MSPWin Regional Innovation Workforce Network

Improving the Workforce System with a Big Picture Approach and an Equity Lens

Evaluation Report

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Executive Summary

Minneapolis-St. Paul Regional Workforce Innovation Network (MSPWin), formed in 2013, was a funders collaborative dedicated to reducing the employment opportunity gap while simultaneously meeting local employers needs for skilled work ready employees. Over time, MSPWin expanded its focus to address the intersection of opportunities for employment with post-secondary certification and degree attainment.

MSPWin centered its work on improving the workforce development system as part of a vibrant regional economy where everyone has access to employment and sustainable wages. Two key metrics were the north star guiding MSPWin:

1) **number to eliminate disparities between adults of Color and Whites working** (http://mspwin.org/indicator/#0-11984-g), and

2) **number of adults earning a family-sustaining wage** (http://mspwin.org/indicator-2/#0-11975-g).

MSPWin relied on three primary strategies: 1) Create standardized outcome reporting and evaluation; 2) Expand successful career pathways programs; and, 3) Engage employers in workforce development and in more strategic regional economic and workforce development planning. MSPWin wanted to bring innovation and change to organizations already working in the workforce development system and invest in new organizations and models that could bolster and inform workforce development activities to better serve people with the greatest barriers in accessing education, training, and living wage employment. MSPWin invested in strengthening career pathways programming, effecting legislative change, expanding access to data for decision-making, and engaging stakeholders, particularly employers, to address the employment and equity gap. This report documents the successes and challenges that MSPWin encountered as they sought to create a more equitable workforce development system.

Following are the main findings from the evaluation.

MSPWin played a leadership role in policy development and advocacy at the state and regional level. Through its thought-leadership, research and advocacy the need for systems change in the public sector workforce system is now widely acknowledged across many sectors including business, government, philanthropy and organizations that engage in workforce development.

Through its leadership, MSPWin:

A. Elevated Pathways to Prosperity as a primary model for Minnesota workforce training including:
- Pathways to Prosperity funding increased 280% (an additional $37,238,000 invested between SFY 2014-2015 and SFY 2020-2021).
- Included language in legislation to focus on those with greatest barriers to education, training, and living wage employment

- DEED reported people of color participants increased from 27% to 50% in workforce development programs funded by the Workforce Development Fund.
- Participation in P2P increased from 32 participants (SFY 2014-2015) to 4340 (SFY 2018-2019).

B. Helped develop and move into legislation the Uniform Report Card
- All Workforce Development Fund programs required to submit data
- Disaggregated by race
- Standardized performance measures
- Equitable reporting system
- Publicly available on the DEED website

C. Collaborated with Minnesota Department of Human Service (DHS) and Minnesota Department of Employment and Economic Development (DEED) to secure SNAP E&T policy change (increased federal match from approximately $500,000 to $5,000,000).

D. Built political will and support for re-inventing a regional Workforce Development Board (Greater Metropolitan Workforce Council) with local elected officials and the private sector driving a strategy instead of a regional entity being lead by workforce development staff and practitioners.

MSPWin invested in programs and models that could be scaled and evolved that were demand driven in high growth industries and focused on improving employment outcomes for people of color.

A. Invested in model career pathways programs and business-driven sector partnerships that evidenced alignment with high priority occupations, employer engagement, and underrepresented jobseekers.
- Refined focus on identified jobs in high priority sectors or transitions to additional training or education on a career pathway.
- Bolstered programming innovations to ensure successful participant transitions to employment on a career pathway and education and training.
- Programs reported increased certificate attainment, increased employment, increased transitions to postsecondary education and training opportunities.
- Increased job retention one year from hire
- Increase median wage for Communities of Color

MSPWin became a thought-leader and influencer using research, convening and engagement to build knowledge and create momentum for change.

A. Created Spheres of Influence which engaged siloed stakeholders and supported ongoing communication and collaborations.
B. Invested in stakeholder activities to support an equity lens among stakeholders.
   - Equity Works Leadership Institute—a peer learning community of workforce development stakeholders who focus on addressing issues of race and equity in workforce development delivery activities.
C. Engaged with employers as core workforce development partners and catalyzed strategic sector initiatives
   o Hennepin County Human Service, Hennepin County Pathways Program (549 graduates hired, average FT salary of $17 per hour)
   o MN Pathways: Workforce Career Staffing Grant (87 hires (2017), average FT salary of $16.5 - $19 per hour)
   o Central Corridor Anchor Partnership collaborated with Twin Cities largest employers to create health sector talent pipeline for underserved communities (C-3 Fellows)
D. Increased focus on using data to make informed decisions
   o DEED Universal Report Card
   o Report: *Employers and Workforce Development in Minnesota*
   o Report: *Number of Working Adults of Color Needed to Eliminate Racial Employment Disparities in Seven-County Region*
   o *Career Pathways Maps for High Priority Occupations*

E. MSPWin's investments and leadership connecting workforce and post-secondary education has spurred greater focus on how to better serve job seekers.

