



SE MN WORKFORCE INVESTMENT BOARD STRATEGIC PLAN 2011-2013

Mission To develop and advance the workforce of southeastern Minnesota, in order to promote economic prosperity in the region.

Vision Any area business in need of quality labor will be able to locate it or develop it, and anyone in need of a good job will have abundant opportunities.

Workforce Investment Board Role

The SE MN Workforce Investment Board will develop and advance the workforce by acting as:

1. **The Champion** for workforce development customers, achievements and issues;
2. **The Convening Agent** to bring workforce partners together to resolve workforce issues and align resources;
3. **The Change Agent** to promote innovation and creative workforce system solutions; and,
4. **The Accountability Agent** to measure and manage the area's workforce development system.

Strategic Goals

1. To build a pipeline of higher skilled workers to meet business demand and maximize the skill levels and confidence of our youth.
2. To align business, workforce, education, human service and economic development policies and programs to grow and sustain a healthy local economy.
3. To build the capacity of the workforce development system to respond to local needs, even in the face of shrinking resources.
4. To connect jobseekers to living wage jobs.

Strategic Objectives

1. Close the skills gap and assist in the development, retention and growth of area businesses, by ensuring new entrants to the labor market have the skills necessary to succeed in targeted growth occupations and keep a living wage job.
2. Help increase the productivity of area business and the advancement of incumbent workers by promoting employee retention programs, on-the-job training, lifelong learning, and industry-recognized credential attainment.
3. Advocate for increased access to the job market for those populations that face significant barriers or challenges.
4. Promote a community awareness of area occupations in demand and the associated skill sets required, as well as an appreciation for the workforce development system itself.
5. Work toward increasing the productivity and efficiency of workforce development services provided within the Workforce Centers, by building and expanding effective partnerships, ensuring all staff are well-trained, and by making the best use of new technology.
6. Provide value-added tools and activities for jobseekers to more efficiently connect with employers who are looking to hire.

CONFRONTING THE CRISIS IN THE WORKFORCE

ORGANIZATIONAL GOALS AND STRATEGIC OBJECTIVES (July 1, 2011 – June 30, 2013)

In partnership with business and as an investor in workforce development, Workforce Development, Inc. is dedicated to growing a higher skilled workforce in order to increase the competitive advantage of businesses and to promote a healthy economy for everyone.

GOAL I: TO BUILD A PIPELINE OF HIGHER SKILLED WORKERS TO MEET BUSINESS DEMAND AND MAXIMIZE THE SKILL LEVELS AND CONFIDENCE OF OUR YOUTH

Section A		STRATEGIC OBJECTIVE: Close the skills gap and assist in the development, retention and growth of area businesses, by ensuring new entrants to the labor market have the skills necessary to succeed in targeted growth occupations and keep a living wage job.		
#	Activity	Oversight Committee (Responsible Individual)	Outcomes/Measures of Success	Results
IA1	Assist the K-12 schools with career awareness opportunities in our area, and put on in-services for their teachers and counselors.	<ul style="list-style-type: none"> • Emerging Workforce Taskforce – Youth Council (Marge Kuethe) 	<ul style="list-style-type: none"> • # of in-services held; • # of teachers and counselors trained; • # of Outreach-to-Schools newsletter editions; • # of website hits to our emerging workforce page 	•
IA2	Work closely with the K-12 schools to promote inquiry-based, context relevant curriculum for Science, Technology, Engineering and Math (STEM).	<ul style="list-style-type: none"> • Emerging Technologies Sector (Randy Johnson) 	<ul style="list-style-type: none"> • #of survey/focus group respondents from business that provide relevant STEM skill input; • \$ of in-kind contributions to the Rochester Area Math Science Partnership; • # of area teachers trained in the Nexus Program at the Science Museum of MN 	•
IA3	Help expand the In-Sci-Ed-Out/Zebrafish program throughout SE MN.	<ul style="list-style-type: none"> • Emerging Technologies Sector (Randy Johnson) 	<ul style="list-style-type: none"> • # of grants solicited/secured to take the program to another tier within the Rochester school system, or to expand to other schools 	•

