharing data and information, referring clients to each other's programs, and coordinating services to provide a more seamless experience for jobseekers. Ultimately, these strategies enhance connectivity and coordination within the local workforce development area, leading to better outcomes for individuals seeking employment and training opportunities.

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

The current hours of operation at our comprehensive CareerForce Center are from 8 am to 4:30 pm, Monday through Friday; affiliate sites have varied hours of services to meet the community needs. Various options may be implemented beyond the traditional methods to enhance the accessibility and effectiveness of CareerForce services. One approach utilized is to extend the operating hours of the job centers to accommodate individuals who may not be able to visit during regular business hours. By

offering non-traditional hours, such as evenings for program overviews and workshops or weekends to participate in outreach activities, more people can access the services provided by the CFL. This flexibility can cater to the needs of those who work during the day or have other commitments that prevent them from seeking assistance during typical operating times.

Another strategy to maximize services and access is establishing partnerships with other facilities or organizations. By collaborating with community centers, ABE sites, local libraries, or college campuses, CFC staff can reach a wider audience and provide services in more convenient locations for individuals seeking assistance. Partnering with these facilities can also help the WDB tap into existing networks and resources within the community, enhancing the overall support available to jobseekers. This collaborative approach can create a more seamless experience for individuals seeking employment.

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

It is essential to implement strategic approaches that cater to the diverse needs of individuals seeking employment opportunities to guarantee that all components of CareerForce services are accessible both in person and online. This includes ensuring that services are readily available for youth who are just entering the workforce and for individuals facing barriers to employment or challenges in accessing services. By adopting a strategic approach, services can effectively reach a wider range of individuals and provide tailored support to meet their specific needs.

The WDB strives to ensure that the community is aware of CareerForce services. Promotion is achieved through joint presentations, cold calling, word-of-mouth encouragement, and public relations campaigns. Many people may have never accessed the CareerForce system before. The WDB ensures that programs and services are available via in-person program representation, cross-training of career lab and reception staff to promote available services, or via phone or digital access. For jobseekers who do not have a car, do not drive, or have access to public transportation, a CFC staff may provide services through virtual means or by telephone, which can include access to online platforms and mobile applications or easy access to job listings, resume-building tools, and virtual career counseling services.

The CMJTS WDB ensures a well-rounded service delivery system that represents our communities' diverse needs and secures access for disconnected youth, women, communities of color, and persons with disabilities through a highly skilled and well-trained staff.

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

Utilizing technology can be a valuable strategy to expand access to LWDA 5 CFC services. Implementing online platforms or virtual services has enabled individuals to access resources and support remotely, eliminating barriers such as transportation or geographical constraints. By referring participants to CareerForce MN virtual workshops, job fairs, or one-on-one counseling sessions, the staff can cater to a broader audience and assist those unable to visit a physical location. Embracing technology enhances the efficiency and reach of services, ultimately maximizing the impact and support provided to individuals seeking employment opportunities.

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

The need for technology-specific accessibility has increased in importance post-pandemic, and partner staff have integrated technology solutions that allow for seamless intake, assessment, and case management processes. In some cases, the staff will meet with participants in their homes or public locations close to home.

With the integration of technology, the staff can cater to a broader audience and assist those unable to visit a physical location. This not only enhances the efficiency and reach of services but also holds the promise of maximizing the impact and support provided to individuals seeking employment opportunities.

With electronic document storage (EDS), partner staff can quickly access and share relevant information with just a few clicks. It streamlines the case management process, allowing for faster decision-making and improved collaboration among team members. Additionally, EDS ensures that important case documents are securely stored and can be accessed remotely, providing flexibility and convenience for staff who may need to work from different locations.

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

Supportive services for individuals with specific barriers to training, education, and employment typically involve a multifaceted approach that addresses various needs comprehensively. The career navigator begins the process by conducting in-depth assessments to recognize the specific challenges that jobseekers are confronting. These barriers might involve physical

limitations, insufficient transportation facilities, childcare obligations, mental health struggles, language barriers, or limited technology resources.

An essential aspect of our service is assisting participants in accessing community resources to overcome barriers in their job search. By connecting individuals with the appropriate community resources, we address the various challenges they may face when seeking employment. If, after seeking an alternative resource, participants still have a financial gap, the staff can assist with support services for expenses such as transportation vouchers, public transportation passes, shuttle services, childcare costs, attire for job search and job start, etc.

CareerForce Operations - Accessibility

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

Access to technology is a challenge in rural LWDA 5 since the WDA experiences pockets of limited broadband and connectivity. Understanding the needs of job seekers and businesses is critical to ensuring their competitiveness locally, at the State level, and at the national and international levels.

The following strategies leverage technology for services, provide equal opportunity, and ensure compliance with accessibility standards:

- Promote access to CFC services and programs to people with disabilities and share resources with the CFC staff for those who benefit from assistive technology or accommodations.
- Train all staff on the use of available assistive technology and referral resources.
- Use career lab computers to support jobseeker virtual interviews with potential employers and access the Minnesota Relay system.
- Use of online chat features like Microsoft Teams IM to assist with the navigation of CFC services.
- Use of a dedicated email address to offer online résumé reviews and delivery of online services.
- Make available a virtual option for CFC services, including program orientation videos explaining benefits and CareerForce online webinars and workshops.
- Implement digital literacy and skills training programs to empower residents of rural communities to utilize technology effectively.

- Deliver access to wireless technologies such as fixed wireless broadband and mobile hotspots, which provide connectivity in areas where traditional wired infrastructure is not available. This is done through the use of support services for eligible participants.

The CMJTS WDB recognizes the need to enhance online services, create the opportunity for a virtual CFC experience, and coordinate CFC partner services. Broadband access is essential now more than ever. It is vital to jobseekers' success in obtaining employment, students' distance learning during a pandemic, and businesses maintaining a competitive edge. Because of this, the CMJTS LWDB advocates for government and private sector investment in broadband infrastructure to expand coverage in underserved rural areas, including initiatives such as subsidies, tax incentives, public-private partnerships, and grants to encourage the deployment of broadband networks.

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

The CMJTS LWDB and Vocational Rehabilitation Services collaborate to enhance services to individuals with disabilities, individuals with other barriers to employment, and individuals living in poverty. Services are co-located in CareerForce locations to provide access to various services. Each CareerForce provides an orientation to services available to assist job seekers in making an informed decision about their choice of service provider. Career lab and program staff may receive training on disability-specific services and accommodations, while staff during CFL partner meetings may learn about workforce development programs and resources. Direct service staff participate in cross-training to ensure they understand the services offered by the various partners and the eligibility criteria for each program.

Vocational Rehabilitation consultation services are readily available without the need for individuals to apply for services. This accessibility is a key feature, as it allows for easy access to information on topics such as how and when to disclose a disability, effective use of assistive technology, Social Security work incentives, and benefits planning. The Disability Benefits 101 software program, developed using Medicaid Infrastructure grant funding, is a valuable

resource for all partners. It assists staff in informing jobseekers about the impact earned income will have on federal and state benefits, including public health insurance.

The CMJTS LWDB consults with Vocational Rehabilitation Services as they are developing initiatives such as customized training programs, career pathways initiatives, youth services, and other business services.

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

The CareerForce locations in LWDA 5 are mandated to comply with section 188 of the Americans with Disabilities Act of 1990 regarding the physical and programmatic accessibility of facilities, programs and services, technology, and materials for individuals with disabilities, including providing staff training and support for addressing the needs of individuals with disabilities.

Statewide CareerForce offices are certified as ADA-compliant by the Minnesota Department of Employment and Economic Development before certification and are periodically reviewed by DEED for compliance. In addition, we have assistive technology devices and software that are designed to be fully accessible. Necessary paperwork, meetings, technology, and alternative formats are offered. We provide regional outreach to ensure accessibility to outlying areas. All programs within the Minnesota CareerForce system are expected to be fully accessible to all Minnesotans. Vocational Rehabilitation Services and State Services for the Blind are available for consultation with other programs should unexpected accessibility issues occur. There is co-enrollment and consultation between Vocational Rehabilitation Services, the local Disability Resource Coordinator, and the other partners, which further enhances overall accessibility.

CareerForce Operations – EEO Compliance

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

Yes ✓

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

Yes ✓

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

Yes ✓

- B.15. Does the local workforce development area have in place an agreed upon WIOA Program Complaint Policy per the [regulations](#)?

Yes ✓

- B.16. Does the local workforce development area have in place a [language access policy and plan](#)? Describe your local workforce development areas language access policy. If you do not have a policy in place, use the following link as a guide in creating your policy [Language Access Assessment and Planning Tool for Federally Conducted and Federally Assisted Programs \(lep.gov\)](#). This link on pages 9-15 includes sample assessments, questions and information on: 1) Understanding how LEP individuals interact with your agency; 2) Identification and assessment of LEP Communities; 3) Providing language assistance services; 4) Training of staff on policies and procedures; 5) Providing notice of language assistance services. Should you have questions pertaining to your LWDA's language access policy contact the Office of Diversity and Equal Opportunity at DEED.ODEO@state.mn.us Attachment C

Yes ✓

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

CMJTS's outreach strategy is designed to ensure that all eligible individuals in the region, regardless of race, sex, color, religion, national origin, age, or disability, are aware of and can access CMJTS programs and services on an equal basis. To remove practical and language barriers to access, CMJTS provides ongoing staff training, makes applications available in English, Somali, and Spanish, and uses interpreters as needed. Staff conduct outreach at a broad range of community events open to the public, including booths at county fairs, Veterans events and presentations, and disability service events, to ensure equal awareness of and access to services across the region.