F. Applied lessons learned to guide present and future next steps

   o Shifted to more intentional collaboration with minority-led organizations
   o Funded *Imagine Deliver: Strategies that Center the Voice of the Underrepresented Job Seeker Voice*
   o Influenced and increased philanthropic partner investments in workforce development and system reforms

Despite these achievements, MSPWin faced significant limitations in advancing major reform of the state's Workforce Development Fund. This important, flexible and under-utilized fund was ripe for reform and MSPWin advanced legislation that would make it more responsive to underestimated job seekers. MSPWin authored legislation to reform this asset, yet was unsuccessful in building an effective coalition to advance the bill. MSPWin was criticized in particular for not engaging workforce organizations led by people of color in crafting the legislation.

At the regional level, MSPWin's work to create the Greater Metropolitan Workforce Council (GMWC) had initial promise but ultimately fell short as stakeholders could not agree on aligned priorities and a more pronounced focus on racial disparities.

Going forward, leaders and organizations engaged in workforce development in Minnesota should look to the experience of MSPWin as they continue their work.

Investors in MSPWin over the course of its operation included:

F. R. Bigelow Foundation
Greater Twin Cities United Way
The Jay and Rose Phillips Family Foundation of Minnesota
JPMorgan Chase
The Joyce Foundation
The McKnight Foundation
The Minneapolis Foundation
Northwest Area Foundation
Otto Bremer Foundation
Pohlad Family Foundation
The Saint Paul Foundation
Thrivent Financial
Wells Fargo Foundation

Introduction

The Minneapolis-St. Paul region is confronting housing,[1] employment, and income disparities between people of color and the white non-Hispanic population.[2] Minneapolis-St. Paul Regional Workforce Innovation Network (MSPWin), formed in 2013, is a funders collaborative dedicated to reducing the educational and employment opportunity gap while simultaneously meeting local employers needs for skilled work ready employees. MSPWin centered their efforts on improving the workforce development system using the following strategies: 1) Create standardized outcome reporting and evaluation; 2) Expand successful career pathways programs; and, 3) Engage employers in workforce development in regional planning.[3] MSPWin was established with a seven year time limit to ensure urgency in the work and encourage other stakeholders to establish practices and models that would be carried forward by partners embedded in the workforce system. MSPWin adopted a career pathways strategy to support adults, particularly adults of color, to access supported educational and training opportunities leading to a family-sustaining wage career. Given the investment in making the workforce development system more effective and equitable, MSPWin is seeking to measure their impact on this system, including policy changes, data collection and sharing tools, innovative career pathways programming and accompanying participant outcomes, and stakeholder engagement and partnering.

Evaluation Framework

MSPWin has sought to strengthen and affect the workforce system in the Minneapolis/St. Paul seven-county region. This report is designed to assess the "*impact and effectiveness as a system change investor and a funders collaborative."* Given MSPWin's multi-tiered approach to systems change, the evaluation framework will draw on The Center for Law and Social Policy's (CLASP) quality Career Pathways[4] definition and framework[5] and employ a variety of strategies to document MSPWin's influence and effect.

CLASP's framework is research-informed, aligns to federal definitions (e.g., WIOA, HEA Ability to Benefit), and identifies the elements of a quality career pathway system—design, partnership, delivery, supports, measurement, sector—which align with the core tenets of MSPWin's work—quality of programming, alignment of services, partnerships, policy influence, impact of grants and funding, and outcomes. The elements will be used to guide and inform evaluation questions and asses impact. For example, given that one of MSPWin's goals is to reduce the opportunity gap, we

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[1] Mervosh, Sarah. Minneapolis, Tackling Housing Crisis and Inequity, Votes to End Single-Family Zoning (2018, Dec. 13). *New York Times*. Retrieved from https://www.nytimes.com/2018/12/13/us/minneapolis-single-family-zoning.html

[2] Cities (n.d.). Retrieved from Living Cities website: https://www.livingcities.org/cities/minneapolis-st-paul

[3] Our Work (n.d.). Retrieved from Minneapolis St. Paul Regional Workforce Innovation Network website: http://mspwin.org/work-reporting-investments-policy-2/

[4] Minnesota was one of the 10 states in the Alliance for Quality Career Pathways that developed the CLASP AQCP Shared Vision, Strong Systems framework

[5] Center for Postsecondary Economic Success: Career Pathways (n.d.). Retrieved from CLASP website: https://www.clasp.org/issues/jobs-training-education/adult-and-postsecondary-education/career-pathways

could consider "how is equity considered in providing differentiated supports for individual participants?"[6] as the evaluator explores program and participant outcomes.

Career pathways, for the purposes of this evaluation, will be defined as a set of strategies that support an individual to access integrated or concurrent education or training opportunities that lead to a stackable credential and align with a sector or industry need. The career pathway must include strategic supports for the individual, multiple entry and exit points, local employer and other strategic workforce development partner engagement, and a trajectory that can lead to family-sustaining jobs and career advancement.[7] This definition will help assess the robustness of programming and services provided by programs.

