

2014

Local Unified Plan

for

Minnesota's Integrated Workforce Investment System

Program Year 2014

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

– Submitted by –

Name: Duluth Workforce Council (WSA 4, City of Duluth)

SECTION A: INTEGRATION AND STRATEGIES

BE SURE TO USE THE LUP INSTRUCTIONS AND REFERENCE MANUAL.

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

All of the local activities are related to getting Minnesotans to work, particularly in the City of Duluth. Program outcomes, of course, are related to obtaining and keeping employment as well as earning credentials related to demand occupations available locally. The Duluth Workforce Council and Duluth Workforce Development (local WIA program operator) have also become more involved in economic development over the past few years, with highly visible results in Duluth. We were key to identifying the locally available workforce which convinced AAR corporation to open an aircraft maintenance, repair and overhaul facility at the Duluth airport. As was recently announced, that facility currently employs over 300 individuals, ahead of their original projections. Other key activities include large scale expansions of local operations by key employers including Enbridge and ascena retail group (parent company of maurices). Both expansions have added (or will add) hundreds of additional jobs to the local economy. Duluth Workforce Development has also been a partner in the development of the regional talent community "Northforce" which was publicly unveiled in February, 2014. This venture is also economically supported by the City of Duluth and the Duluth Economic Development Authority. Economic growth remains the key focus for Mayor Don Ness.

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

The seven-county "Arrowhead" region of Minnesota, represented by WSAs 3 and 4, has long been considered an economic region. This group of counties comprises Economic Development Region 3, and also represents the footprint of our McKnight initiative fund, The Northland Foundation. In more recent times, we have increasingly recognized the inclusion of NW Wisconsin as part of our region. There are significant economic similarities, a shared laborshed and commuting patterns showing employees traveling in both directions, and the fact that the Duluth Metropolitan Statistical Area (MSA) includes the City of Superior and Douglas County in Wisconsin. The seventeen county region encompassed by WSAs 3 and 4 in Minnesota, and the NW Wisconsin service area, was recognized by the US Department of Labor as a regional economy through the award of a Regional Innovation Grant (RIG) in 2008.

The regional economy has historically been analyzed in a number of ways, including research conducted both by DEED and the University of Minnesota-Duluth's Bureau of Business and Economic Research. In 2008-2009, both entities were instrumental in the thorough economic analysis conducted for the RIG project. Their work was complemented by the acquisition of software purchased from Economic Modeling Software, Inc. (EMSI). Ultimately, several hundred pages of regional economic reports were created for the project. Although this research was conducted a few years ago, it remains the most recent and most comprehensive analysis available.

The analysis identified seven economic drivers or clusters in the region. These are:

- Forestry and Fiber

- Mining
- Transportation and Logistics Support
- Biomedical and Health Care
- Creative and Professional
- Energy Alternatives and Renewable Energy
- Innovative Manufacturing

We also utilize DEED's "Occupations in Demand" (OID) reporting to identify demand occupations. The current report for northeast Minnesota is attached to this plan as Exhibit A. Occupations on the OID list are in the three highest categories (three to five "stars") for current demand.

The Duluth Workforce Council uses the knowledge of its members, along with information provided by partners in education and economic development, to track the local economy. In addition, Duluth Workforce Center staff regularly meet with local employers to learn more about their workforce requirements and how we can help them meet their recruiting needs.

Finally, Duluth Workforce Development works statewide through the Minnesota Workforce Council Association (MWCA) and coordinates responses to regional economic needs across WSA boundaries.

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

Duluth was a pioneer in developing "The Northland Works" initiative, resulting in the development of the first regional career information website in Minnesota. The OID methodology was employed to identify current and future "hot jobs" listings, and a great deal of industry and educational information was collected. More currently, the Northforce Talent Community is being utilized as the central tool in creating a talent database of individuals interested in living and working in the region and in educating the public about employers and opportunities.

We believe that an effective workforce development response to these future employment opportunities, along with our existing quality of life, will position Duluth and the rest of the region very well from a competitive standpoint. The Duluth Workforce Council has adopted this item as an action step in its Strategic Plan, in support of the Mayor's priorities as noted above.

In addition, growth trends projected in the OID report are considered. The Workforce Council has identified key industries (more information below). Although some of these have been impacted by the economic recession, they are projected to remain important. These were revised in 2011 and remain current.

Finally, the economic analysis and DEED's 10-year employment projections for the region (for the period 2010-2020) have been reviewed, and influenced the identification of key industries.

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

The seven regional economic drivers, OID report and the Workforce Council's

determination of key industries are used by career counselors in their work with program participants – labor market information is provided to our customers, and is important for them to make appropriate career and training decisions.

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

The Duluth Workforce Council decided at its April, 2011 meeting to identify the following as key industries, and these remain current. It should be noted that all three are among the seven economic drivers for the region as determined through the economic analysis conducted in association with the RIG grant described above.