CMJTS partners with organizations that bring relevant subject-matter expertise including expertise in serving individuals with disabilities, veterans, and individuals with limited English proficiency, to ensure programming is delivered professionally and in compliance with applicable accessibility and language-access requirements. Outreach regarding program openings, e.g., promotion on Somali-language radio, is conducted to ensure equal awareness across the communities in our service area, not to allocate services on a preferential basis.

Staff training supporting this work includes poverty simulation, Bridges out of Poverty training, disability-service modules available on Workforce GPS, training on serving justice-involved ("second-chance") individuals, and customer-service and communication-skills training to ensure all jobseekers and employers are served professionally and consistently. All outreach, recruitment, and staff training described above are administered in a manner consistent with Title VI of the Civil Rights Act, Section 188 of WIOA, and applicable Executive Orders on nondiscrimination (including Executive Orders 14151, 14168, 14173, and 14190). CMJTS does not use race, sex, or other protected-class-based preferences, quotas, or targets in recruitment, hiring referrals, or service delivery; all individuals are served based on eligibility, need, and qualifications.

CMJTS is co-leading a regional employer engagement initiative in central Minnesota, supported by the Workforce Development Boards of LWDA 5 and LWDA 17, that helps employers close sector-level skills and staffing gaps and expand their applicant pools by connecting them with the full range of local talent, using outreach and hiring practices consistent with merit-based selection and applicable civil rights law. This initiative recognizes central Minnesota employers who build a qualified, high-performing workforce and strengthen the local economy.

CareerForce Partners

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

One-stop partners are pivotal in the workforce system, bringing a diverse range of resources, expertise, and services. Their role is to create a comprehensive and integrated approach to workforce development, with the aim of connecting individuals with employment opportunities. Simultaneously, they support the growth and competitiveness of local economies.

The WDB firmly upholds the 'no wrong door' approach, ensuring that all individuals or employers, regardless of their entry point into the CareerForce Center system, have access to the resources and services they need. This approach creates a seamless system where individuals can easily access a variety of education, training, and employment services. It guarantees that everyone, from newcomers to the system to those requiring co-enrollment, is connected to the appropriate resources to meet their needs. By implementing this approach, we can ensure that everyone has access to the support they need to thrive in the workforce

and contribute to a strong economy. Together, our WIOA core partners deliver variations of the following services, depending on their WIOA Title and program directives:

Employment Assistance: Partner staff supports job seekers by providing job search assistance, career counseling, and placement services.

Education and Skill Enhancement: Colleges, universities, vocational schools, and training organizations play a crucial role in enhancing the skills and qualifications of job seekers through educational programs and training courses that align with the labor market demands.

Career Guidance: Valuable guidance on career exploration, skill assessment, resume writing, interview preparation, and other aspects of career development to assist individuals in making well-informed decisions about their career paths.

Work Readiness: Partners offer job training programs and deliver workshops, apprenticeships, on-the-job training, and other initiatives to improve the employability of jobseekers.

Workforce Development: Partners involved in workforce development initiatives contribute resources to support job training, skill development, and employment opportunities, often focusing on specific populations such as veterans, youth, individuals with disabilities, or those facing barriers to employment.

Employer Partnerships: Partnerships with employers enable one-stop centers to facilitate job postings, recruitment events, job fairs, and employer-led training programs to meet the hiring needs of local businesses and industries.

Supportive Services: Partner programs provide various support services to eligible participants, including childcare assistance, transportation assistance, housing assistance, and other resources, to help individuals overcome barriers to employment and actively participate in workforce development programs.

Like every local area, LWDA 5 has pockets of promising practice and expertise that can otherwise operate as silos of excellence, valuable on their own but disconnected from one another. Consistent with WIOA's emphasis on integration of services and the state's direction to break down silos across workforce partners, the WDB and its one-stop partners are working to ensure these strengths function as one seamless system rather than separate, disconnected efforts, so that unemployed and underemployed jobseekers, including individuals with barriers to employment, experience a single, coordinated point of access regardless of which partner door they enter.

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

The WDB plays a crucial role in ensuring the continuous improvement of eligible service providers through the system. One way they achieve this is by regularly monitoring and

evaluating their performance, which involves analyzing participant outcomes, program effectiveness, and customer satisfaction metrics. By closely examining these indicators, the board can identify areas for improvement and take necessary actions to enhance the quality of services provided.

In addition to reviews, the local area board takes a collaborative approach, fostering collaboration and communication among providers. They facilitate regular meetings where providers can share best practices, discuss challenges, and exchange ideas. This collaborative approach encourages providers to learn from each other's experiences and implement innovative strategies to enhance their services. It also makes the partnership feel included and part of the improvement process. By creating a supportive network, the board ensures that providers have access to valuable resources and support systems that can contribute to their continuous improvement.

Furthermore, the local area board actively engages with stakeholders, including participants, employers, community-based organizations, and educational institutions, to gather feedback and input on providers' performance, which is crucial in identifying areas of improvement and aligning the services provided with the needs of the local workforce.

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

One of the key components of the workforce development area's approach is coordination among service providers to identify gaps and overlaps in services. By working together, partners can share information and resources, collaborate on service delivery, and avoid duplication of services. This collaborative effort helps to ensure that individuals receive comprehensive support that meets their needs without unnecessary duplication or fragmentation of services.

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

The primary goal of the MOU is to ensure CareerForce Center partner coordination, collaboration, and the effective use of resources to improve the workforce system and better serve job seekers and employers. The WDB acts as convener of the LWDA 5 partners and stakeholders, ensuring that the different agencies, organizations, or entities involved in the workforce system work together seamlessly to avoid duplication of efforts and maximize impact. Stakeholders have met several times to review the progress and completion of the partner MOU.

By establishing clear goals and mechanisms for coordination, collaboration, and resource utilization, the MOU holds the promise of streamlining operations, addressing gaps or inefficiencies, and ultimately improving outcomes for all stakeholders involved in the workforce system. This is an exciting opportunity for us to enhance our collective efforts and make a

significant impact.

LWDA 5, administered by CMJTS, maintains a finalized Memorandum of Understanding (MOU) and Infrastructure Funding Agreement (IFA) developed across its core partners, updating them on a three-year cycle or as operational needs require..

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

The LWDA 5 MOU defines partner roles and requires contributions under the Infrastructure Funding Agreement, with the WDB Operations Committee conducting quarterly audits using DEED valuation tools, including proportionate use, relative benefit, and an allocation methodology based on partner square footage, to ensure compliance. To address operational challenges and ensure accountability, the WDB provides proactive technical assistance and uses a formalized, tiered escalation matrix to resolve resource discrepancies and non-compliance. The WDB collaborates with DEED leadership, who help facilitate partnership contributions within the organization to strengthen infrastructure and service delivery. Partner budgets are periodically audited against actual costs to maintain equity. Detailed information for the MOU and IFA is in the original documentation.

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

NA

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

CMJTS serves as the administrative entity, fiscal agent, and grantee for WIOA Title I activities in LWDA 5. In this capacity, CMJTS is responsible for the oversight, management, and disbursement of funds supporting workforce development activities across the region.

Grants awarded and contracts executed within LWDA 5 are governed by a Joint Powers Board (JPB) Agreement established among the eleven counties that comprise the local area.

The majority of WIOA Title I activities and services in LWDA 5 are delivered directly through CMJTS, with minimal reliance on sub-grantee contracts. In the limited circumstances where a sub-grantee is engaged to deliver services, CMJTS applies a structured vetting process to identify and select an appropriate provider. This vetting process evaluates prospective sub-grantees against the following criteria:

- **Risk:** an assessment of the organization's financial stability, administrative capacity, and internal controls
- **Years of service delivery:** the organization's demonstrated track record and experience providing relevant workforce services
- **Reputation:** the organization's standing within the community and among partner agencies
- **Specialized programming:** the organization's capacity to deliver services or serve populations that require expertise not otherwise available through CMJTS

This process ensures that when sub-grants or contracts are awarded, the selected entity has the demonstrated capacity, reliability, and specialized qualifications necessary to effectively deliver services on behalf of the local area.

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

CMJTS) is the entity responsible for the disbursement of grant funds described in section 107(d)(12)(B)(i)(III) of WIOA. CMJTS serves as the administrative entity, fiscal agent, and grantee for WIOA Title I activities in Local Workforce Development Area (LWDA) 5.

As fiscal agent, CMJTS is responsible for receiving, managing, and disbursing WIOA Title I funds on behalf of the local area in accordance with applicable federal, state, and local requirements. This role is carried out under the authority of a Joint Powers Board Agreement established among the eleven counties that comprise LWDA 5. The CMJTS Executive Director serves as staff to the CMJTS Local Workforce Development Board (LWDB), ensuring that fiscal disbursement activities remain aligned with board policy and direction..

Levels of Performance

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

The process of utilizing the agreed-upon local performance levels and a collaborative effort with the governor, the local elected official, and other key stakeholders to assess the effectiveness of the local workforce development area, crucial for ensuring accountability and success.

These negotiated performance levels serve as benchmarks for measuring the overall performance of the local workforce development area, providing a clear framework for evaluating progress and identifying areas for improvement. By using these negotiated performance levels as a guide, the local area board can make informed decisions, allocate resources effectively, and ultimately enhance the overall performance of the local workforce development system.