Evaluation Design

The evaluation was conducted across a nine month period (July 2019-March 2020); data was collected July 2019-January 2020, analysis was ongoing starting in July 2019 and finalized in February 2020, feedback from key MSPWin personnel, including Bryan Lindsley, past MSPWin Director, and critical friends at strategic points throughout the evaluation. The original evaluation called for a mixed methods design and a three-stage process. However, after meeting with the MSPWin Board, conducting interviews with key MSPWin staff and several initial interviews, and learning more about the MSPWin work, the process was refined to two simultaneously occurring activities: document mapping and analysis and stakeholder interviews. The stakeholder interviews were greatly expanded to capture a broader perspective of the MSPWin work. The elimination of surveys was determined as appropriate; the work of MSPWin was not carried out in a single directed area, rather the work drew on multiple strategies in a variety of arenas. While this is an effective strategy for established organizational goals, the impact of the work would not be effectively captured through surveys, given that the collective number of respondents would not create a critical mass. Interviewed stakeholders do not necessarily have a full perspective of all of MSPWin's activities. For example, someone who participated in or was impacted by the policy work would not necessarily know about the career pathways programming grants and efforts.[8] This is not a failing of MSPWin, rather a result of the complexity of their strategies and activities.

Evaluation Method and Analysis

Refining and Aligning Stage will provide time for evaluator and MSPWin staff to meet, discuss, and

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[6] CLASP. California Career Pathways: Elements (n.d.). Retrieved from: http://cacareerpathways.clasp.org/ *Section: Supports, Guiding Questions.*
[7] U.S. Department of Labor, Career Pathways Tool Kit: An Enhanced Guide and Workbook for System Development, available at https://careerpathways.workforcegps.org/resources/2016/10/20/10/11/Enhanced_Career_Pathways_Toolkit
[8] This was borne out in the analysis; stakeholders were often unaware of MSPWin's role in supporting key activities within their own organization or were unaware of the scope of work carried out by MSPWin. See Challenges and Recommendations section (p. 49)

adjust and/or refine the evaluation plan to ensure that the evaluation aligns with MSPWin's needs and interests.

Activity 1 focused on document analysis and a comprehensive mapping of MSPWin's activities and associated outcomes. Documents were culled from MSPWin files and included Board Meeting Minutes, Interim and Final Reports by funded organization, products produced by MSPWin or other organizations funded by MSPWin, and other documents provided by interviewees and MSPWin. Over one hundred documents were reviewed and analyzed, including planning documents, board notes, research and commissioned reports, outcomes reporting, artifacts from MSPWin sponsored events, policy recommendations, etc.

Activity 2 focused on semi-structured interviews with key informants. Participants were identified and selected based on the following criteria: representative of MSPWin's portfolio of activities, could provide a nuanced and broad perspective of MSPWin work, representative of different aspects of the workforce development system, funded or participated in MSPWin's work. The majority of interviews were carried out face-to-face; when this was not possible, phone or Zoom interviews were conducted. These interviews provided a granular understanding of MSPWin's work and impact. Twenty-eight (29)[9] interviews and one focus group were conducted. Interviewees included MSPWin board members, employers, lobbyists, Local Workforce Development Board personnel, non-profit organization directors, and other stakeholders.[10]

Analysis was ongoing across the evaluation. This helped to identify initial key themes, further documents for analysis, include additional stakeholders targeted to be interviewed, and refine the focus of the evaluation. Document analysis included identifying key content areas targeted by the work, program outcomes (including participant demographics, sectors addressed, ongoing plans), evidence-based products provided to the field or general public, and policy change. Interviews were analyzed for context, understanding of MSPWin's work, alignment of MSPWin's work to their workforce development needs and goals, outcomes of work funded or carried out in partnership with MSPWin, and perceptions of the workforce development system and the effect of MSPWin as a funders network. Interviews were conducted confidentially; therefore, quotes used throughout this report are not attributed to the speaker. In general, they are representative quotes of more than one interviewee. The Document Analysis and Stakeholder Interviews were analyzed for themes and used to corroborate identified outcomes. This was an iterative process, as the two activities supported and expanded individual stakeholder interviews and confirmed information contained in the documents. Both activities offered an expansive view of MSPWin's work, intention, and outcomes.

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[9] Bryan Lindsley participated in three interviews, Andrea Ferstan participated in two interviews, Erin Olsen and Deb Broberg were interviewed jointly, the focus group consisted of MSPWin Board members.
[10] See Appendix B for detailed list.

The analysis included two Subject Matter Expert Reviewers; one who is well-acquainted with the work of MSPWin while the other reviewed as an outsider. As Critical Friends,[11] they provided feedback and reviewed the analysis, identifying weaknesses, gaps in information, unsubstantiated claims, etc. In addition, to the Subject Matter Experts, Ellen Watters, Consultant to MSPWin and Bryan Lindsley, past Executive Director, reviewed the findings and outcomes. They were essential in highlighting inconsistencies, clarifying key aspects of MSPWin activities, and providing additional context to my findings. All four reviewers were essential to the integrity of this work.

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[11]Critical Friends are considered an essential component of research and evaluation work; in this role subject matter experts serve to broaden thinking and ensure that work is complete and unbiased.