1. Health Care. Duluth is the regional headquarters for two large health systems, Essentia Health and St. Luke's. Both employ thousands in Duluth itself, and many more across the region. There is a full range of employment, from Nursing Assistants and food service workers, mid-range professional occupations, and high level skilled professional positions in patient care and management. In addition, Duluth has an extremely high concentration of residential care facilities – not only assisted living and nursing homes, but residential facilities for individuals with disabilities such as traumatic brain injury. A Business Services study of this sector found that the location quotient for this type of facility in Duluth was 7, meaning that they account for employment in Duluth at a rate that is 7 times the national average. Overall, the percentage of jobs in the health care sector in Duluth is about twice the state average, indicating its importance in the local economy.
2. Manufacturing. Although the percentage of jobs in manufacturing in Duluth is lower than the state average, there are several key employers in the sector, and it is a focus of local economic development agencies. One of the most visible segments of this sector in recent years has been aviation manufacturing. The recession severely impacted the production level of Cirrus Aircraft and associated suppliers such as Northstar Aerospace and HydroSolutions. Recovery is underway. Cirrus is actively hiring new employees as its sales of propeller driven aircraft increases and it nears full production of its personal jet. AAR Aircraft has opened a Maintenance, Repair and Overhaul (MRO) facility in the former Northwest Airlines maintenance base at the Duluth Airport. At the present time they have over 300 AAR employees and are working toward an eventual total nearing 400, a healthy increase from their original projections. Finally, Kestrel Aircraft has announced plans to start aircraft manufacturing in Superior, Wisconsin. When their production comes on line, it will create additional manufacturing jobs which may be filled by Duluth and NE Minnesota residents.

There are also specialty manufacturers, including Loll Designs/Epicurean which manufactures patio furniture and kitchen utensils from recycled plastic material (in the process of expanding). Duluth also has a variety of heavy manufacturers, represented by companies such as Bend Tech and ME Elecmetal. ME is a large foundry which expanded twice in the past two years, which together increased its employment and production capacity by nearly 50%, resulting in approximately 50 or more new jobs at an average salary of \$50,000. Altec HiLine, a manufacturer of aerial "bucket trucks" for utility and industrial use, recently expanded its manufacturing in Duluth and doubled its workforce by adding another 85 jobs. Duluth is also home to several operations which produce clothing or consumer goods which require industrial sewing operators. Examples include Aerostitch, Duluth Pack and Frost River.

Unfortunately, manufacturing based on the wood industry has been negatively affected in

Duluth as it has elsewhere in Minnesota and Wisconsin. The largest event was the closure of the Georgia Pacific plant in Duluth, which used to manufacture a hardboard product.

3. Professional/Technical Services. This is a broad industry spanning a variety of occupational areas including law, accounting, marketing, information technology, architecture and engineering. Of particular significance locally has been the growth of architectural and engineering firms. Again, Duluth is a regional hub for this type of expertise, and local firms have grown significantly over recent years. Many have also developed areas of specialization, such as designing and building LEED-certified buildings, and other green technologies. Architecture and Engineering occupations are projected to increase by about 10% over the next ten years. It should be noted that Duluth Workforce Development has played a key role in helping an existing Minnesota manufacturing company open a design and engineering office in Duluth by providing labor market information and recruiting assistance. This company had been unable to fill its engineering and design vacancies in SW Minnesota, and has opened an office near Duluth due to the availability of a skilled and qualified workforce. Also of critical importance in this category is the continued expansion of Enbridge, a major North American energy and pipeline transportation company. Between engineering and other professional support required for the operation of its existing infrastructure as well as completion of new construction projects, Enbridge has opened two offices in Duluth and continues to fill professional positions, with an emphasis on engineers. To date more than 150 positions have been filled, and Company plans call for doubling that number. Coincidentally, local engineering firms such as Barr, LHB and Lake Superior Consulting continue to expand along with Enbridge.

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

1. Duluth Prosperity Agenda – an initiative of the Mayor, this community-wide project seeks to enhance both business and personal prosperity to strengthen our community. A committee of the Duluth Workforce Council has developed a unique pre-employment training program for individuals interested in working as Direct Support Professionals in the residential and day treatment industry. The goal of the training is to increase employment of our program participants as well as universal customers in this industry, while helping reduce turnover for employers. As described elsewhere in this plan, the training is hosted at the Workforce Center, with content delivered by ABE instructors and industry representatives. We currently offer this training on a bi-monthly basis.
2. Duluth Workforce Development is a member of the recently convened executive committee which will work to develop a regional STEM collaborative in NE Minnesota. Several members of the Duluth Workforce Council are also on the executive committee.
3. As a result of our success in identifying workforce resources for AAR, and in order to meet the Mayor's dual priorities of ensuring a skilled workforce and seeing Duluth's population attain 90,000 by 2020, the Workforce Council, the City's Business Development Department (of which Duluth Workforce Development is a part) and economic development partners such as APEX are partnering on an advertising and

marketing campaign designed to attract skilled workers to relocate to this area. We have begun such advertising, with the goal of supporting the Northforce Talent Community and talent database skilled individuals who want to live and work in Duluth to be used as a tool to assist existing businesses and help attract new businesses.

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

Resource Room staff in Duluth have been trained in the effective use of MinnesotaWorks.net as a resource – as a result, they encourage customers not only to view job postings but also to enter resumes. This is likely a primary reason that a 2011 report from DEED indicated that Duluth ranked second in the state in terms of the percentage of enrolled participants who are registered in Minnesotaworks.net, and who have registered a viewable resume – showing that it has already been a priority for us. Since not all jobseekers are “job ready,” it is not anticipated that we will achieve 100% in this regard. For example, if an individual is in classroom training and not actively engaged in job search, it may not be appropriate to have them create a viewable resume until they have earned their credential and are ready to start their job search activities. However, as less than 50% of enrolled participants had entered a viewable resume (according to the 2011 report), we believe there is room for improvement. Job Counseling staff have been requested to make this an area of focus when appropriate. In addition, our “Making MinnesotaWorks.net Work for You” seminar at the Duluth Workforce Center assists job seekers in navigating around MinnesotaWorks, shows how best to look for jobs, and how to post resume(s) on the State’s best job posting website.