IA4	Help replicate the "Reverse Classroom" concept, which has been developed by the Byron Blue Ribbon School, to other regional schools in order to improve student STEM scores.	<ul style="list-style-type: none"> Emerging Technologies Sector (Randy Johnson) 	<ul style="list-style-type: none"> # of grants solicited/secured 	<ul style="list-style-type: none">
IA5	Ensure that out-of-school youth complete a level of education and that they are prepared to succeed in the workplace.	<ul style="list-style-type: none"> Emerging Workforce Taskforce – Youth Council (Marge Kuethe) 	<ul style="list-style-type: none"> #GED/diplomas issued to participants; # of National Career Readiness Credentials issued at the silver level or above 	<ul style="list-style-type: none">
IA6	Ensure that all youth participants are taught basic workplace standards and expectations.	<ul style="list-style-type: none"> Emerging Workforce Taskforce – Youth Council (Marge Kuethe) 	<ul style="list-style-type: none"> # of students that complete the "Career Ready 101" competencies 	<ul style="list-style-type: none">
IA7	Continue providing a robust Youth build program for out of school youth in need of an intensive vocational program.	<ul style="list-style-type: none"> Emerging Workforce Taskforce – Youth Council (Marge Kuethe) 	<ul style="list-style-type: none"> # of YouthBuild participants; # of industry credentials issued to Youthbuild participants 	<ul style="list-style-type: none">
IA8	Champion Services to youth who are due to age out of foster care.	<ul style="list-style-type: none"> Emerging Workforce Taskforce – Youth Council (Marge Kuethe) 	<ul style="list-style-type: none"> # of youth attending "Reality Bites" training 	<ul style="list-style-type: none">
IA9	Provide a series of youth scholarships that promote education and placement in high demand, targeted occupations.	<ul style="list-style-type: none"> Emerging Workforce Taskforce – Youth Council (Marge Kuethe) 	<ul style="list-style-type: none"> # of qualified scholarships granted 	<ul style="list-style-type: none">
IA10	Provide work experience training to working-age youth who are not yet in the workforce.	<ul style="list-style-type: none"> Emerging Workforce Taskforce – Youth Council (Marge Kuethe) 	<ul style="list-style-type: none"> # of work experience contracts issued 	<ul style="list-style-type: none">
IA11	Establish an active Adult Mentoring Program that connects kids to role models in their communities.	<ul style="list-style-type: none"> Emerging Workforce Taskforce – Youth Council (Marge Kuethe) 	<ul style="list-style-type: none"> Contract issued to Adult Mentoring provider; # of mentor/mentee relationships established 	<ul style="list-style-type: none">

Section B		STRATEGIC OBJECTIVE: Help increase the productivity of area business and the advancement of incumbent workers by promoting employee retention programs, on-the-job training, lifelong learning, and industry-recognized credential attainment.		
#	Activity	Oversight Committee (Responsible Individual)	Outcomes/Measures of Success	Results
IB1	Promote business retention strategies in the area.	<ul style="list-style-type: none"> Jobs Connection Taskforce (Jakki Trihey) 	<ul style="list-style-type: none"> # of applicants/attendees for the "Best Places to Work" awards banquet 	<ul style="list-style-type: none">
IB2	Survey business and identify the skill gaps and alignment issues, as well as their preferred method of training and remediation.	<ul style="list-style-type: none"> Jobs Connection Taskforce (Bruce Bungum) 	<ul style="list-style-type: none"> # of surveys completed; # of focus groups held 	<ul style="list-style-type: none">
IB3	Work with the MN Job Skills Partnership program and area MNSCU facilities to broker customized training to small businesses.	<ul style="list-style-type: none"> FastTRAC- Skills Gap Training Taskforce (Becky Thofson) 	<ul style="list-style-type: none"> # of MJSP grants issued in the area 	<ul style="list-style-type: none">
IB4	Seek federal H-1B VISA training funds to help foster incumbent worker training for key driver industries in our region.	<ul style="list-style-type: none"> FastTRAC- Skills Gap Training Taskforce (Becky Thofson) 	<ul style="list-style-type: none"> # of grants solicited/secured 	<ul style="list-style-type: none">
IB5	Ensure that participants enrolled in an OJT secure an additional, industry-recognized credential/credit that builds their skill portfolio.	<ul style="list-style-type: none"> FastTRAC- Skills Gap Training Taskforce (Lynda Hyberger) 	<ul style="list-style-type: none"> # of credentialed OJT's written 	<ul style="list-style-type: none">
IB6	Revitalize and re-establish the SE MN Training Consortium, in order to better coordinate customized training service delivery in the region.	<ul style="list-style-type: none"> FastTRAC- Skills Gap Training Taskforce (Becky Thofson) 	<ul style="list-style-type: none"> # of meetings/events convened 	<ul style="list-style-type: none">
IB7	Establish agreements between ABE and the MNSCU campuses, in order to provide a more efficient use of resources, and to build a "FastTRAC" process of stackable credentials for students.	<ul style="list-style-type: none"> FastTRAC- Skills Gap Training Taskforce (Becky Thofson) 	<ul style="list-style-type: none"> # of articulation agreements established 	<ul style="list-style-type: none">