Value of a Funder Collaborative in Systems Change

A fundamental question for this evaluation is what role did MSPWin serve, if any, as a change agent for the workforce development system. The findings and outcomes documented in this report demonstrate that MSPWin effectively changed the landscape for the workforce development system. A system's change may not be measurable at this time, however, the leadership, investments, coalition building, and thinking that MSPWin has provided has 1) achieved change that may ultimately lead to a system change and 2) successfully seeded new leaders and organizations that can carry on the work beyond the sunsetting of MSPWin.

Without MSPWin we wouldn't have any change in the landscape or greater transparency in how the system functions.

Following are the primary achievements that lay the groundwork for change and ensure that underrepresented[12] jobseekers can access education and training opportunities leading to living wage employment on a career pathway. These changes would not have occurred without MSPWin's intellectual, financial, and social capital.

A. Built the knowledge of stakeholders through research and analysis of the fragmented public sector workforce development system, including developing a data visualization of where and how funds were used. This budget visualization is still used today by stakeholders.

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[12] For the purposes of this report, underrepresented jobseeker is defined as: 18 years or older, indigenous, black or a person of color, and considered to be the most unemployable by the workforce system
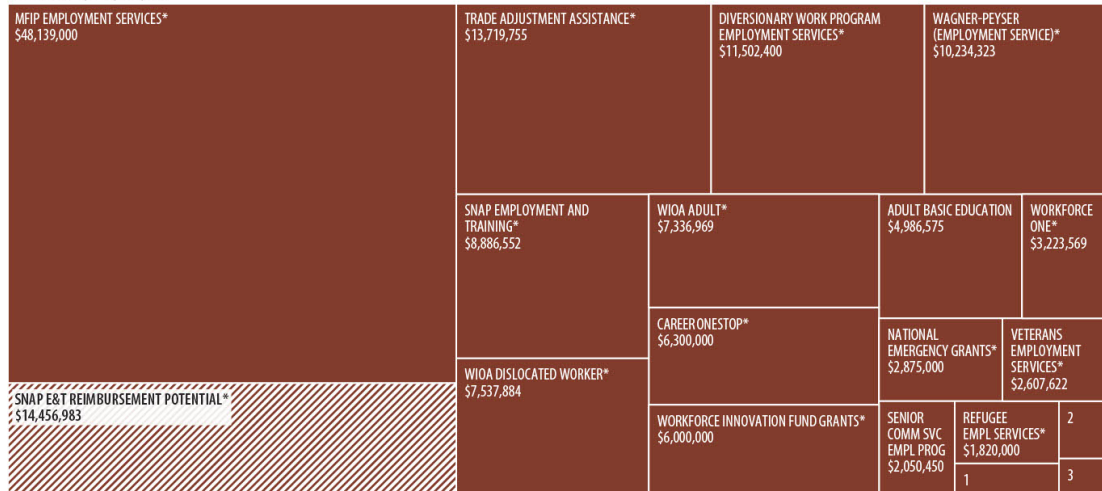
MINNESOTA'S ADULT WORKFORCE DEVELOPMENT FY 2017 BUDGET:
HOW $309.9 MILLION IS SPENT By funding source; rectangles are sized according to spending