We do have some excellent examples from our Advanstar Dislocated Worker project which we can describe to participants to motivate them to create viewable resumes. In one case, a former Advanstar employee placed a viewable resume on Minnesotaworks.net. An employer found the resume online, interviewed the participant, and she obtained employment at a wage greater than her former wage. The job was never posted publicly, so examples such as this can illustrate the importance of this tactic when job searching.

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

Duluth has long been involved with Minnesota’s FastTRAC initiative. SOAR Career Solutions was an incubator site, and Duluth Workforce Development has been involved all along as a partner, referral agency and fiscal agent/grant recipient for several of the grants. We have had significant success with our health care model

which provides training leading to a CNA credential, followed by the addition of Trained Medication Administration. The addition of the second, "stackable" credential leads to higher wages with several local employers. All local partners (WSA, Workforce Center, SOAR, Duluth ABE and Lake Superior College) are engaged in the projects and work together very effectively.

In addition, as part of our work to contribute to the success of the Prosperity Index, a committee of Workforce Council members is working with representatives of the residential care industry to provide a career pathway. We introduced pre-employment training for entry level positions as Direct Support Professional in late 2013 and continue to offer this training on a bi-monthly basis free of charge to interested participants. The Workforce Council committee has now begun planning for phase II of this project – working with industry representatives to develop a pathway which would include earning post-secondary credentials (either a certificate or diploma) in order to qualify individuals in entry level positions for promotion to supervisory roles. This will provide a career ladder to jobs which are in significant demand in the area.

Duluth Workforce Development also coordinates with other WSAs through the MWCA and with other providers through FastTRAC grantees.

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

See the discussion above regarding the career pathway project for the residential care industry. This partnership includes Lake Superior College, ISD 709 (ABE) and employers in the industry. It is our goal to use existing programs and resources to build a career pathway model that does not require additional or new funding, and if successful, to replicate that model in other industry sectors. At the current time we have successfully implemented Phase I for the residential care industry, and have begun planning for Phase II. Once implemented, we will turn our attention to replicating this program in another employment field.

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

TEGL 15-10 has been shared with Job Counseling staff, and they have been asked to review the list of strategies contained in that document. Our initial review indicates to us that we have already implemented several of the recommendations, and results may already be seen. For example, since PY 2009 our WIA Adult Credential Attainment rate has increased to the point that we have exceeded 90% in the last two completed program years (in 2012 we attained 131% of our performance goal for credential attainment).

2009: 53.8%

2010: 68.8%

2011: 95.2%

2012: 91.7%

We are also fortunate that Lake Superior College has taken a great deal of initiative in developing short term training programs which equip students with a credential. We utilize a number of these regularly, particularly in the area of health care and manufacturing – two of our three key industries.

It should also be noted that our FastTRAC model is contributing to the credential attainment of low skill adults, as we expect the Prosperity Index career pathway project to do.

UPDATED

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

The University of Minnesota Duluth operates the local Small Business Development Center. One of their staff members conducts a regular monthly class at the Duluth Workforce Center for individuals interested in starting their own businesses. In addition, Duluth Workforce Development is a partner in the Duluth at Work project, which is funded by CDBG and foundation monies and which serves low income adults. We sometimes provide dual-enrollment with our programs, and serve as a member of the project advisory board. Among the projects funded is one operated by the Entrepreneur Fund (formerly the Northeast Entrepreneur Fund) which assists small businesses in becoming more successful.

We are aware that CLIMB is not fully implemented, but our past involvement in both rounds of Project GATE (which led to our continued partnership with UMD's Small Business Development Center) has prepared us to participate in CLIMB. Based on the level of interest in entrepreneurship we see in Duluth, as well as the support available through the Small Business Development Center as well as the NE MN Entrepreneur Fund, it is possible we could serve up to 5 individuals.

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

The following statement was prepared by Jan Saxhaug, Labor Market Analyst for NE MN. "According to the U.S. Census Bureau's American Community Survey 1-Year Estimates, the City of Duluth had an estimated 2012 population of 86,197. While the City of Duluth is still predominantly white (90.4%), it is becoming more diverse. The two largest minority groups in the city are African Americans and American Indians. People identifying as Black or African American, or Black or African American and a combination of other races make up an estimated 3.3% of the population, while people identifying as American Indian, or American Indian and a combination of other races make up an estimated 3.6% of the population. People who identify as Asian or White and Asian make up 1.9% of the population. From the perspective of the workforce, according to the U.S. Census Bureau's Quarterly Workforce Indicators, Duluth had a Q1 2013 workforce of 61,902. Of those in the workforce, 94% were white, 1.8% were Black or African American, 1.5% were American Indian, 1.3% were Asian, and 1.3% were one or more race groups.

When compared to Black or African American and American Indian workers, white workers earn more money and are more likely to be working or looking for work. In most cases, males also earn statistically more when compared to females. According to the U.S. Census Bureau's American Community Survey 2008-2012 5-Year Estimates for the Duluth-Superior Metropolitan Statistical Area, white workers had a labor force participation rate of 63.3% and an unemployment rate of 7.7%; males earned median annual wages of \$49,925, while females earned \$34,775. Black or African Americans had a labor force participation rate of 51.5% and an unemployment rate of 23.2%; males earned median annual wages of \$31,550, while females earned \$26,375. American Indians had a labor

force participation rate of 60.7% and an unemployment rate of 19.3%; males earned median annual wages of \$31,563, while females earned \$31,169.”