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

The CMJTS WDB follows the guidance in the Governor's Workforce Development Board (GWDB) orientation materials for state and local boards. This work includes the key elements (factors) for strategic, high-performing boards.

Consistent with the state plan's focus on providing support and resources to expand successful recruitment and retention initiatives and partnerships focused on diversity, equity, inclusion, and accessibility, the WDB will implement the following strategies to expand state goals to the local area:

- **Establish Skills-Focused Criteria:** Develop board membership criteria centered on qualifications, professional expertise, relevant experience, and demonstrated skills that advance the organization's mission. Consider a broad range of perspectives — including varied professional backgrounds, industry experience, geographic location, organizational tenure, and subject-matter expertise to ensure well-rounded, effective governance.
- **Effective Leadership:** to foster high performance, the local area board must appoint or elect capable officers who can offer clear guidance, direction, and support to board members, staff, and stakeholders. These leaders will also prioritize collaboration, hold themselves and others accountable, and ensure transparency in all decision-making processes.

- **Collaboration:** Involve stakeholders such as employers, educators, community-based organizations, and CareerForce partners in both the planning and execution phases of workforce development initiatives. Cultivate partnerships and encourage collaboration to pool resources and expertise effectively.
- **Standing Committees:** The WDB will maintain standing committees such as the Youth Committee, Community and Government Relations, and Workforce Development Committee and ensure that each standing committee has a diverse membership representing various stakeholders such as employers, education and training providers, community organizations, labor unions, and government agencies. Diversity of perspectives enriches discussions and leads to better decision-making.
- **Career Pathways and Industry and Sector Partnerships:** The WDB will significantly influence secondary education reform initiatives where Career Pathways are emerging and leveraging business and industry groups to establish sector partnerships.
- **Local Labor Market Analysis:** Boards will have the opportunity to complete a comprehensive analysis of the workforce in the region, including current labor market employment data, information on labor market trends, and educational and skill levels of the workforce in the region, including individuals with barriers to employment.
- **Compliance and Accountability:** Adhere to state and federal regulations that oversee workforce development programs and initiatives to ensure compliance. Uphold transparency and accountability across all board activities, including financial management and reporting processes.
- **Professional Development:** Allocate resources towards providing training and development opportunities for board members, staff, and local employers to improve their skills, knowledge, and abilities. Examples include offering courses and workshops focused on leadership, governance, strategic planning, and best practices in workforce development.

Local Workforce Board Governance

- B.28. Briefly describe the local area board's policy and timetable for filling vacancies, replacing/reappointing individuals whose terms have come to an end. Include in your description any plans to fill the terms that will be expiring as of June 30, 2024.

When a vacancy arises, the WDB proactively engages with our local communities through targeted outreach efforts. This may involve public announcements of the vacancy on our website, social media, or other community platforms, accompanied by comprehensive details about the position, eligibility criteria, and application instructions. We also collaborate with community organizations, local businesses, faith-based groups, and other stakeholders to identify potential candidates from underrepresented backgrounds. We aim to ensure a diverse membership representing various stakeholders such as employers, education and training providers, community organizations, labor unions, government agencies, and various

industries. Diversity of perspectives enriches discussions and leads to better decision-making. Once the application period closes, the designated Joint Powers Board Chair reviews all received applications. They may assess candidates based on qualifications, experience, community involvement, and alignment with the board's objectives. The board operates through an electoral process of its board members.

The policy and timetable for filling vacancies and replacing/reappointing individuals to the board are designed with the utmost care to ensure a fair, transparent, and efficient process. Our aim is to select qualified individuals who can effectively contribute to the board's objectives and serve the interests of the local area. The WDB believes that this process leads to the best outcomes for our board and the communities we serve.

The CMJTS WDB has three vacancies, for which we are actively recruiting.

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

Yes ☒ _____

No ☐ _____

If No, what steps will be taken to bring your local area board into compliance by June 30, 2024?

B.30. Please include in Attachment B the composition of your board, including the sectors represented on the board, and to the extent practicable, the demographic makeup of your board. (updated attachment 2026)

Attachment D

SECTION C: PROGRAM AND SERVICE DELIVERY

Local Area Board Program and Service Delivery

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

Local jobseekers' needs include the demand for employment and training services that increase occupational skills, job retention, and earning potential through access to meaningful career pathway exploration and counseling. The focus of core program services considers existing

career pathways experience and expands opportunities for success through job search assistance and training services. Alignment of core programs, including workforce investments, education, and economic development, will ensure a high-quality workforce. Guidance is provided through core programs by ensuring jobseekers receive local labor market information and educate them on the benefits of pursuing in-demand occupations. Various services may include preparing individuals for secondary or post-secondary training (including work-based options), career counseling, and referrals to community resources for support services. A unique initiative, CMJTS facilitates a weekly Professional Development and Networking group with jobseekers to enhance their job search competitive advantage by connecting them with area business and industry leaders to better meet their job search requirements.

Wagner-Peyser delivers vital services to jobseekers and businesses through Job Service. The focus of all services available through Minnesota's statewide network of CareerForce locations helps jobseekers find work and help employers find and retain qualified employees.

Job Service staff are dedicated to guiding jobseekers through every step of their career search, regardless of their current situation. At CareerForce locations, all jobseekers are welcomed and provided with the necessary services to secure employment, even if they face structural barriers. This comprehensive support ensures that no jobseeker is left behind in their search for work.

Vocational Rehabilitation Services (VRS) aims to empower Minnesotans with disabilities to achieve their goals for employment, independent living, and community integration. Work for those with disabilities will be in integrated, competitive positions in the community at competitive wages—wages that are not less than that customarily paid by the employer for the same or similar work performed by non-disabled individuals. All the individuals served by VRS have disability-related barriers to employment. Many individuals are from diverse racial, ethnic, and cultural backgrounds, and some have criminal histories. Barriers commonly associated with poverty are common as well. VRS is expanding services to transition-aged youth in job exploration counseling, work-based learning experiences, counseling on enrollment opportunities in comprehensive transition or post-secondary educational programs at higher education institutions, workplace readiness training, and instruction in self-advocacy.

All CareerForce locations provide a staffed Career Lab to serve the public without regard for eligibility. Minnesota maintains strong, inclusive eligibility policies that address services available to the universal customer, ensuring that all CareerForce services are accessible to everyone.

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

The board continuously evaluates the programs and services' effectiveness, soliciting feedback from participants and stakeholders. Based on this feedback, they make adjustments as needed to improve outcomes and better meet the needs of eligible individuals. Access to supportive services for eligible individuals is integral to effective service delivery and case management. Available supportive services, such as access to transportation resources, assistance with childcare expenses, and housing, enable individuals to participate in activities and maintain successful progress. Most core partners' programs also include provisions for clothing or equipment required for a new job and resources for medical needs, relocation, and emergency financial assistance during training and job search. Recognizing that each individual may have unique needs, the board promotes the development of customized solutions tailored to the specific circumstances of eligible individuals.

When individuals are not eligible for the specific programs or services offered by the local area, it's crucial to provide referrals to appropriate community resources. The WDB has encouraged all partner staff to establish strong referral networks with a wide range of community-based organizations and service providers. These include social services agencies, non-profit organizations, faith-based groups, healthcare providers, mental health clinics, substance abuse treatment centers, community action agencies, and more.

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

Providing career pathway services to customers is standard practice. Most employment and training programs include the concepts of connecting individuals to training, providing supportive services for those in education, providing career navigation services, and providing employment placement and retention after credential attainment. Jobseekers are directed to the best online resources to investigate career pathways, and they receive career guidance from CareerForce career lab staff or employment specialists to make informed decisions.

In addition to these basic services, LWDA 5 staff conduct an informal needs assessment of the local community to identify critical industries, skill gaps, and workforce demands to guide decision-making. They typically employ a combination of methods to gather information effectively that might involve analyzing reports from government agencies, industry associations, chambers of commerce, and labor market research. They look for information on sectors experiencing growth, emerging industries, and areas with high demand for specific skills. Business Service Staff engage with local businesses, educational institutions, CareerForce partners, and other stakeholders to gather input and foster collaboration. By building partnerships and relationships within the community, staff can access valuable resources, expertise, and support for addressing workforce challenges.

These models provide individuals with the best path to long-term career success. They offer opportunities to build upon their skills or "stack" credentials as they progress and satisfy local business workforce needs. The core partners develop plans with local colleges and create career pathway opportunities. The appropriate programming is crucial in providing support and financial services that enable jobseekers to progress down a career pathway and successfully obtain employment in an in-demand sector. This collaborative approach is a critical factor in the program's and its participants' success. [Discover Career Pathways Infographics](#)

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

The availability of activities depends on a combination of factors, including funding, collaboration among stakeholders, program design, and ongoing evaluation efforts. Tailoring programs to the specific needs and challenges of the target population can lead to more successful outcomes in terms of employment, skills development, and economic mobility. Funding plays a crucial role in the availability. Federal and state funding, grants, and partnerships with local businesses and educational institutions determine the extent of services that can be offered.

WIOA Title I Adult and Dislocated Worker programs are designed to serve laid-off individuals, career changers, and adults who require training, support, and job search guidance to enter or re-enter the labor market. Adult Basic Education provides:

- Workplace and family literacy services.
- English literacy programs.
- Integrated English literacy-civics education programs.