IB8	Provide a series of adult scholarships that promote education and placement in high demand, targeted occupations.	<ul style="list-style-type: none"> FastTRAC- Skills Gap Training Taskforce (Lynda Hyberger) 	<ul style="list-style-type: none"> # of qualified scholarships granted 	<ul style="list-style-type: none">
IB9	Ensure that disadvantaged adults are prepared to succeed in the workplace.	<ul style="list-style-type: none"> FastTRAC- Skills Gap Training Taskforce (Lynda Hyberger/Dari Sunderland) 	<ul style="list-style-type: none"> # of National Career Readiness Credentials issued at the silver level or above 	<ul style="list-style-type: none">

Section C		STRATEGIC OBJECTIVE: Advocate for increased access to the job market for those populations that face significant barriers or challenges.		
#	Activity	Oversight Committee (Responsible Individual)	Outcomes/Measures of Success	Results
IC1	Work with local businesses and funding sources to address succession planning challenges in the workforce.	<ul style="list-style-type: none"> Access & Re-entry Taskforce (Bruce Bungum/Lynda Hyberger) 	<ul style="list-style-type: none"> Complete a comprehensive assessment/survey of the Older Worker/retirement situation 	<ul style="list-style-type: none">
IC2	Continue in the role of the "international helpdesk" for the IBM voice-activated software product to teach workplace English to the foreign born.	<ul style="list-style-type: none"> Access & Re-entry Taskforce (Jakki Trihey) 	<ul style="list-style-type: none"> Annual contract secured w/IBM; # of sites supported; # of students using the product in SE MN 	<ul style="list-style-type: none">
IC3	Continue to provide the cognitive skills classes for those persons going through the corrections program and in need of work.	<ul style="list-style-type: none"> Access & Re-entry Taskforce (Lynda Hyberger) 	<ul style="list-style-type: none"> Annual contracts secured; # of offenders completing the program 	<ul style="list-style-type: none">
IC4	Provide retraining opportunities for returning veterans in our area.	<ul style="list-style-type: none"> Access & Re-entry Taskforce (Bill Hahn) 	<ul style="list-style-type: none"> # of veterans grants secured; # of vets in training 	<ul style="list-style-type: none">
IC5	Ensure that our Workforce Centers and services are accessible and useable by people with disabilities.	<ul style="list-style-type: none"> Access & Re-entry Taskforce (Lynda Hyberger) 	<ul style="list-style-type: none"> ADA compliance; # of co-enrolled participants with DRS 	<ul style="list-style-type: none">

GOAL II: TO ALIGN BUSINESS, WORKFORCE, EDUCATION, HUMAN SERVICES AND ECONOMIC DEVELOPMENT POLICIES AND PROGRAMS TO GROW AND SUSTAIN A HEALTHY LOCAL ECONOMY