Duluth Workforce Development regularly takes part in activities to promote employment of under-represented groups. One recent example includes our successful application for a Competitive Summer Youth Grant in which we pledged that a majority of the participants would be from under-represented groups. A second includes the Construction Industry Day event held at the Duluth Workforce Center on March 31. We worked with the City's Equal Employment Officer to ensure that interested candidates from under-represented groups were aware of the event and invited to attend to learn more about these opportunities. Mayor Ness has already noted the US DOL announcement of apprenticeship training grants being made available later this year and has begun the process of pulling together interested partners including community organizations so that Duluth can submit a grant application and use the grant award to increase the participation of under-represented groups in registered apprenticeship training programs.

As an MFIP Employment Services provider, our staff members have been part of an effort by St. Louis County to reduce MFIP disparities for the same two minority groups. We have received Racial Awareness Training (conducted by Community Action Duluth) and have worked collaboratively with the County and other ES providers to improve MFIP outcomes. Our success in this area will impact other areas such as the unemployment rates, and is of use to us in our WIA and related program operations. Activities have included participating in an employer-luncheon to promote diversity in hiring (and to promote the use of WOTC). Community Action Duluth presented on diversity and hiring to the Duluth Workforce Council at its April, 2013 meeting. We have first-hand experience serving under-represented individuals in all of our program areas.

We also coordinate with and learn strategies from other WSAs through the MWCA.

SECTION B: PROGRAM OPERATIONS

BE SURE TO USE THE LUP INSTRUCTIONS AND REFERENCE MANUAL.

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

Yes X

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

Yes X

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

Yes X

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

Yes X

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

A. Businesses

As described above, the Duluth Workforce Council maintains a listing of key industries. Health care continues to be an area of strong focus. A significant portion of the training we provide is to prepare participants for health care careers. We are working to expand our view of health care to include providers such as the residential care facilities. To that end, we added a representative of that sector to the Workforce Council in 2012. We also made health care training a focus of our FastTRAC grant and our Prosperity Index project to provide pre-employment training to Direct Support Professional candidates, and the employer partners on that project are in the residential care area.

Workforce Center partners and the Duluth Workforce Council also acknowledge the value of our Business Service staff, who in partnership with our regional Labor Market Analyst help create awareness of business requirements. Updates are provided to staff and the Council on a monthly basis, and they have also collaborated on sector studies in the past.

With respect to manufacturing, the picture is more varied. See comments above regarding our aviation sector developments and other comments on manufacturing. We have previously placed participants in employment at companies such as Loll/Epicurean who are expanding, and hope to be able to increase this activity. The Duluth Workforce Center has also partnered with Lake Superior College and Cirrus Aircraft to publicize the MJSP-funded training which can lead to employment in aircraft manufacturing, hosting information sessions and referring program participants who may be interested. Finally, we have worked with ME Elecmetal to assist them as they move forward with their hiring

due to production expansion. We are also supportive of Lake Superior College's pending MJSP project with AAR Aircraft to provide training opportunities for support technicians and will host public information sessions with company and college representatives at the Duluth WF Center, as we did in the case of the Cirrus grant.

Our experience working with Architectural and Engineering firms is also becoming more important. Although we do not frequently fund 4 year degrees, we have become involved in assisting businesses with recruitment of such professional staff. Please note the comments above regarding our new marketing program and talent database which is under development.

It should be noted that one of the action steps identified in the Workforce Council's strategic plan is the creation of a "business engagement" committee to assure that we are aware of business needs as related to workforce. This committee has formed and has been focusing on the revitalization of The Northland Works website as a regional career information website. We have recently learned that iSEEK may not be able to host regional sites in the near future, and will investigate the options that the Northforce Talent Community provides to "merge" content.

Finally, we have become true partners with our local and regional economic development entities, playing an active role in helping to "recruit" two employers to the area – AAR Aircraft services, and the engineering/design office described earlier – as well as playing a role in encouraging the Enbridge expansions previously noted. This partnership continues to evolve through our partnership with the Northforce Talent Community project of which we are a part.

B. Job seekers

Career counseling is the key way in which the workforce needs of job seekers are addressed. As already noted, the OID methodology lists occupations with current and future demand potential, and our career counselors work to inform our customers (both those enrolled in programs and universal customers being served in the resource area). We will use the DEED 10 year projections as another tool to assure that participants are aware of relevant labor market information.

We have also worked to address the digital literacy needs of job seekers in the Duluth area, through the activities under our MIRC grant and through the skills of one of our SCSEP interns. Through a partnership with ABE, we have been able to continue basic computer skills classes on a regular basis at the Duluth WF Center even though the MIRC grant has ended. The Duluth Workforce Center is also a pilot site for a digital literacy project focused on UI recipients in the REA process.

As noted above, we are now providing pre-employment training to Direct Support Professional candidates, and our partnership in the Northforce Talent Community project also benefits job seekers looking for employment in Duluth.

C. Workers

Given the impact of the recession and the resulting increase in traffic in our workforce center, we have been focusing on the needs of dislocated workers rather than incumbent workers. However, Business Service staff assist in identifying the training needs of incumbent workers, and several program opportunities with Lake

Superior College have been developed. For example, the value of the Trained Medication Administration credential at residential care facilities was identified as a result of a sector study conducted by Business Services. In addition, our work on behalf of AAR Aircraft Services resulted in the identification of a large number of FAA certified aircraft mechanics. Their operation in Duluth will provide the opportunity for these mechanics to re-enter their chosen profession.