MSPWin

FEDERAL $139,718,839

MFIP EMPLOYMENT SERVICES*
$48,139,000

TRADE ADJUSTMENT ASSISTANCE*
$13,719,755

DIVERSIONARY WORK PROGRAM
EMPLOYMENT SERVICES*
$11,502,400

WAGNER-PEYSER
(EMPLOYMENT SERVICE)*
$10,234,323

SNAP EMPLOYMENT AND
TRAINING*
$8,886,552

WIOA ADULT*
$7,336,969

ADULT BASIC EDUCATION
$4,986,575

WORKFORCE
ONE*
$3,223,569

CAREER ONESTOP*
$6,300,000

NATIONAL
EMERGENCY GRANTS*
$2,875,000

VETERANS
EMPLOYMENT
SERVICES*
$2,607,622

WIOA DISLOCATED WORKER*
$7,537,884

SNAP E&T REIMBURSEMENT POTENTIAL*
$14,456,983

WORKFORCE INNOVATION FUND GRANTS*
$6,000,000

SENIOR
COMM SVC
EMPL PROG
$2,050,450

REFUGEE
EMPL SERVICES*
$1,820,000

2

1

3

STATE GENERAL FUND $117,546,120

ADULT BASIC EDUCATION
$50,592,000

EQUITY PROVISIONS OF 2016 SUPPLEMENTAL
BUDGET BILL HF2749 ARTICLE 12*
$26,550,000

SNAP EMPLOYMENT AND TRAINING*
$14,980,020

MFIP EMPLOYMENT SERVICES*
$4,761,000

MINNESOTA JOB SKILLS
PARTNERSHIP*
$4,195,000

PATHWAYS
TO
PROSPERITY*
$2,039,000

4

MNSCU CONTINUING
EDUCATION AND
CUSTOMIZED TRAINING*
$4,673,500

DIRECT
APPROPS
VIA DEED*
$2,200,000

DUAL
TRAINING
GRANTS
$2,200,000

OTHER DIR
APPROPS*
$1,268,000

DWP-ES*
$1.13M

5

6

7

STATE WORKFORCE DEVELOPMENT FUND $35.25M

MN DISLOCATED WORKER*
$23,635,000

PATHWAYS TO
PROSPERITY*
$4,604,000

OTHER DIRECT
APPROPRIATIONS*
$2,632,000

8

9

DIRECT APPROPS VIA
DEED* $1,650,000

10

11

12

PHILANTHROPIC FUNDING $11,936,416

PHILANTHROPIC FUNDING*
$11,936,416

LOCAL GOVT
$3,806,495

CITY OF MPLS
– ADULT PROGS*
$2,192,999

HENNEPIN CTY*
$1,613,496

STATE – OTHER
$1,600,000

13

14

FOR A BROADER VIEW ENCOMPASSING POSTSECONDARY EDUCATION, FINANCIAL AID,
YOUTH WORKFORCE DEVELOPMENT, and VOCATIONAL REHABILITATION, see page 3

1 MN Apprenticeship Initiative* $1,000,000
2 MinnesotaWorks.net* $891,134
3 USDOL Workforce Information Grant $607,606
4 Women in High-Wage, High-Demand, Nontraditional Jobs Grant Program* $1,500,000
5 Labor Market Information Office* $750,000
6 Rural Career Counseling Coordinator Program* $500,000
7 PIPELINE Project* $200,000

8 DOLI Apprenticeship* $1,029,000
9 Job Training Grant Program (MJSP) $900,000
10 Rural Career Counseling Coordinator Program* $500,000
11 DEED Uniform Outcome Report Card* $200,000
12 LEAP Grants $100,000
13 Displaced Homemaker* $1,000,000
14 EMPLOY Program* $600,000

This chart is for illustrative purposes and may not be exhaustive. FY17 amounts are used except where noted; because the timeframes used vary from source to source, overall totals
should be used carefully. Please consult the notes and reference tables that follow for more information. For sources, see pages 11-13.
Fiscal years (FY) are numbered for the year in which they end. The state fiscal year (SFY) runs July-June and the federal fiscal year (FFY) runs October-September.
* See notes on pages 9-10

Special thanks to Daniel Gerdes, Americorps VISTA with the Pohlad Foundation, for assistance with research. Prepared by Nicholas Maryns, InsightWorks | hello@insightworksllc.com

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B. Centered workforce development discussions on equity, career pathways as an evidence-
based model, and sector-based initiatives

C. Secured legislation that required all state funded workforce development programs to report on an established set of measures, which could be disaggregated by race so that data-informed investment decisions could be made

D. Supported efforts to define and develop a set of robust performance measures for DEED-funded workforce development programs; the identified performance measures are used as a standardized reporting requirement

E. Supported efforts to develop and require an equitable reporting system; the Uniform Report Card and disaggregated data on DEED-funded workforce development programs are publicly available on the DEED website[13]

F. Secured language in legislation to focus on serving those with greatest barriers to education, training, and living wage employment; data demonstrates increases in these populations being served

G. Invested in model career pathways programs that evidenced alignment with high priority occupations, employer engagement, and underrepresented jobseekers

H. Secured legislation that designated an additional $37,238,000[14] for Pathways to Prosperity grants a 280% increase in funding between SFY 2014-2015 and SFY 2020-20121; similarly, numbers served increased remarkably from 32 participants in 2014-2015 to 4340 participants in 2018-2019[15]
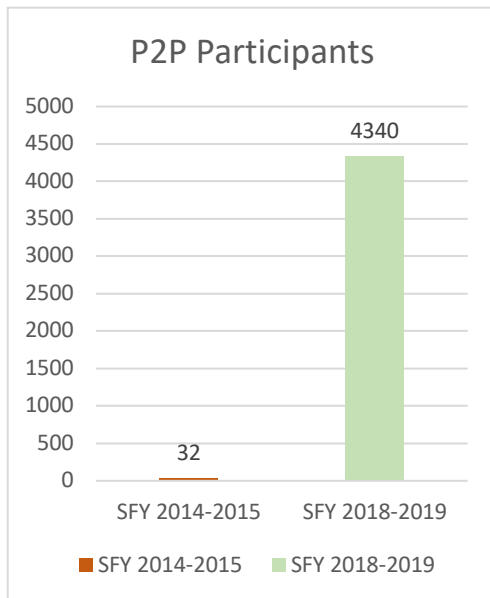
Pathway to Prosperity Participation (2014 vs 2019)
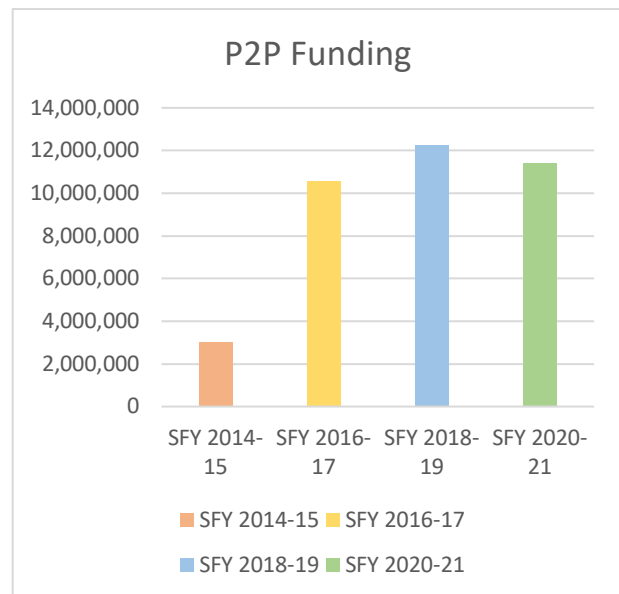
Pathways to Prosperity Funding (2014-2021)