The Adult Education and Literacy Act program is the principal support for adult basic and literacy education programs and activities for adults who lack basic skills, a high school diploma, or English proficiency.

Wagner-Peyser employment services provide a variety of employment-related labor exchange services, including, but not limited to, job search assistance, job referral, job placement assistance, re-employment services for unemployment insurance claimants, and recruiting assistance to employers with job vacancies. Services are delivered in one of three modes: self-service, facilitated self-help services, and staff-assisted service delivery approaches.

Vocational Rehabilitation Services (VRS) specializes in working with individuals with disabilities that pose barriers to employment, post-secondary training, independent living, and community integration. VRS works with other partners to contribute to the infrastructure of the WFC system. Resources contributed through VRS include pre-employment transition services,

vocational assessments, job tryouts, community-based evaluations, job search assistance, job coaching, case management, tuition assistance, and supportive services. VRS staff are available, as needed, to consult with partners working with individuals with disabilities. Additionally, VRS co-enrolls participants with other One-Stop partners to ensure collaboration and cohesive service delivery for the consumer's benefit.

Collaboration among workforce development core partners, community colleges, vocational schools, employers, and nonprofit organizations enhances the availability and effectiveness of programs by leveraging resources and expertise.

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

CMJTS youth programs provide leadership in building a skilled workforce—workers who can do the jobs of today and learn tomorrow's jobs. Through career counseling, job training, and strong business relationships, CMJTS helps prepare young adults for career pathways and the world of work that leads to meaningful employment. Our goal is to assist youth with 10 offices across primarily rural areas to overcome barriers to employment and economic disparities. These services include work-based learning opportunities, career exploration, and job search assistance/guidance, labor market information activities, including information on high-opportunity careers, and career success skills development through an individualized approach.

The full complement of youth workforce investment activities is available through LWDA 5 youth programs. These activities include:

- Objective assessment
- Development of Individual Service Strategies
- Program elements including:
 - Tutoring, study skills training, and drop-out prevention/recovery strategies
 - Alternative Secondary Services
 - Paid and unpaid work-based learning opportunities
 - Occupational Skills Training
 - Workforce preparation
 - Leadership development

- Support services
- Adult mentoring
- Follow-up Services
- Comprehensive guidance and counseling
- Financial Literacy training
- Entrepreneurial skills development
- Services that provide labor market information
- Post-secondary preparation and transition activities

The focus of youth workforce investment activities is to ensure that youth have the basic skills, work readiness skills, and occupational skills necessary to succeed in post-secondary education and training, unsubsidized employment, and career pathways that lead to self-sufficiency and family-sustaining wages.

Successful models include:

Pre-Employment Transition Services (Career You):

In partnership with Vocational Rehabilitation Services (VRS), CMJTS provides Pre-Employment Transition Services to youth with disabilities, ages 14-21, who are potentially eligible for VRS services. Career You offers the youth an opportunity to explore career and training options, gain work skills, and learn how to succeed after high school, including post-secondary education and competitive employment.

Through Career You, youth receive services, one-on-one or through large group activities, centered on job search/exploration, post-secondary education counseling, work-based learning, budgeting, work-readiness training, self-advocacy instruction, and community learning projects.

Disability Employment Initiative:

CMJTS' continues to link youth with disabilities to gainful employment through individualized and comprehensive services. These efforts will continue through the following strategies:

- CMJTS Youth Program Career Navigators will receive guidance and technical assistance from the DEI coordinator, who will continue to support career navigator staff to ensure coordination services is successful. Guideposts for Success have shown to be beneficial with our DEI youth participants and used as an approach with our Pre-ETS youth or other youth in our programs that may need the extra guidance.
- Collaboration: CMJTS staff continue to build strong relationships with our partners who

provide services to youth with disabilities. These collaborations include attending regular IEP meetings, participatory members of the local Community Transition Interagency Committees (CTIC), and consistent and regular meetings with our VRS partners.

- Have partners join the CMJTS Workforce Development Board's Youth Committee to advocate and help focus on services to people with disabilities under the Workforce Innovation and Opportunity Act (WIOA).

CMJTS is also a Ticket to Work service provider that offers Social Security disability beneficiaries (persons who receive SSI or SSDI) more intensive case management, including job coaching, job counseling, training, benefits counseling, and job placement. CMJTS has several staff that completed training to become a Work Incentive Practitioner and are now certified to help youth with disabilities receive better wraparound services. **Attachment E**

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

Career navigators deliver training services that maximize consumer choice and, to the extent possible, pay directly to the training provider. This means that individuals receiving training services can select the training programs that best fit their needs and goals, and their career navigator provides resources such as the DEED data tool—Career and Education Explorer and CareerwiseMN.

Moreover, the training services are designed to meet the specific needs of local and regional economies. This strategic approach ensures that individuals are trained in industries and occupations that are in high demand, thereby increasing their chances of securing sustainable employment. This, in turn, contributes to the economic growth of the communities.

Overall, Section 134(c)(3)(G) emphasizes the importance of providing training services that are responsive to individual needs, promote consumer choice, and are aligned with the demands of the labor market to facilitate successful workforce outcomes for participants. CMJTS staff are trained to do just that.

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

Under the One-Stop delivery system, Wagner-Peyser provides universal access to an integrated array of labor exchange services so that workers, job seekers, and businesses can find the services they need under one roof in easy-to-find locations.

Wagner-Peyser Employment Service focuses on providing various employment-related labor exchange services, including but not limited to job search assistance, job referral and placement assistance for job seekers, re-employment services to unemployment insurance claimants, and recruitment services to employers with job openings. Services are delivered in one of three modes: self-service, facilitated self-help services, and staff-assisted service delivery.

LWDA 5 staff have a strong working relationship. Leaders meet regularly to discuss strategies, challenges, and opportunities to create closer alignment among the services offered across LWDA5. In addition, One-Stop Operator meetings are held regularly to discuss operations among workforce system partners.

Quarterly partner staff meetings are periodically held to discuss the CareerForce program and operational practices, ensure program compliance, and discuss concerns and improvements. Best practices are shared among partners, and new ideas are generated based on changes in employment practices, unemployment figures, and business input.

Wagner-Peyser Activities Include:

- Providing virtual and interactive services for jobseekers, including workshops, one-to-one visits, and virtual career fairs. <https://www.careerforcemn.com/events>
- Job Service staff help jobseekers with the Good Jobs Now initiative. Outreach to UI recipients to provide career guidance and referrals to Dislocated Worker Services, VRS, and community partners. <https://www.careerforcemn.com/GoodJobsNow>
- Informing jobseekers about CareerForce services, including eligibility-based employment and training programs: Title 1 Adult programs, Dislocated Worker programs, Youth programs, Vocational Rehabilitation Services, Adult Basic Education, and Career Pathway grant programs.
- Educate jobseekers on using MinnesotaWorks.net and CareerForcemn.com, DEED's online job bank, to search for and apply for jobs.
- Offering 1:1 job search advice and assisting with writing effective résumés.

- Providing training on job-search fundamentals, including up-to-date strategies online and social media strategies.
- Recommending other community-based resources and services.
- Jobseekers who are veterans receive priority referrals to jobs and training, as well as special employment services and assistance.
- Encourage co-enrollment with Title 1 programs for Public Assistance recipients to access additional education and support services.
- Connect with local employers to list job opportunities on MinnesotaWorks. Wagner-Peyser staff keeps CareerForce partner staff informed of job opportunities in the area.
- Wagner-Peyser staff are typically the point person from CareerForce for job fairs and provide information to all CareerForce staff on events occurring in the local area.

Interagency Coordination

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

The workforce development system is a crucial partner to post-secondary entities and businesses as it helps untrained workers obtain skills that lead to meaningful and family-sustaining careers, including programs of study authorized under the Carl D. Perkins Career and Technical Education Act. The focus is on upskilling job seekers based on high-wage, high-demand occupations in LWDA 5. Secondary and post-secondary representatives serve on the CMJTS LWDB and its Youth Committee, as well as a Perkins CTE representative on the Youth Council, to better align core services with appropriate programs of study. Every effort is made to link jobseekers with academic and technical training relevant to their career goals, including interests, values, and abilities.

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

The WDB coordinates education and workforce investment activities with secondary and post-secondary education programs. By collaborating with educational institutions, the board ensures that strategies are aligned, services are enhanced, and duplication of services is avoided. This coordination is essential to maximize the impact of resources and efforts in preparing individuals for the workforce. By aligning education and workforce investment

activities, the board can identify areas of overlap and streamline services to provide a more efficient and effective system for individuals seeking education and employment opportunities.

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

The lack of public transportation in rural communities exacerbates the already existing issue of unemployment for LWDA 5. Many jobseekers in these areas need help accessing employment opportunities outside their immediate vicinity, limiting their options and potential for career growth. This lack of mobility not only affects individuals but also impacts the overall economic development of rural areas. With a reliable transportation network, businesses may be able to invest in these communities, leading to a stagnation of job opportunities and economic growth.

Support Services are a crucial lifeline for jobseekers, enabling them to progress down a career pathway and secure employment in high-demand sectors. These services are available to participants enrolled in program services and are typically provided to individuals who demonstrate a financial need during an annual budget analysis. Most program policies require participants to meet program expectations and work towards the goals outlined in their employment plan (IEP/ISS) before receiving support services.