Finally, the Northforce Talent Community also provides a mechanism for workers to investigate opportunities to obtain enhanced employment.

NEW

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

Duluth Workforce Development regularly partners with Lake Superior College on a variety of projects described elsewhere in this plan – Direct Support Professional training, Cirrus, AAR Aircraft and FastTRAC to name a few. The past year has also seen a strengthening of our linkage with ABE. In addition to an ABE instructor providing regular training on computer basics, ABE instructors provide part of the curriculum for the Direct Support Professional training.

We also have very strong education representation on our WIB: Lake Superior College, UMD, College of St. Scholastica, Duluth Public Schools and ABE.

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

Please see the OID information in Exhibit A. Also see 10 Year Occupational Projections for Northeast Minnesota in Exhibit B. (These are the existing projections for the period 2010 – 2020, and we understand that the new 10 year projections are close to being released.

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

It is not possible to describe in detail the job skills necessary for all of the Occupations in Demand, or the future Hot Jobs. The OID list contains information on the level of training required for each job. Our job counselors are skilled in using other resources such as ISEEK, ONET and Minnesota Careers to inform jobseekers about the job skills necessary

It is possible to note certain general characteristics, and discuss skill needs of employers and job seekers for certain key occupations. First, employers regularly report to us a need for employees to possess skills in three areas:

- Problem solving
- Critical thinking
- “Soft” skills

These are not “occupational skills” per se, but their importance is almost universally acknowledged by employers. Their importance may be understood by the fact that Lake Superior College has begun to ensure that such skills (particularly the first two noted above) are a part of each of their technical occupational training programs.

In terms of “hard” occupational skills, it must be noted that in order to obtain employment which will provide a “living wage”, it is increasingly necessary to have post-secondary training, usually in a technical area – the GWDC’s “Skills at Work” initiative recognizes

the recent study which indicates that in Minnesota, 70% of the post-recession jobs will require training past the high school level. Please see the following examples which are related to our key strategic industries.

1. **Health Care Occupations:** as noted elsewhere, health care is the leading employment sector. For most workers, technical training is required to obtain positions above the entry level (e.g. CNA). Several occupational programs are available, such as phlebotomist, radiology technician, laboratory technician, health unit coordinator, and even registered nursing (a 2 year program exists at Lake Superior College, and a 4 year program at the College of St. Scholastica). For individuals in entry level positions such as CNA and medical assistant, employment with a health care system can provide opportunities to access tuition assistance benefits and afford an opportunity to move up the career ladder. Also, our FastTRAC project is enabling CNAs to acquire a Trained Medication Administration certificate, which can help qualify them for employment in the residential care setting.
2. **Manufacturing:** A variety of technical skills are required to work in aviation related manufacturing, including CNC (Computer Numeric Controlled) machine tool technology, welding, and manufacturing assembly technology. Lake Superior College offers programs in these areas, and the skills are required by local employers such as Cirrus Aircraft, and their major suppliers such as NorthStar Aerospace. LSC also offers other manufacturing programs, including industrial sewing and electronics. Machinists are required at companies such as Loll/Epicurean, and electronic industrial control technicians (see discussion below) are found in a variety of manufacturing settings, including employers such as ME Elecmetal (foundry) and New Page (paper mill).
3. **Professional/Technical Services.** This is a new area which has not been a primary focus in the past. Job Counselors have been advised of the sector's new status as a key industry, and are expected to advise participants on the training and career opportunities available. Lake Superior College does offer a number of programs which produce technicians for this industry – and as already noted, there is larger projected growth for technicians than engineers.

Although not necessarily part of a key strategic industry, we also are aware that there will be significant demand in Duluth and surrounding area for individuals trained as electronic technicians to specialize in industrial controls using Programmable Logic Controllers (PLCs) in a wide variety of industrial settings. These employees may be found in paper mills, foundries, electric utilities, mining operations, pipelines, and other repair areas such as elevator maintenance. Starting wages are in excess of \$40,000 per year, and anecdotal information from local employers indicates a strong need in the next 5 years.

Finally, Duluth's aviation cluster continues to expand. In addition to manufacturing entities noted above (Cirrus, Northstar Aerospace), AAR has brought a large number of jobs to our economy and continues to grow. Add to that the 148th Fighter Wing of Minnesota's Air National Guard and you have a solid aviation cluster in Duluth. Also, a new aircraft manufacturer (Kestrel) has begun design operations and has announced that it will locate its manufacturing plant across the bay in Superior, Wisconsin. Wisconsin Indianhead Technical College in Superior has already announced the development of a new training program to feed the needs of Kestrel. Due to our proximity, that training and employment could also be available to Duluthians. In addition, Lake Superior College is active with the MJSP in creating training programs for both Cirrus and AAR.

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

Yes X

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

We have reconfigured and increased staffing in our Adult and Youth programs in order to more effectively deliver service. Most importantly, we are monitoring our caseloads much more closely, engaging in regular program team meetings, reviewing caseloads periodically, and monitoring our expenditures and obligations down to the individual participant. This has resulted in better service delivery and enabled us to report obligations on our monthly Financial Status Reports (FSRs) to DEED.

We also have a committee structure in place with both the WIB and the partner agencies. These program/operations committees ensure that all entities truly do partner together to offer effective programs and services. We have also implemented monthly program reports/updates from all WFC partners to the WIB. The key is effective communication.

We will continue these activities in PY 2014.