I. Collaborated with DHS and DEED to secure SNAP E&T policy change bringing federal match from approximately $500,000 to $5,000,000; these were additional funds that could be invested in workforce training for underserved jobseekers

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[13] ibid

[14] SFY 2014-15: $3 million; SFY 2016-17: $10.566 million; SFY 2018-19: $12.276 million; FY 2020-21: $11.396 million

[15] See https://mn.gov/deed/about/what-we-do/agency-results/perform-measures/report-card/report-card.jsp

J. Invested in and advocated for a new governance structure for Greater Metropolitan Workforce Coalition which engages decisionmakers and stakeholders in regional workforce development planning and equity initiatives

K. Centered Labor Market Information and other data sources as crucial information for planning and decision making

L. Seeded thinking beyond MSPWin activities (e.g., convenings, Board member insights shared with home organizations, research, and informational publications)

M. Supported and collaborated with like-minded organizations bringing new leaders in the field

> *MSPWin constantly worked to educate legislators (strategic lawmaker meetings, sharing with staffers), they [lawmakers] saw how money was being used and that the point is not to help people who could already get the jobs but those with the greatest barriers—it's a slow pivot to who is being served, it has now started and now we have momentum.*

In documenting the value of MSPWin's work, beyond reports and policy changes, stakeholder interviews offered compelling evidence of the role that MSPWin played in helping to spark new ideas for system's change. As a funders network, MSPWin was effective because as a Board, they:

- Asked and explored the Big Tough Questions, such as, "*How do we make our region better; How do we work across sectors; How do we work across different entities—government, non-profits, businesses—and influence each other? How can things look different?*"
- Brought a voice that did not have a stake in the outcomes
- Was not subject to WIOA rules, layers of regulation, or other funding constraints or regulations therefore could think largely without the perception of being penalized
- Served as a thought partner
- Worked to be an informed, knowledgeable, and experienced entity
- Brought "*urgency and highlighted Best Practices*"
- Provided unrestricted funding for programming or other recognized work, such as research and data-informed activities. "*MSPWin provided a fundamental lifeline for core work that often isn't funded which adds strategic capability and value for gathering a variety of stakeholders*"

MSPWin has made efforts to build capacity in the field so that others could carry on the work. Most stakeholders thought that MSPWin had achieved this goal, naming organizations or new funding that could carry on efforts. However, interviewees noted concern that when MSPWin sunsets there will be the loss of "*a dedicated voice*" that offers a holistic knowledgeable understanding of the workforce development system. Stakeholder interviewees wondered, "*Who will carry the view of the collective need?*"

In thinking about systems change, it is imperative to recognize that the Workforce Development System is well-established or even entrenched system governed by multiple layers of federal, state, and local entities. It is also a system that encompasses numerous stakeholders, such as Local Workforce Development Boards, non-profit and community-based organizations, postsecondary institutions, school districts, employers, and employer-related organizations, to mention a few. Creating change in a system as complex and historically rooted as the workforce development system, realistically, takes time—much longer than seven years—and requires extensive coalition building and policy change. Given the findings and documented outcomes, MSPWin has made strides in seeding a change in thinking about what is needed and possible to create a workforce development system[16] that embeds an equity lens and serves those most in need of education, training, and attaining living-wage employment on a career pathway.

MSPWin demonstrated their value by digging deep into difficult questions, using their influence to be informed and lead as an invested but "*unrewarded*" entity, convening and engaging a variety of stakeholders who may not find themselves in the same room, providing a forum for partnering and collaborating on systems change, and strategically investing human and financial capital that would not otherwise be available.

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[16] MSPWin sought to influence beyond the WIOA public workforce development system. Their work included the WIOA system and the larger workforce development system that includes non-profits, institutions of higher education, postsecondary training institutions, community-based organizations, etc.

General Evaluation Findings

Since its incipience in 2013 MSPWin has invested intellectual, social, and financial capital into the workforce development system. Their activities have included robust discussions among board members to identify the mission, target outcomes, and target strategies to achieve these outcomes. Determining the way forward has been an active process. Board members asked hard questions, examined regional and state employment needs, discussed strategies that might best produce results given the funders network's goals, and adjusted or pivoted to ensure alignment with ideological and concrete needs of underrepresented jobseekers. They also remained responsive to other initiatives and the changing landscape of the Twin Cities labor market and equity concerns.