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

The Workforce Development Board has developed strong community partnerships with Adult Basic Education (ABE) providers throughout the eleven-county area comprising LWDA 5. Career Navigators (CN) have close working relationships with ABE and effectively refer their eligible students for various services. Through individual assessment, the CN may determine that a person seeking career-specific training also needs to build their basic skills, including math, reading, English language, or computer. ABE provides CareerForce students the following Title II Activities to address these needs:

- Assist adults in becoming literate and obtaining the knowledge and skills necessary for employment and economic self-sufficiency
- Assist adults who are parents or family members to receive the education and skills that are necessary to become full partners in the educational development of their children and lead to sustainable improvements in the economic opportunities for their families

- Assist adults in attaining a secondary school credential and in the transition to postsecondary education and training, including career pathways and
- Assist immigrants and other individuals who are English language learners in:
 - ✓ Improving their reading, writing, speaking, and comprehension skills in English, as well as mathematics skills; and
 - ✓ Acquiring an understanding of the American system of government, individual freedom, and the responsibilities of citizenship.

The ABE representative serving on the CMJTS WDB will advocate for partnership and referral with the other CFC partners. And all partners will share ideas and potential activities when they see need based on what ABE can contribute under Title II.

Employer & Economic Development Engagement

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

The WDB plays a pivotal role in aligning the skills and training provided by eligible providers with the employment needs of local employers. Here's how the board might approach this:

- Develop targeted sector strategies utilizing DEED information, insights gathered from labor market assessments and employer engagements, and local knowledge from the WDB and stakeholders
- Direct business outreach, consultation, promotion, and collaboration of the CMJTS Business Service Coordinators using established relationships with the DEED Workforce Strategy Consultant and Local Economic Development partners versed in deploying business support and development resources
- Build strong partnerships with employers, industry associations, chambers of commerce, and economic development agencies. These partnerships facilitate ongoing communication and collaboration to ensure that training programs are responsive to employer needs
- The WDB provides oversight, guidance, referrals of employers in their network, resources, and support to help ensure that the employment needs of local employers are met.

Additionally, the One-Stop Operator monitors performance during regularly scheduled meetings and works with partner staff to ensure that all parties fully understand these performance measures and a plan to monitor the achievement of these standards.

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

The CMJTS LWDB supports the local workforce development system by encouraging business outreach efforts among the core programs. Core program business services strategies and initiatives are discussed monthly at the Workforce Development Committee (WDC), a standing committee of the CMJTS LWDB. This committee also brings in guest speakers from different economic and industry sectors to monitor business and area workers' needs. At each meeting, local partners in the workforce development system can present new information on services provided to businesses. Given the membership of the CMJTS LWDB is comprised of at least 51% private business representatives, this is an ideal place to get a broad-based perspective on what businesses need.

CMJTS Business Service Coordinators (BSC) and the DEED Workforce Strategy Consultant regularly analyze which sectors are being served by LWDA 5 at any given time, allowing for a clear picture of how LWDA 5 is addressing the needs of growing industries in the region. They use their communication, networking, industry/sector knowledge, previous experience recruiting employers, and established employer relationships to identify businesses' local needs. An assessment of the local economy and workforce training needs are determined and regularly updated. This information is shared with the CMJTS LWDB to help support a system-wide response to current economic trends. <https://www.cmjts.org/business-services/>

CMJTS Business Service Coordinators go beyond merely informing employers about the array of services; they actively promote work-based learning models as integral components of talent development strategies. Through initiatives like incumbent worker training, on-the-job training, and work experience for youth, employers not only gain access to a diverse pool of talent but also invest in the growth, upskilling, and reskilling of their workforce. By facilitating these programs, CMJTS ensures that employers have the tools to cultivate a skilled and adaptable workforce, driving innovation and competitiveness in today's dynamic business landscape. Through collaborative efforts, Business Service Coordinators empower employers to embrace work-based learning as a cornerstone of their talent acquisition and retention strategies, fostering a culture of continuous learning and growth within their organizations.

Also, LWDA 5 businesses engage with CMJTS BSCs to access workforce development resources to assist in employee sourcing, training, and retention. Businesses engage by partnering with or participating in:

- CMJTS facilitates monthly Human Resource Administrator groups to gather area HR professionals to share best practices, solve common challenges, and learn more about CareerForce Center services, resources, and partners.

- CMJTS hosts a weekly local radio program, Work Wright, on which local employers share information and career opportunities with the local workforce to facilitate connecting with new employees.
- CMJTS facilitates career fairs, both virtual and drive-through, to enhance connectivity between area employers and job seekers. Some of these events are sector-focused such as healthcare and manufacturing.
- CMJTS is a member of many area Chambers of Commerce to connect with area business and industry to inform and equip them with CareerForce partners, services, and resources.
- Through interaction and information exchange at education partners like Manufacturers Alliance and Enterprise Minnesota.
- Networking and information sharing among business and industry peers, word-of-mouth endorsements, and recommendations.
- Participation in college advisory groups, connecting with industry leaders, e.g., college program advisory boards, campus community advisory boards.
- Participation in childcare, healthcare, transportation, and prison re-entry collaborations.
- Participation in the employer engagement initiative designed to help local businesses close sector-level skills and staffing gaps. This initiative connects participating employers with the full pool of qualified local talent through outreach and hiring practices consistent with skills-based selection and applicable civil rights law.
- Employer educational consultation and trainings to engage with over-looked labor pools.

C.14. Describe how the local area board will support a local workforce development system that meets the needs of businesses in the local workforce development area.

Overall, the local area board plays a pivotal role in facilitating collaboration between various stakeholders to ensure that the local workforce development system is responsive to the needs of businesses and effectively prepares individuals for employment opportunities in the area.

Examples of how the WDB does so in LWDA 5:

Design and implement a comprehensive workforce development system that incorporates a "first, next, last job" approach, harnesses diversity, equity, and inclusion, focuses on accessibility, and leverages local resources, amenities, and defining characteristics.

- Practical strategies for supporting local career exploration and development resources
- such as EPIC, [K12Navigator](#), and [Workforce Pathways Workforce Pathways - Wright County Economic Development Partnership \(wrightpartnership.org\)](#)

- Develop targeted programs and initiatives to support underrepresented groups, including minorities, women, individuals with disabilities, veterans, and individuals from low-income backgrounds, in accessing and advancing in their chosen careers through programs such as disability services, Project 180 (re-entry) and local jail partnerships, older worker programs such as SCSEP, and the Planning Region 3 Inclusive Workforce Employer designation.
- Forge partnerships with local industries, businesses, and trade organizations to develop industry-specific training programs and career pathways, ensuring that individuals can access relevant skills development opportunities that align with regional labor market needs. Examples include LYFT connections, staff participation in CTE advisory groups, and connecting employers with education entities like Tiger Path, IGNITE, Explore Your Future, and Operation Exploration.
- Proactively contact employers to understand their hiring needs, skill requirements, and recruitment preferences. Maintain regular communication channels with employers to provide updates on available candidates and upcoming job fairs or recruitment events.
- CMJTS plays an active role as a board member with the Central Minnesota Manufacturers Association (CMMA). Their focus is on educating manufacturers about best practices, workforce development, and legislative advocacy. CMMA's extensive involvement in k-12 engagement, STEM education (robotics), and promoting manufacturing careers to the public is noteworthy. They have developed the K-12 Navigator website and the Apprenticeship Toolbox, which serve as informative platforms fostering interaction and connectivity between manufacturers, students, parents, and educators, thereby paving career pathways into manufacturing in central Minnesota.

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

Active participation in and contributions of knowledge, skills and abilities to regional economic development providers and their initiatives. Engage and collaborate with local EDA and community-based organizations such as:

- Mid-MN Regional Transportation Coordinating Council (MMRTCC)
- Open Doors for Youth
- Litchfield Kiwanis High School Work Day event planning meeting.
- LYFT committee Advisory Board meeting.
- Willmar High School planning committee meetings
- EXPLORE Career Day Ridgewater Willmar planning committee
- Willmar Business Education Network - Chamber led Board meetings
- Entrepreneur fund and women's business alliance
- Business Engagement Networks - collaboration with VRS

- Ticket to Work, Benefit Analysis and Placement Referral customer meetings and intakes.
- Wright County Economic Development Partnership
- East Central Regional Development Commission
- Initiative Foundations
- Regional economic groups such as Greater St. Cloud Development Corporation and Greater MSP, and GPS 45:93
- Perkins collaborations
- CEDS group collaborations
- ABE collaborations
- Grant specific collaborations, e.g., Registered Apprenticeship collaborations, Re-entry collaborations
- Department Of Labor

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

The CMJTS LWDB strengthens linkages between the one-stop delivery system and unemployment insurance (UI) program staff in the following ways:

- RESEA and Job Service staff refer dislocated workers to meet with a Title I staff member for eligibility determination.
- Job Service staff assist RESEA customers in enrolling them in the CareerForce workshops, job search training sessions offered through the Creative Job Search curriculum, and resume critique. These workshops and training sessions equip individuals with the necessary skills and knowledge to excel in their job search, enhancing their chances of securing employment.
- Job Service and Title I staff contact MinnesotaWorks users directly to promote CareerForce resources and partner program services.

The WDB offers services to unemployed and underemployed workers and workers who need to upgrade skills to retain employment via occupational skills training, customized training, on-the-job training (OJT), apprenticeship, incumbent worker training, and transitional employment opportunities. The CMJTS LWDB has dedicated significant effort to developing and expanding partnerships, a testament to our commitment to providing successful work-based learning opportunities.