- Group digital literacy training through collaboration with ABE.
- Job Clubs
- Other seminars – on MinnesotaWorks.net, Creative Job Search, On-line Applications, New Leaf, etc.
- Direct Support Professional pre-employment training at the WF Center.
- We are members of the MWCA, which assists us in capacity building, evaluation and continuous improvement. An example is the Mystery Shopper initiative. MWCA has received capacity building resources from DEED in the past to assist with this. The results are reviewed by the Northeast Partner Manager group, and action plans to address improvement areas are developed and implemented.
- Phase II of Direct Support Professional training (Human Services Diploma) for those interested in advancement up the career ladder.

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

The WIB has adopted a Strategic Plan, which targets the needs of both employers and participants. We have formed committees to undertake the work outlined in the plan. The WIB also actively supports the efforts of staff to collaborate with economic development in attracting companies such as AAR Aircraft Services to the area. We are also an active part of the City's Business Development Department and partners in the Northforce Talent Community.

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

In the past, the state has identified a goal of 60% in this regard. Prior reviews of our

training caseloads have indicated that we far exceed the goal. Typically, 90% of more of our training is taking place in high growth, high wage industries.

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

This has traditionally not been an area of focus for our WIA funded or related plans. Duluth has a higher percentage of low income individuals than the statewide average, so our focus has been on those individuals. This is not only a local priority but also consistent with the Governor's priority of helping Minnesotans get back to work as noted above. Given the program budget cuts over the past few years, it is not likely that Duluth will shift its focus away from low income individuals to incumbent workers.

We do assist local employers and education providers in their applications for MJSP training grants such as those already described involving Lake Superior College, Cirrus and AAR Aircraft.

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

OJT experiences are always an option, but this tool has not been "discovered" by local employers to a great degree. We are making it the focus of an NEG Training special project, and have developed a new OJT brochure which we use to market the concept to employers, and we offer the option to program participants when appropriate.

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

We are taking an increased role in working with local union apprenticeship training programs. The Duluth WF Center hosted its first "Construction Industry Day" in March, 2014 with multiple apprenticeship programs in attendance. Our Adult and Dislocated Worker staff have begun a series of meetings with apprenticeship and training coordinators in order to strengthen this relationship and increase the use of apprenticeships as a training tool. And, as noted elsewhere in this Plan, Mayor Ness has already asked us to pull together a planning meeting to prepare the the US DOL's fall SGA to encourage increased use of apprenticeship programs as a training option leading to high wage jobs.

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

Yes X No

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

Duluth Workforce Development notifies the state's Rapid Response Unit any time we learn of a mass layoff event involving 50 or more employees. If we have local contacts at the affected employer, we provide these to Rapid Response, and make direct contact on their behalf when requested. We assist in outreach and planning as requested by Rapid Response. Although we do occasionally have competitive projects

(wherein we submit a proposal for consideration by the Employee Management Planning Committee), we have also been requested to serve a number of large layoff events using our formula funds.

Over the past several years, most large scale events were cooperatively served by NE Minnesota and Duluth. In these cases, staff from both agencies participated in employee meetings arranged by Rapid Response. We are also able to bring the local Unemployment Insurance (UI) representative in on such events, to educate affected employees about eligibility and application procedures for UI. The most recent example of a joint project was the closure of a K-Mart store in Duluth.

More recently we have had two mass layoff events, at Advanstar (a publishing company in Duluth) and in 2012 the Georgia Pacific hardboard manufacturing plant closure. Since there was no competition for these projects, our staff participated with Rapid Response staff in presenting information to the affected employees.

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

Events of this magnitude attract a great deal of attention in Duluth, particularly in the media. In addition, we have access to WARN notice information provided to the Mayor, as we are a City of Duluth department. Also, in some cases we are contacted directly by the employer, as was the case with the Georgia Pacific plant closure in August of 2012. As a result, we have been able to advise Rapid Response of all mass layoff events. We typically provide such notice through email or phone contact with staff in St. Paul.

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

See response to Question 14A above.

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

Name	Don Hoag
Title	Manager, Workforce Development
Phone	218-730-5241
TTY	218-730-5000
E-mail	dhoag@duluthmn.gov

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

Both the Advanstar and Georgia Pacific projects were TAA projects, enabling our staff to gain first-hand experience. They are now familiar with the conditions under which TAA petitions may be approved, so in the future they will be able to notify Trade Act staff in St. Paul when layoffs occur that are potentially TAA certifiable. In addition, DEED TAA staff have provided TAA training to job counselors in Duluth.

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

Both the Advanstar and Georgia Pacific projects were TAA projects, enabling our staff to gain first-hand experience. They are now familiar with the conditions under which TAA petitions may be approved, so in the future they will be able to notify Trade Act staff in St. Paul when layoffs occur that are potentially TAA certifiable. In addition, DEED TAA staff have provided TAA training to job counselors in Duluth.

NEW

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

Yes X No

If No, please explain:

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

In addition to comments from WIB members, which represent the constituencies noted above, we also publish notice in the official newspaper of the existence of the plan, inviting inspection and comment.

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

No grants or contracts are anticipated at this time, but in the event they become necessary, we would complete an RFP process similar to that used to determine our Dislocated Worker provider in 2009. In that process, an RFP was publicly issued, with the results reviewed by an ad-hoc committee of the WIB, and the final decision approved by both the full WIB and the Mayor.

In addition, as a unit of the City of Duluth, we are bound by the City's purchasing requirements, including public notice and City Council approval in most cases.

SECTION C: SYSTEM OPERATIONS AND ATTACHMENTS

BE SURE TO USE THE LUP INSTRUCTIONS AND REFERENCE MANUAL.