Section A		STRATEGIC OBJECTIVE: Promote a community awareness of area occupations in demand and the associated skill sets required, as well as an appreciation for the workforce development system itself.		
#	Activity	Oversight Committee (Responsible Individual)	Outcomes/Measures of Success	Results
IIA1	Continue to support the 3-State "Aim-2-Win" region, in order to promote economic vitality in the region and secure additional resources.	<ul style="list-style-type: none"> Management Committee (Becky Thofson/Randy Johnson) 	<ul style="list-style-type: none"> # of coordinative meetings held; # of collaborative grants solicited/secured 	•
IIA2	Continue to support the 38-county Southern Minnesota Regional Competitiveness project, in order to promote economic vitality in the region and secure additional resources.	<ul style="list-style-type: none"> Management Committee (Becky Thofson/Randy Johnson) 	<ul style="list-style-type: none"> # of coordinative meetings held; # of collaborative grants solicited/secured 	•
IIA3	Support the development of DEED's Office of Innovation, helping to coordinate statewide grant submissions.	<ul style="list-style-type: none"> Management Committee (Becky Thofson) 	<ul style="list-style-type: none"> Office of Innovation establishment; # of coordinated grants submitted 	•
IIA4	Develop and deliver manufacturing, healthcare, green energy, and customer service academies with collaborative partners in the area.	<ul style="list-style-type: none"> FastTRAC – Skills Gap Training Taskforce and All Sectors (Becky Thofson) 	<ul style="list-style-type: none"> # of academies offered; # of students trained, placed, and going-on for further education 	•
IIA5	Work with the SE MN agencies for economic development, community development, and housing to prepare a full application to the Economic Development Administration to be recognized as a Community Economic Development region, once again.	<ul style="list-style-type: none"> Management Committee (Randy Johnson) 	<ul style="list-style-type: none"> Application completed and submitted 	•
IIA6	Continue to invite community partner agencies – beyond WIB membership – to attend our sub-	<ul style="list-style-type: none"> All Committees/Sectors/Taskforces (Randy Johnson) 	<ul style="list-style-type: none"> # of attendees 	•

	committee and taskforce meetings.			
IIA7	Expand the very successful "Keeping Communications Current" newsletter.	<ul style="list-style-type: none"> • Management (Dari Sunderland) 	<ul style="list-style-type: none"> • # of newsletter recipients; • Feedback survey to be conducted 	<ul style="list-style-type: none"> •
IIA8	Help bring about better coordination/communication with the various regional STEM initiatives.	<ul style="list-style-type: none"> • Emerging Technologies Sector (Randy Johnson) 	<ul style="list-style-type: none"> • # of cooperative STEM events held with multiple partners; • The successful launch of the MN STEM Network 	<ul style="list-style-type: none"> •
IIA9	Work with the County Human Services group for Regional Collaboration to ensure that there is no duplication of services or effort with welfare reform, job training services.	<ul style="list-style-type: none"> • Management Committee (Wanda Jensen) 	<ul style="list-style-type: none"> • # of collaborative meetings attended 	<ul style="list-style-type: none"> •
IIA10	Ensure that the "One-Stop Operating Consortium" works in a coordinated fashion to best serve our mutual clients, and share our resources in the Workforce Centers.	<ul style="list-style-type: none"> • One-Stop Consortium (Bruce Bungum) 	<ul style="list-style-type: none"> • A signed/updated Memorandum of Understanding in place; • A signed/updated Cost Allocation Plan in place 	<ul style="list-style-type: none"> •
IIA11	Continue to provide on-going WIB orientation sessions and materials in order to increase the Board's community awareness and effectiveness.	<ul style="list-style-type: none"> • Management Committee (Randy Johnson) 	<ul style="list-style-type: none"> • # of sessions and materials provided 	<ul style="list-style-type: none"> •
IIA12	Maximize media coverage that highlights issues and accomplishments in workforce development.	<ul style="list-style-type: none"> • Management Committee (Randy Johnson/Dari Sunderland/Jakki Trihey) 	<ul style="list-style-type: none"> • # of articles and editorials in newspapers; • # of features on radio and television; • # of hits on our web-site 	<ul style="list-style-type: none"> •

GOAL III: TO BUILD THE CAPACITY OF THE WORKFORCE DEVELOPMENT SYSTEM TO RESPOND TO LOCAL NEEDS, EVEN IN THE FACE OF SHRINKING RESOURCES