The CMJTS LWDB has reserved 20 percent of their combined total Workforce Investment and Opportunity Act (WIOA) Adult and WIOA DW formula funds to pay for the federal share of the costs of providing IWT. Additionally, up to 20% of State DW funds are reserved.

The CMJTS LWDB directs training funds to pursue OJT opportunities. This type of training is mainly supported by WIOA Title I programs. Through OJT funding, up to 50% of the participant's wages may be reimbursed to the employer to offset the expense of training a less skilled or experienced employee.

Registered Apprenticeship (RA) is an employer-driven model that combines on-the-job learning with related classroom instruction to increase an apprentice's skill level and wages. It is a proven solution for businesses to recruit, train, and retain highly skilled workers. Tile I partner staff regularly educate employers on the benefits of this training model and ask small businesses to try RA to recruit, hire, and train employees. Apprenticeship information is presented to groups of business owners and HR managers regularly. **Attachment F**

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

The CMJTS WDB offers entrepreneurial training, business consulting, and technical assistance to individuals seeking to start or grow a business in Minnesota using various resources and referrals. Specifically, for State dislocated workers, the WDB supports dislocated workers in entrepreneurship through CLIMB (Converting Layoffs into Minnesota Businesses) activities. The State Dislocated Worker Program service provider may help with the cost of entrepreneurial training (and support services, if needed) for CLIMB participants.

Entrepreneurs are also referred to their local Small Business Development Center for consultation and training assistance. They may also be encouraged to connect with community-based organizations serving entrepreneurs and business owners, such as SBA, local business incubator opportunities like Mille Lacs Corporate Ventures, Initiative Foundations, or CFLs for research and business plan development resources.

Dislocated Worker Supports

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

In the event of a considerable dislocation, LWDA 5 follows the policies set forth by DEED, which places the responsibility for large layoffs (50 or more workers impacted) on the State Rapid

Response Team (SRRT). When the State determines a project is appropriate for providing Dislocated Worker services, LWDA 5 abides by the state policy's competitive process and applies for competition. CMJTS staff maintain close contact with the state Rapid Response team to assist as needed and communicate any time CMJTS staff are aware of a layoff event,

regardless of the size. CMJTS Adult Program Manager ensures staff is familiar with and knowledgeable of DEED policies and procedures for Rapid Response events.

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

When an LWDA 5 team member becomes aware of an actual or potential dislocation event, especially one involving the possibility of a mass layoff (50+ workers), informing the state Rapid Response team promptly is crucial to ensure timely assistance to affected workers. CMJTS Business Service Coordinators, Career Navigators, and career lab/reception staff may hear about a local layoff/closure from businesses and new CFL visitors. They may receive notifications directly from employers and workers or through other channels such as local newspapers or economic indicators. The known details are shared with the Rapid Response Team Liaison, who then contacts the employer and follows up with the CMJTS Adult Program Manager to share the next steps.

- b. Describe how the local area board will coordinate workforce investment activities carried out in the local workforce development area with statewide rapid response activities.

Once the state Rapid Response team has gathered sufficient information and resources, they typically schedule a resource meeting with the impacted workers. The Rapid Response liaison coordinates the event with the local dislocated worker career navigators, who can be present to share CMJTS marketing materials and the available program services. The Rapid Response and DW teams may provide information about unemployment benefits and dislocated worker services, including job training assistance, job search help, career counseling, and other supportive services.

The local workforce development area and the state Rapid Response team maintain open communication with affected employers and workers throughout the process. They provide updates on available resources, answer questions, and address concerns to ensure a smooth transition for impacted individuals.

Throughout the process, they stay in touch with the workers and the employers, keeping them updated on what's happening and what help is available. This way, everyone stays informed and gets the support they need during challenging times.

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

LWDA 5 staff members, often through their connections with local businesses and economic

development agencies or through monitoring local economic trends, identify companies experiencing or anticipating significant impacts due to foreign trade. Once staff members receive public information regarding a dislocation event, they review the TAA Cases database to ensure a petition number still needs to be assigned. If no petition is verified, the CMJTS Adult Program Manager will communicate to the State Rapid Response Team (SRRT). During that communication, the potential of TAA certification is determined. If it is an eligible petition, SRRT or the LWDA 5 liaison will communicate with the DEED Trade Adjustment Act (TAA) manager.

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

To receive services, TAA customers must be co-enrolled in the Dislocated Worker (DW) Program. DW Career Navigators coordinate with and communicate about the TAA client, as needed, with the assigned TAA representative. The TAA and WIOA program managers also work together to ensure that dislocated worker career navigators are kept up to date on TAA-related policies and procedures through technical assistance training scheduled annually. ES are encouraged to attend virtual training sessions regarding TAA/TRA, and new hires are directed to the DEED counselor portal to view recorded training.

The career navigator follows a robust case management model meticulously created and developed by State TAA staff. This model clearly defines the roles and responsibilities of each party, including the TAA customer, DW CN, and TAA representative- providing the local area staff with a solid foundation to carry out their duties confidently.

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

Yes ☒

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

Yes ☒

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

Support Services are available to participants enrolled in program services and typically provided to individuals who indicate a financial need when completing an annual budget analysis. Most program policies require participants to comply with program expectations

and work toward the goals outlined in their employment plan (IEP/ISS) before receiving support services.

Staff justifies support service expenditures before authorizing them, and documentation is provided to verify payments requested. Support services are entered in WF1 and tracked by the career navigator in field files.

All new staff receives training regarding the local support service policy, and internal bi-annual file reviews ensure consistent compliance with this policy.

The local area adheres to DEED's policy requirement that staff document participant eligibility and needs to support services in the IEP/ISS.

Services to Military Service Members and Spouses

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

Yes ☒

- C.22. How do you identify current or former Military Service Members coming into your CareerForce Center?

The Minnesota [Veterans Questionnaire](#) is used to identify Veterans. We ask customers that come to the CareerForce Center if they ever served in the US Military. If the answer is yes, we ask them to complete the [Veterans Questionnaire](#). Non-JVSG (Jobs for Veterans State Grant) staff do the initial assessment/review of the questionnaire and make appropriate referrals based on the responses on the questionnaire.

On-site signage helps the customers to self-identify themselves as U.S. Military members

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

Signage in the CareerForce Center advises Veterans and other eligible persons of Veterans Priority of Service (POS). Information on Priority of Service is also provided during various program orientations, from staff, and during workshops. Local Veteran Employment

Representatives (LVER) staff train and update local staff and management on the provisions of POS and PL 107-288.

- C.24. If your CareerForce Center has a presence on the Internet (outside of your local DEED CareerForce Center site) how do you promote Public Law 107-288, "Veterans Priority of

Service” to veterans on that website?

CMJTS, a private non-profit agency, has an internet presence independent of the CareerForce site. To demonstrate our commitment to serving the needs of veterans and improve the effectiveness of our promotion efforts, we have a dedicated page on our webpage: <https://www.cmjts.org/attention-veterans-know-your-rights/> and put a “notice” in the scrolling bar under the heading “we have a program for you” on the home page to call attention. This structure provides transparent information about the law, its benefits, and how veterans can access priority services while encouraging engagement and feedback from veterans.

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

The Minnesota [Veterans Questionnaire](#), a U.S. DOL-approved standard process, is used to identify Veterans with a significant barrier to employment (SBE). The questionnaire identifies DOL designated SBE’s per Veterans’ Program Letter (VPL) [No. 03-14, Change 2](#).

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

The CareerForce Center staff conducts an initial assessment with current or former Military Service Member with a significant barrier to employment and then refers them to the designated intensive service provider when the Disabled Veterans’ Outreach Program (DVOP) specialist is not available.

The CareerForce Center has assigned staff to provide services (including intensive services) to SBE Veterans in the absence of a DVOP. The CareerForce Center staff are encouraged to attend training on serving Veterans via the National Veterans Training Institute (NVTI) also LVER staff can provide training to staff on POS and veterans services. The CareerForce Center staff can enroll in NVTI training by contacting Ray Douha, Director of Veterans Employment Program.

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

Local DVOP and LVER staff collaborate with CareerForce Center partners, such as WIOA Title I programs, vocational rehabilitation services, and job service staff, to provide comprehensive support to veterans.

Representatives attend staff and partner meetings, participate in CareerForce Center work teams, and provide training to WDB members, partner staff, and management on the JVSG program.

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

CareerForce Center staff provide thorough training to jobseekers about the importance of registering on MinnesotaWorks.net and making their resumes viewable. This training includes creating an effective resume for posting and converting it to a professional version, navigating the platform, and demonstrating the benefits of having their resume visible to employers.

For program-enrolled individuals, staff requires participants to register and enter a viewable résumé on Minnesotaworks.net as part of their employment plan development. The career navigator or employment specialist may coach participants one-on-one on how to do so, which is often made a mandatory component of the job search process.

C.29. Are all WIOA-funded partners complying with the guidance provided in [TEGL 11-11, Change 1](#) and [TEGL 11-11, Change 2](#) regarding Selective Service?

Yes ✓

LWDA 5 Local Plan — Comparison of 2024 Original vs. Biennial Update (08/27/26)

This document summarizes substantive changes between the original CMJTS WIOA Local Plan and the "Local Plan 2024 Final Update" (dated 08/27/26). Grammatical edits, minor rewording, and formatting-only changes are not included. Entries are grouped by the plan section in which the change appears.