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

Yes X No

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

Yes X

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

Yes X

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

Name	<u>Bob Grytdahl</u>
Title	<u>Equal Opportunity Officer</u>
Phone	<u>(218) 730-5630</u>
TTY	<u>(218) 730-5000</u>
E-mail	<u>bgrytdahl@duluthmn.gov</u>
Reports To	<u>Dave Montgomery, Chief Administrative Officer</u>

UPDATED

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

Yes X

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

Yes X

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

Yes X

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

Name	Bob Grytdahl
Title	Equal Opportunity Officer
Phone	(218) 730-5630
TTY	(218) 730-5000
E-mail	bgrytdahl@duluthmn.gov
Reports To	Dave Montgomery, Chief Administrative Officer

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

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

Official Name of WFC	Duluth Workforce Center
Name	Betsy Harmon
Title	Job Service/Business Service Manager
Phone	218-302-8404
TTY	218-262-6780
E-mail	Betsy.harmon@state.mn.us
Reports To	Dave Niermann

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

Name	Bob Grytdahl
Title	Same
Phone	
TTY	
E-mail	
Reports To	

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

Name	Allison Lutterman
Title	Deputy City Attorney
Phone	218-730-5490
TTY	218-730-5000
E-mail	alutterman@duluthmn.gov
Reports To	Gunnar Johnson, City Attorney

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

Name	Patty Fleege
Title	Coordinator, Area Learning Center/Adult Basic Ed
Phone	218-336-8790
TTY	None
E-mail	Patrica.fleege@duluth.k12.mn.us
Reports To	Bill Gronseth, Superintendent

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

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

The reception area features a prominent sign asking veterans to identify themselves as such to the receptionist. Also at the reception desk we have the MN Workforce Center "Minnesota Veteran Questionnaire" which is available for veterans to complete and turn in to the receptionist (copies of all questionnaires are forwarded to our DVOP at the Duluth WF Center).

In addition, each computer in the resource area has a card identifying the veteran's representative. Once logged in, a veteran's services tab is available to users. Also in the Resource Area, we have a "Veterans Information" table with program information available.

Online registrations for WFC seminars also indicate if the attendee is a veteran or not. If veterans are enrolled in a seminar, WFC staff leading the seminar ask to speak to them on a break or after the session is done. Priority of service is explained, as are the key programs available. Referral information to the DVOP is also provided.

Finally, job counselors ask individuals with whom they are meeting about status as a veteran or spouse of a veteran. A referral form is available should a veteran request a meeting with the veteran representative.

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

In the Duluth WF Center, the veteran's representative staff will conduct individual assessments which include a series of questions to encourage veterans to self-identify barriers and ideas to overcome. Barriers are determined through completion of the Minnesota Veteran Questionnaire, which is completed by the vet. The WFC program staff in other areas such as WIA also have assessment tools including individual interviews which assist in the identification of barriers so that these can be addressed in the individual plan development.

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

Cross functional training has taken place to ensure that veterans, as well as other

customers, are referred to appropriate program staff if it appears they could be eligible for and benefit from services beyond Universal/Core (including Gold Card services). If it is further determined that the veteran can benefit from the services of the veteran's representative, an employment plan is created and the following services are reviewed to determine which are most likely to assist the veteran.

- a. Individual, intensive employment assistance
- b. In-person orientation to Workforce Center services
- c. Job search information, resume assistance, cover letters, job search videos, WFC seminars
- d. Eligibility determination for special programs and services to train and employ veterans
- e. Information and assistance with licensure, certification and apprenticeships
- f. Information on veterans employment benefits, rights and preferences
- g. Instruction and training on using Internet for job search
- h. Information on how to apply for federal, state, county and other public positions
- i. Direct referral to job openings
- j. Information and referral to outside agencies and services as appropriate

The DVOP located in Duluth conducted training on veterans preference for all partner staff in 2013. It should be noted that the US DOL Veterans Program monitor who visited the Duluth WF Center in Fall, 2013 noted that in Duluth, the various partners "get it" in terms of working together and referring veterans in both directions to assure they are served in the most effective and appropriate fashion possible.

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

Through the variety of methods noted above used to identify eligible veterans, staff also ask the veterans if they had any service after 9/11. In addition, this question is asked on the Minnesota Veteran Questionnaire. All WFC staff members are aware that this status should be determined when they are in contact with a veteran.

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

As a result of the identification procedures described above, WFC staff are able to use their knowledge of WFC Services offered by all partner agencies to make appropriate referrals. Referrals are made to other programs as appropriate. Our DVOP can serve eligible veterans and offer other programs such as VRAP. Veterans who are eligible for WIA programs such as Adult or Dislocated Worker are referred to us, and we do have enrolled veterans (and of course, they have priority). In addition, we refer to other veterans' service agencies, whether it be a governmental unit like the VA or a non-profit like the Minnesota Assistance Council for Veterans, which has an active presence here in Duluth.

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

Yes X

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

Yes X

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

Yes X No

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

Yes X

B. Indicate the Records Management/Retention Coordinator.

Name	Jeff Cox
Title	City Clerk
Phone	218-730-5249
TTY	218-730-5000
E-mail	jcox@duluthmn.gov
Reports To	Don Ness, Mayor

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

Yes X No

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

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

Yes X

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

The Duluth Workforce Council has worked actively over the past few years to recruit new and active members in order to get to full complement. As with any group of volunteers, certain turnover occurs. One such example is our Economic Development representative, Jim Skurla. He is a member as of the date of this plan, but will retire in June, 2014. He has already requested that his employer (UMD) allow his replacement to take his place on the WIB, as Jim did when he replaced his predecessor several years ago.