Section A		STRATEGIC OBJECTIVE: Work toward increasing the productivity and efficiency of workforce development services provided within the Workforce Centers, by building and expanding effective partnerships, ensuring all staff are well-trained, and by making the best use of new technology.		
#	Activity	Oversight Committee (Responsible Individual)	Outcomes/Measures of Success	Results
IIIA1	Ensure that staff within the Workforce Centers have the necessary professional development to achieve our desired outcomes and promote a healthy work environment.	<ul style="list-style-type: none"> Management Committee (Lynda Hyberger) 	<ul style="list-style-type: none"> # of Counselor staff that are GCDF certified; # of educational/professional development hours utilized; % of staff achieving the "Circle of Excellence" status 	<ul style="list-style-type: none">
IIIA2	Maintain and enhance efficiency and effectiveness in delivering workforce development services.	<ul style="list-style-type: none"> Management Committee (Management Team) 	<ul style="list-style-type: none"> Return-on-Investment measure; WDI Merit Measures; WIA Common Measures; WFC Customer Satisfaction surveys; Mystery Shopper feedback; Establishment of a "Customer Service" subcommittee of the One-Stop Operating Consortium 	<ul style="list-style-type: none">
IIIA3	Establish an on-line access "Virtual One-Stop" system for convenience and expanded customer access to Workforce Center services.	<ul style="list-style-type: none"> Access & Re-entry Taskforce (Wanda Jensen) 	<ul style="list-style-type: none"> System is operational in SE MN; # of applicants entering this portal 	<ul style="list-style-type: none">
IIIA4	Ensure that our resource rooms in the Workforce Centers have the latest information, equipment and software.	<ul style="list-style-type: none"> One-Stop Consortium (Bruce Bungum/Lynda Hyberger) 	<ul style="list-style-type: none"> # of community info TV monitors, computers, fax machines, copiers and phones available with the latest connectivity and software 	<ul style="list-style-type: none">
IIIA5	Make coordinated use of social networking tools for customers, staff, partners and Board members.	<ul style="list-style-type: none"> Management Committee (Jakki Trihey) 	<ul style="list-style-type: none"> # of associates utilizing social networking tools 	<ul style="list-style-type: none">

GOAL IV: TO CONNECT JOBSEEKERS TO LIVING WAGE JOBS

Section C		STRATEGIC OBJECTIVE: Provide value-added tools and activities for jobseekers to more efficiently connect with employers who are looking to hire.		
#	Activity	Oversight Committee (Responsible Individual)	Outcomes/Measures of Success	Results
IVA1	Establish a new WIB Taskforce for Job Placement Activities.	<ul style="list-style-type: none"> Jobs Connection Taskforce (Bruce Bungum) 	<ul style="list-style-type: none"> Establish taskforce and recruit members 	•
IVA2	Expand our utilization of OJT's to assist job seekers and small businesses.	<ul style="list-style-type: none"> Jobs Connection Taskforce (Bruce Bungum) 	<ul style="list-style-type: none"> # of OJT's/wage subsidies written; # of solicited/secured to provide OJT's 	•
IVA3	Assist local employers and communities in providing targeted Job Fairs – in person, or virtual - throughout the region on a regular basis.	<ul style="list-style-type: none"> Jobs Connection Taskforce (Bruce Bungum) 	<ul style="list-style-type: none"> # of Job Fairs; # of employers in attendance; # of placements that occur as a result 	•
IVA4	Ensure that a newsletter to area businesses is issued on a regular basis, highlighting the program participants available for hire, and regional developments.	<ul style="list-style-type: none"> Jobs Connection Taskforce (Bruce Bungum/Dari Sunderland) 	<ul style="list-style-type: none"> # of newsletter editions; # of employers receiving 	•
IVA5	Work with the Workforce Center partners to have employers interview jobseekers on-site, or to have exclusive agreements to take their applications on site.	<ul style="list-style-type: none"> Jobs Connection Taskforce/One-Stop Consortium (Bruce Bungum) 	<ul style="list-style-type: none"> # of employers involved 	•
IVA6	Develop cooperative referral agreements with temporary placement firms that may lead to permanent, living-wage work.	<ul style="list-style-type: none"> Jobs Connection Taskforce/One-Stop Consortium (Bruce Bungum) 	<ul style="list-style-type: none"> # of temp agencies and agreements developed 	•
IVA7	Work with area employers to develop a revolving "speakers bureau" that would have them address our job search classes/clubs on a regular basis.	<ul style="list-style-type: none"> Jobs Connection Taskforce/One-Stop Consortium (Bruce Bungum/ Management Team) 	<ul style="list-style-type: none"> # of employers being utilized 	•
IVA8	Work with the DEED, the SBDC	<ul style="list-style-type: none"> Jobs Connection Taskforce/One-Stop 	<ul style="list-style-type: none"> # of students starting a business 	•

	and other area economic development agencies to stimulate entrepreneurship activities within the region.	Consortium (Bruce Bungum/Bill Hahn)	within Project Gate II; <ul style="list-style-type: none">• # of business plan competitions established;• Creation of Inventors and Entrepreneur Clubs	
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SE MN Workforce Investment Board Committee Structure