Section	Original Language	Updated Language	What Changed
A.1 - Strategic Vision	The CMJTS Workforce Development Board's (WDB) strategic vision for preparing a skilled workforce involves a comprehensive approach to addressing the labor market's current and future needs within Local Workforce Development Area 5 (LWDA). [No reference to the state's "One Minnesota" vision or federal Golden Age/AI strategy.]	Adds: "This vision supports the state's One Minnesota Workforce Development Vision - a healthy economy where all Minnesotans have equitable access to a workforce development system that is responsive to employer needs and leads to good jobs with family-sustaining wages..."	New paragraph explicitly ties the local vision to the state's "One Minnesota Workforce Development Vision" and commits to ensuring all Minnesotans in LWDA 5 can access services regardless of where they live.

Section	Original Language	Updated Language	What Changed
A.1 - Labor Market Analysis Basis	[No mention of refresh methodology, national talent strategy, or AI.]	Adds: "This analysis is refreshed using current labor market information (LMI) to reflect post-pandemic shifts... consistent with the U.S. Departments of Labor and Education's 'America's Talent Strategy: Building the Workforce for the Golden Age' and its Five Strategic Pillars... including the accelerating role of Artificial Intelligence (AI) across regional industries..."	New content ties local labor-market analysis to a specific federal strategy document and its five pillars and adds AI as an explicit factor in reassessing sectors and training investments.

Section	Original Language	Updated Language	What Changed
A.1 - Priority / Target Populations	"...committed to providing targeted support for disadvantaged populations. This includes low-income individuals, BIPOC, LGBTQ+, people with disabilities, and other underserved and disenfranchised populations."	"...committed to providing targeted support for individuals with barriers to employment. This includes low-income individuals, veterans, people with disabilities, individuals with criminal histories, individuals experiencing homelessness, and other underserved and disenfranchised populations."	BIPOC and LGBTQ+ are removed as named priority populations. Veterans, individuals with criminal histories, and individuals experiencing homelessness are added. The framing shifts from "disadvantaged populations" to "individuals with barriers to employment."

Section	Original Language	Updated Language	What Changed
A.1 - Federal Compliance Statement	[Not present.]	Adds: "Consistent with federal expectations under WIOA and current U.S. Department of Labor guidance (TEGL 07-25), this vision aligns local strategy with the federal government's expected outcomes... AI-informed service delivery and Registered Apprenticeship expansion under Executive Orders 14277 and 14278. All CMJTS and partner activities are administered in a manner consistent with applicable federal civil rights law and Executive Orders 14151, 14168, 14173, and 14190; the WDB and its subrecipients do not operate programs based on race-, sex-, or other protected-class-based preferences."	Entirely new paragraph citing TEGL 07-25 and four named Executive Orders, and explicitly stating CMJTS does not operate programs based on race-, sex-, or other protected-class-based preferences – the current administration's nondiscrimination/anti-preference assurance, not present in the original.

Section	Original Language	Updated Language	What Changed
A.5 - Best Practice / I-WE Initiative	"...our Inclusive Workforce Employer (I-WE) employer designation initiative. I-WE focuses on closing demographic disparities or gaps within sectors through employer commitment to DEI activities... inspires individuals from diverse backgrounds to envision pathways to enter and succeed in high-demand industries... ensure local employers can provide for a workforce where all individuals have equal opportunities to participate and succeed."	"...a shared employer engagement initiative designed to help local businesses close sector-level skills and staffing gaps. This initiative connects participating employers with the full pool of qualified local talent through outreach and hiring practices consistent with skills-based selection and applicable civil rights law... ensure local employers can build a qualified, high-performing workforce where all individuals have equal opportunity to participate and succeed on the basis of skills."	The I-WE initiative is reframed from a DEI/demographic-disparity designation program to a skills-based, merit-based employer engagement initiative. References to "DEI activities," "diverse backgrounds," and demographic disparities are removed in favor of "skills-based selection" and civil-rights-law compliance language. "Cultural-competency training" language is narrowed to "workplace communication and cultural-competency training."

Section	Original Language	Updated Language	What Changed
A.6.a - Sector Comparison Methodology	[No citation to WIOA section or note on data currency.]	Adds: "This comparison is grounded in current DEED labor market information and is updated to reflect post-pandemic changes in the region's growing and declining industries, in-demand occupations, and workforce demographics, as required by section 102(c)(3)(A) of WIOA and	New paragraph adds a statutory citation and an explicit statement that data has been refreshed to reflect current (not pre-pandemic) conditions.

		current federal planning guidance. The WDB reviews this data with its LMI directors to ensure the sectors of focus and related training investments reflect present, not pre-pandemic, conditions."	
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Section	Original Language	Updated Language	What Changed
A.6.b - Employment Characteristics Table (Table 10)	Table 10 data is dated 2022 and covers Region 6E, Region 7E, and Region 7W (three separate tables using 2022 labor force, participation, unemployment, race/ethnicity, veteran, disability, and educational-attainment figures).	Table 10 data is dated 2024, with the same regional/demographic breakdowns (Region 6E, 7E, 7W) updated to current figures, and adds a new "Employment Characteristics by Gender" breakout not present in the original tables.	Underlying labor-market data updated from 2022 to 2024 across all three regions; a new gender-based employment characteristics breakdown has been added that did not exist in the original tables.

Section	Original Language	Updated Language	What Changed
A.8 - IIA / BIL-CHIPS-IRA Workforce Preparation	"We are at the early stages of these initiatives... Our aim is to create education and training opportunities, particularly for underserved communities and populations disproportionately affected by economic disparities. This transformative initiative may involve providing financial assistance, scholarships, and support services..."	"Infrastructure, semiconductor, and energy-related capital investment continues in the region under these statutes... Consistent with current federal direction, our primary focus is aligning workforce preparation with the skilled trades, domestic manufacturing, and energy production needs these projects create rather than treating this as a standalone equity-focused initiative."	The framing shifts from an early-stage, equity/underserved-population-focused initiative to an active, skilled-trades/manufacturing-focused initiative explicitly stated to NOT be treated as a standalone equity-focused effort.

Section	Original Language	Updated Language	What Changed
A.8 - Executive Orders / Workforce Pell / AI	[Not present.]	Adds two new paragraphs citing Executive Order 14278 ("Preparing Americans for High-Paying Skilled Trade Jobs of the Future") for expanding Registered Apprenticeships in welding, pipefitting, masonry, and concrete finishing, tracking Workforce Pell Grant-eligible training, and Executive Order 14277 ("Advancing Artificial Intelligence Education for	New commitments tied to two specific 2025-era Executive Orders: expansion of Registered Apprenticeships/skilled trades and new AI-literacy programming for youth/adult training and Business Service Coordinators.

		American Youth") for building AI literacy into career pathways.	
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Section	Original Language	Updated Language	What Changed
A.8 - Access to STEM/Youthbuild Training	[No statement on access criteria.]	Adds: "Access to these training opportunities is based on skills, interest, and labor market need rather than demographic targeting."	New sentence explicitly disclaiming demographic targeting for access to STEM/Youthbuild training opportunities.

Section	Original Language	Updated Language	What Changed
A.8 - CMMA Board Membership Description	"CMMA membership includes components of clean energy, transportation, and medical device industries."	"CMMA membership includes manufacturers, distributors and suppliers, metalworking and fabrication, and other innovative manufacturing sectors."	The described membership composition of CMMA shifts away from clean energy/transportation/medical device industries toward core manufacturing, metalworking, and fabrication sectors.

Section	Original Language	Updated Language	What Changed
A.8 - Clean Energy / Ethanol Bullet	"CMJTS supports clean energy and domestic energy initiatives by supporting the agriculture-based economy in our service area. Ethanol production, solar and wind energy are examples of domestic energy production that CMJTS supports."	[Bullet removed entirely.]	This entire bullet on ethanol, solar, and wind energy support has been deleted from the updated plan.

Section	Original Language	Updated Language	What Changed
A.8 - Power Up Grant Bullet	"CMJTS Power Up grant" (listed as a standalone bullet).	[Bullet removed entirely.]	Reference to the CMJTS Power Up grant has been removed.

Section	Original Language	Updated Language	What Changed
A.8 - Hiring Events / Career Expos	"CMJTS hiring events and career expo's target and include employers in	"CMJTS hiring events and career expos target employers in industries engaged in domestic	The reference to "Invest in America" initiatives is replaced with more general language about

	industries that are engaged in Invest In America initiatives."	infrastructure, energy, and manufacturing investment."	domestic infrastructure, energy, and manufacturing investment.
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Section	Original Language	Updated Language	What Changed
B.2 - TANF/Public Assistance Programs Listed	"...TANF public assistance programs, including DWP, MFIP and SNAP, DEED Job Service, Adult Basic Education, and Vocational Rehabilitation Services."	"...TANF public assistance programs, including MFIP and SNAP E&T, DEED Job Service, Adult Basic Education, and Vocational Rehabilitation Services."	DWP (Diversionary Work Program) is no longer listed among the TANF public assistance programs referenced; SNAP is renamed "SNAP E&T."

Section	Original Language	Updated Language	What Changed
B.4 - Hours of Operation	"The current hours of operation at our comprehensive CFL and affiliate sites are from 8 am to 4:30 pm, Monday through Friday."	"The current hours of operation at our comprehensive CareerForce Center are from 8 am to 4:30 pm, Monday through Friday; affiliate sites have varied hours of services to meet the community needs."	Uniform 8 am–4:30 pm hours previously applied to both the comprehensive center and affiliate sites; the updated plan now states affiliate sites have varied hours rather than the same fixed schedule.