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

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

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

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

CERTIFICATIONS AND ASSURANCES

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

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

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

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

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

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

ASSURANCES

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

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

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

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

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

SIGNATURE PAGEWorkforce Service Area Name WSA 4, City of DuluthWorkforce Investment Board Name Duluth Workforce Council

Name and Contact Information for the WIB Chair:

Name	<u>Kim Hall</u>
Title	<u>Senior Human Resources Manager</u>
Organization	<u>Ascena retail group</u>
Address 1	<u>105 W. Superior Street</u>
Address 2	<u></u>
City, State, ZIP Code	<u>Duluth, MN 55805</u>
Phone	<u>218-788-6486</u>
E-mail	<u>Kim.hall@ascenaretail.com</u>

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

Name	<u>Don Ness</u>
Title	<u>Mayor</u>
Organization	<u>City of Duluth</u>
Address 1	<u>411 W. 1st Street</u>
Address 2	<u></u>
City, State, ZIP Code	<u>Duluth, MN 55802</u>
Phone	<u>218-730-5230</u>
E-mail	<u>dness@duluthmn.gov</u>

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

Workforce Investment Board Chair**Chief Local Elected Official**Name Kim HallName Don NesTitle Workforce Investment Board ChairTitle Mayor

Signature _____

Signature _____

Date _____

Date _____

PERFORMANCE STANDARDS

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

Statewide Performance Measures Program Year 2014 July 1, 2014 to June 30, 2015	Wagner-Peyser	Community Service Employment Program	Adult (WIA Title I-B)		Dislocated Worker (WIA Title I-B and State)	
Entered Employment Rate: Of those not employed at registration: Number of adults who have entered employment by the end of the first quarter after the exit quarter <i>divided by</i> Number of adults who exit during the quarter.	TBD	TBD	State 80%		State 86%	
			WSA 1 to 18 TBD		WSA 1 to 18 ISPs TBD	
Employment Retention Rate: Of those employed in the first quarter after the exit quarter: Number of adults who are employed in the second and third quarter following the exit quarter <i>divided by</i> Number of adults who exit during the quarter.	TBD	TBD	State 84%		State 90%	
			WSA 1 to 18 TBD		WSA 1 to 18 ISPs TBD	
Average Earnings: Of those employed in the first, second, and third quarter after the exit quarter: Total post-program earnings (earnings in quarter 2 plus (+) quarter 3 after exit quarter) <i>divided by</i> Number of adults who exit during the quarter.	TBD	TBD	State \$12,700		State \$20,000	
			WSA 1	TBD	WSA 1	TBD
			WSA 2	TBD	WSA 2	TBD
			WSA 3	TBD	WSA 3	TBD
			WSA 4	TBD	WSA 4	TBD
			WSA 5	TBD	WSA 5	TBD
			WSA 6	TBD	WSA 6	TBD
			WSA 7	TBD	WSA 7	TBD
			WSA 8	TBD	WSA 8	TBD

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

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

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

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

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

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

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

Program Year 2014

WIB / WSA Duluth Workforce Council/WSA 4 Date Submitted _____

Indicate any vacant positions or other constituency represented as well.

MEMBER	POSITION / ORGANIZATION	TERM ENDS
PRIVATE SECTOR (must be majority)		
COMMUNITY-BASED ORGANIZATIONS & LABOR (15% Minimum)		
ECONOMIC DEVELOPMENT (Minimum 1)		
EDUCATION (Required ABE Representative)		
JOB SERVICE (Minimum 1)		
REHABILITATION (Minimum 1)		
PUBLIC ASSISTANCE AGENCY (Minimum 1)		

CONTACT INFORMATION

NAME	ADDRESS / PHONE / EMAIL
CHAIR:	
VICE CHAIR:	
SECRETARY:	

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

WORKFORCE INVESTMENT BOARD SUBCOMMITTEE LIST

Program Year 2014

WIB Duluth Workforce Council

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

<u>Name of Committee or Task Force</u>	<u>Objective / Purpose of Committee or Task Force</u>
Executive Committee	Provide leadership to Council, certify WIA programs, approve plans and budgets.
Youth Council	Oversee youth program operations, approve youth plan and budget.
Program/Operations	Oversee WF Center programs and operations, promote connections with community based organizations.
Governance	Oversee the following functions for the WF Council: <ul style="list-style-type: none"> • Recruitment of members • Administer By-Laws • Nominate members for officer positions • Council development
Prosperity Agenda	Identify and implement action steps designed to improve Duluth's performance related to the two Workforce items in Duluth's Prosperity Index: increasing the average weekly wage, and increasing the percentage of adults in the labor force. Current project = development of a career pathway for residential care sector.
Business Engagement	Connect with businesses to identify workforce needs, both current and future. Also communicate workforce and labor market intelligence to businesses. Current project = revitalization of The Northland Works website.

WORKFORCE SERVICE AREA NON-WFC PROGRAM SERVICE DELIVERY LOCATION LIST

Program Year 2014

WIB Duluth Workforce Council Date Submitted: 05/23/2014
WSA WSA 4, City of Duluth

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

Name and Location (City)	Program Service Delivered
None – all services delivered at Duluth WF Center	

WORKFORCE SERVICE AREA KEY INDUSTRIES IN REGIONAL ECONOMY

Please see response in Section A, Question 2.