Between 2013 and 2019, MSPwin invested more than $7 million dollars in grants, research and data development activities, informational products, lobbying efforts, and convenings (see Appendices C and D for detailed listing of activities). By the end of 2020, this funders network will have invested $9 million dollars dedicated to the task of refocusing the workforce system. This evaluation considers specific tactics undertaken by MSPWin and the broader implications of MSPWin's work. In addition, MSPWin member organizations invested some $75 million in workforce development over the course of MSPWin's existence, further supporting programs and policies backed by MSPWin.

MSPWin used a multi-pronged strategy to effect change. This strategy resulted in seemingly distinct activities which ultimately interwove to address the employment and equity gap and make inroads into the workforce development system. The following categories of strategies were used:

Invest in effective career pathways education and training models to offer evidence that highlights the need for effective models. Included:

- Collecting data to support the need for data-based outcomes
- Providing skilled workers ready to move into stable employment in high needs occupations
- Evidencing how increased funding for innovations in the career pathways model benefitted underrepresented populations and served to meet the advancing labor shortage
- Funding model programs

Engage in policy work to affect the requirements governing training and employment programming. Included:

- Increasing funding amounts for career pathways programming
- Including a focus on equity lens
- Creating standardized performance measures for all federal and state funded workforce development programs

Build stakeholder engagement and coalition building to engage relevant stakeholders in informed conversations and decision making. Included:

- Creating data-informed tools and products
- Building a regional workforce development coalition that expanded a smaller administrative entity to a strategic regional planning coalition
- Building support for lobbying and leveraging influence with legislators and governmental entities
- Focusing on sector strategies and regional planning
- Providing informational convenings
- Funding events and networking activities that broadened stakeholders included in workforce development system

Focus on using data to make informed decisions. Included:

- Identifying, collecting and using data to inform practice and decision making
- Lobbying for better and more equitable data collection, use, and dissemination
- Developing data tools, data application learning opportunities, technical assistance, and data-informed products
- Funding technical assistance activities to support organizational capacity to use data

This evaluation sought to document the influence MSPWin's human and financial capital investment—funding, career pathways innovation, policy work, stakeholder and partnership building, infrastructure changes—had in evolving the workforce development system to better meet the needs of employers and jobseekers, in particular to address the talent shortage and employment and wage equity gap for underrepresented jobseekers.[17] Following are the broader findings from the evaluation (aligned to the Evaluation Objectives, see Appendix A), with detailed outcomes provided in the Grant & Investment Activities Outcomes section (p. 49). Lastly, this section also explores the value of a funders collaborative in systems change work.

As a note, it is difficult to discern where the best return on individual investments occurred as the efforts are often intertwined with other funding streams and not always quantifiable or are outside the scope of this evaluation. For example, a career pathways program can report performance outcomes and demographics, while a Sector-based Academy can report individuals who participated but to gauge the effect of the Academy, one would need an ongoing study to determine the benefits of the developing networks and the implementation of the sector plans.

Effective Career Pathways Education and Training Models

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[17] For the full list of questions, see Appendix A

MSPWin commissioned research that surveyed the local landscape and the population that would be best served by career pathways models. These projects included a synthesis of extant literature, programming, and policies to identify best practices to ensure a strong and effective career pathways model be used as the standard for MSPWin proposal considerations.[18] This information helped inform board members in decision-making, outward facing materials (e.g., Career Pathways Maps), and to support and evidence policy activities.[19] This work also informed real-time related and aligned grantmaking among MSPWin funders.

MSPWin funded robust career pathways programs that aligned with the CLASP-identified best practice model. In some cases, additional support services were added to further ensure success, indicating that MSPWin invested in robust, well-developed, actionable career pathways programs that could be systematized and scaled through public policy and investment. They provided grants to organizations that:

1. Served a majority of under- or unemployed ethnically and racially diverse populations
2. Were identified as having the potential to implement innovative career pathways programming
3. Were identified as having demonstrated success
4. Had the potential and willingness to provide services in collaboration with other organizations
5. Were scalable through public investment (financial or policy)
6. Met the MSPWin grant criteria.

MSPWin funded activities that primarily addressed the following in-demand sectors: healthcare, government services, manufacturing, and construction. Grants were made to organizations that identified Occupations in Demand. MSPWin collaborated with these grantees to develop activities and tools to inform and promote interest in the associated sectors. MSPWin's goal was to support underrepresented jobseekers' access to education and training that would lead to living wage employment in targeted career pathways. Furthermore, the focus on High Priority Occupations and the career pathways model was to provide examples of how to close the equity gap and help address the looming labor shortage in Minnesota.

Organizations were not required to "look the same" or provide similar programming, allowing services to take shape as most appropriate for their context. For example:

- Some organizations launched projects in underserved communities such as North Minneapolis and communities along the Green Line in Minneapolis and St. Paul.

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[18] Documents produced: Career Pathways Landscape Assessment (Tunheim), Defining On-Ramps to Adult Career Pathways (CLASP), HMC Strategists, Executive Summary

[19] Proposal reviews by board members demonstrate that they considered the strength of the model, duplication of services, and who would ultimately be served by the project. Comments demonstrated that the board members understood the career pathways model and used the best practices guidance to evaluate and fund career pathways programming proposals.