Section	Original Language	Updated Language	What Changed
B.17 - Affirmative Outreach Strategy	"To help with participant access and to reduce cultural barriers, CMJTS provides ongoing training to its staff, makes applications available in English, Somali, and Spanish, and uses interpreters as needed. Staff target their outreach at community events... booths at county fairs, Veterans or Pride events or presentations, and disability service events."	"CMJTS's outreach strategy is designed to ensure that all eligible individuals in the region, regardless of race, sex, color, religion, national origin, age, or disability, are aware of and can access CMJTS programs and services on an equal basis... Staff conduct outreach at a broad range of community events open to the public, including booths at county fairs, Veterans events and presentations, and disability service events, to ensure equal awareness of and access to services across the region."	"Pride events" is removed from the list of outreach venues. The stated purpose of outreach shifts from "reducing cultural barriers" to ensuring "equal awareness" on a nondiscrimination basis, with an explicit list of protected classes.

Section	Original Language	Updated Language	What Changed
B.17 - Intercultural Development Inventory / DEI Training	"Staff participated in a poverty simulation, attended Bridges out of Poverty training, reviewed	"Staff training supporting this work includes poverty simulation, Bridges out of Poverty training, disability-service	The Intercultural Development Inventory assessment and individual cultural-competence debriefing/planning

	modules for working with individuals with disabilities... All staff and board members have taken the Intercultural Development Inventory assessment. Each person is in the process of receiving an individual debriefing and a plan to increase their cultural competence."	modules available on Workforce GPS, training on serving justice-involved ('second-chance') individuals, and customer-service and communication-skills training to ensure all jobseekers and employers are served professionally and consistently."	process is removed entirely and replaced with general customer-service/communication-skills training.
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Section	Original Language	Updated Language	What Changed
B.17 - Nondiscrimination / Anti-Preference Statement	[Not present.]	Adds: "All outreach, recruitment, and staff training described above are administered in a manner consistent with Title VI of the Civil Rights Act, Section 188 of WIOA, and applicable Executive Orders on nondiscrimination (including Executive Orders 14151, 14168, 14173, and 14190). CMJTS does not use race, sex, or other protected-class-based preferences, quotas, or targets in recruitment, hiring referrals, or service delivery; all individuals are served based on eligibility, need, and qualifications."	New compliance assurance explicitly disclaiming the use of race-, sex-, or protected-class-based preferences, quotas, or targets - not present in the original plan.

Section	Original Language	Updated Language	What Changed
B.17 - I-WE / Employer Engagement Description	"CMJTS is co-leading the Inclusive Workforce Employer (I-WE) designation in central Minnesota... The I-WE Goal is to reduce disparities and raise awareness of diversity, inclusion, value, and equity in the workplace. By creating a designation to recognize central Minnesota employers committed to advancing DEI in their workplace cultures..."	"CMJTS is co-leading a regional employer engagement initiative in central Minnesota... that helps employers close sector-level skills and staffing gaps and expand their applicant pools by connecting them with the full range of local talent, using outreach and hiring practices consistent with merit-based selection and applicable civil rights law. This initiative recognizes central Minnesota employers who build a qualified, high-performing workforce..."	The I-WE program's stated goal changes from reducing disparities / advancing DEI to closing skills and staffing gaps through merit-based selection - consistent with the parallel change made in Section A.5.

Section	Original Language	Updated Language	What Changed
B.18 - One-Stop Partner Integration	[Not present.]	Adds: "Like every local area, LWDA 5 has pockets of promising practice and	New paragraph acknowledging that partner services currently operate as disconnected "silos

		expertise that can otherwise operate as silos of excellence, valuable on their own but disconnected from one another. Consistent with WIOA's emphasis on integration of services and the state's direction to break down silos across workforce partners, the WDB and its one-stop partners are working to ensure these strengths function as one seamless system rather than separate, disconnected efforts..."	of excellence" and committing to integrate them into a single, seamless system.
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Section	Original Language	Updated Language	What Changed
B.21 - MOU / Infrastructure Funding Agreement Status	"LWDA 5 is in the final stages of completing its MOU and the Infrastructure Funding Agreement."	"LWDA 5, administered by CMJTS, maintains a finalized Memorandum of Understanding (MOU) and Infrastructure Funding Agreement (IFA) developed across its core partners, updating them on a three-year cycle or as operational needs require."	The MOU/IFA status changes from "in the final stages of completing" to "finalized," with a new stated three-year update cycle.

Section	Original Language	Updated Language	What Changed
B.22 - Infrastructure Funding Compliance Process	"...Each partner will support providing services... through cash, non-cash contributions, or third-party in-kind contributions... The WDB has a standing committee of the board, the Operations Committee, which addresses Infrastructure Funding Agreements (IFA)... If differences exist, the core partners are invited to the Operations Committee to report information and express disputes. In addition..., the CMJTS WDB has a Finance Committee that, when convened, can address discrepancies in the IFA and report back to the Operations Committee."	"The LWDA 5 MOU defines partner roles and requires contributions under the Infrastructure Funding Agreement, with the WDB Operations Committee conducting quarterly audits using DEED valuation tools, including proportionate use, relative benefit, and an allocation methodology based on partner square footage, to ensure compliance... the WDB provides proactive technical assistance and uses a formalized, tiered escalation matrix to resolve resource discrepancies and non-compliance... Partner budgets are periodically audited against actual costs to maintain equity."	A new, more formal compliance process is described: quarterly audits using specific DEED valuation tools (proportionate use, relative benefit, square-footage-based allocation) and a "formalized, tiered escalation matrix." The separate Finance Committee dispute-resolution process referenced in the original is no longer described.

Section	Original Language	Updated Language	What Changed
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B.24 - Competitive Sub-Grant / Contract Process	"CMJTS is the administrative entity, fiscal agent, and grantee for WIOA Title I activities in LWDA 5. Grants are awarded, and contracts result from a JPB Agreement between the eleven counties within LWDA 5. The CMJTS chief executive officer serves as staff to the CMJTS LWDB."	Adds detail that "The majority of WIOA Title I activities and services in LWDA 5 are delivered directly through CMJTS, with minimal reliance on sub-grantee contracts," and describes a structured vetting process for any sub-grantee based on four criteria: Risk, Years of service delivery, Reputation, and Specialized programming.	New, detailed sub-grantee vetting criteria are added where none existed before.
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Section	Original Language	Updated Language	What Changed
B.25 - Disbursal of Grant Funds / Liability	"...the chief elected official in LWDA 5 shall serve as the local grant recipient and shall be liable for any misuse of the grant funds allocated to the local area. The current Joint Powers Board (JPB) Agreement... designates that CMJTS is responsible for receiving grant funds..."	"CMJTS serves as the administrative entity, fiscal agent, and grantee for WIOA Title I activities... As fiscal agent, CMJTS is responsible for receiving, managing, and disbursing WIOA Title I funds... The CMJTS Executive Director serves as staff to the CMJTS Local Workforce Development Board (LWDB), ensuring that fiscal disbursement activities remain aligned with board policy and direction."	The statement that the chief elected official "shall be liable for any misuse of the grant funds" is removed. The staff title referenced changes from "chief executive officer" to "Executive Director."

Section	Original Language	Updated Language	What Changed
B.27 - High-Performing Board Criteria	"Establish Inclusive Criteria: Develop criteria for board membership that prioritize diversity in terms of race, ethnicity, gender, age, disability status, socioeconomic background, geographic location, and professional expertise. Ensure that these criteria are clearly outlined in the board's bylaws..."	"Establish Skills-Focused Criteria: Develop board membership criteria centered on qualifications, professional expertise, relevant experience, and demonstrated skills that advance the organization's mission. Consider a broad range of perspectives - including varied professional backgrounds, industry experience, geographic location, organizational tenure, and subject-matter expertise..."	Board membership criteria shift from an explicitly diversity-based framework (race, ethnicity, gender, age, disability status, socioeconomic background) to a skills- and qualifications-based framework.

Section	Original Language	Updated Language	What Changed
B.28 - Vacancy-Filling Policy, Opening Statement	"Our commitment to diversity in the Workforce Development Board membership is not just a goal but a fundamental principle. It is a key driver for promoting inclusivity and effectively representing the	"When a vacancy arises, the WDB proactively engages with our local communities through targeted outreach efforts..."	The opening statement affirming diversity as a "fundamental principle" of board membership is removed; the section now opens directly with the outreach process.

	needs of our diverse communities. When a vacancy arises..."		
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Section	Original Language	Updated Language	What Changed
B.28 - Vacancy-Filling Policy, Closing Statement	"...The WDB believes that this process, guided by our commitment to diversity and inclusivity, leads to the best outcomes for our board and the communities we serve."	"...The WDB believes that this process leads to the best outcomes for our board and the communities we serve."	The phrase "guided by our commitment to diversity and inclusivity" is removed from the closing statement.

Section	Original Language	Updated Language	What Changed
C.16 - On-the-Job Training (OJT) Wage Reimbursement	"Through OJT funding, up to 75% of the participant's wages may be reimbursed to the employer to offset the expense of training a less skilled or experienced employee."	"Through OJT funding, up to 50% of the participant's wages may be reimbursed to the employer to offset the expense of training a less skilled or experienced employee."	The maximum OJT wage-reimbursement rate to employers is reduced from 75% to 50% of participant wages.