- Others had an established mission to serve populations that aligned with that of the MSPWin work, such as Project Pride for Living and the International Institute of Minnesota.
- Organizations, such as Hennepin County Pathways and MN Pathways (a Workforce Staffing Grant in the Minnesota Management and Budget Grant Office of Gov. Mark Dayton) targeted hiring and promotion practices and policies to increase diversity hires and retention.

Programs offered full services by partnering with multiple organizations, for example, community-based organizations and postsecondary institutions collaborated to ensure transitions to continued educational opportunities that supported employment or career advancement (e.g., International Institute and Saint Paul College). Examples of successful program investments are the Hennepin County Pathways Program, Bridges to Careers, and Summit Academy's Contextualized GED Program. Program outcomes demonstrate that they have successfully:

- Served people of color most in need of education
- Provided training and targeted support to enter high priority family sustaining employment
- Supported transitions to additional education and training opportunities
- Secured additional funding through public and/or private investments or grants
- Increased wages, especially for participants of color as shown below
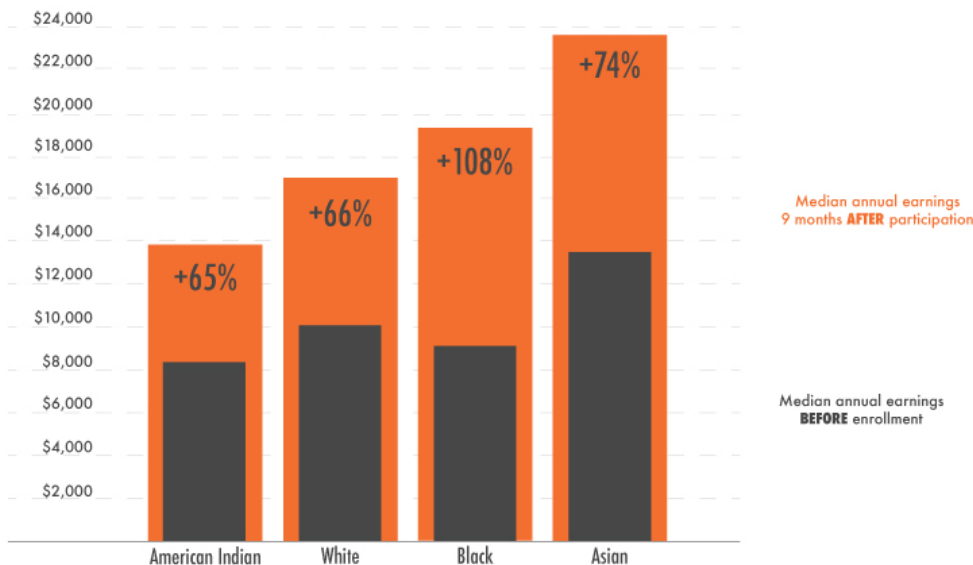
Source: Minnesota Department of Employment and Economic Development online outcome report card. 2014 participants. Including those consistently employed after program participation. Median enrollment duration is 7 months. Excludes those with no earnings.

Furthermore, the MSPWin investments have helped to expand career pathways programming as other programs (e.g., HIRED) and employers (e.g., MN Department of Transportation) have been influenced by the success and intention of the career pathways programs and the advocacy by board members (e.g., Central Corridor Anchor Partnership).

"MSPWin allowed non-profits to not always focus on the money, just to provide the best service…. It allows people to think big and brainstorm without going straight to the lack of resources, [we] don't have to operate out of scarcity, which shuts the conversation down."

MSPWin-funded organizations noted that the infusion of capital has helped to increase the quality and innovation of their programming. It was beneficial to be able to focus on best practice and determine if those strategies worked. Another benefit of the MSPWin grants was that they supported providers, who could now demonstrate successful outcomes, to acquire additional funding to sustain programming. For example, the Bridges to Careers Final Report, notes, *In 2017 Twin Cities LISC utilized local funding from MSPWin and others to leverage an additional $435,000 in national funding for the BCO program* (p. 2)*.* Importantly, these successful outcomes have prompted other organizations to adopt career pathways models. For example, HIRED has created career pathways programs by partnering with employers and other workforce development partners.

In addition to Career Pathways Model Programs, MSPWin funded other activities that highlighted sector work. Products were developed for the following sectors: manufacturing, healthcare, information technology, construction, government services, early childhood education, and workforce development. One project, the Construction Sector Partnership—Saint Paul College, the Minnesota Building Trades Council, and the Associated General contractors of Minnesota— identified high needs construction occupations, mapped career pathways for these occupations, created a five-year workforce diversification plan, and engaged a wide range of stakeholders. MSPWin may not have provided funds for programs to provide training for all sectors, rather, along with the Career Pathways On Ramps,[20] they provided tools to build sector-focused plans and programming.

MSPWin helped to broadcast the potential and success of the Career Pathway model in the Greater Metro Area. The Board invested resources in creating products and leading convenings that provided information (models, data, and planning tools) that helped inform policy makers,

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[20] "An on-ramp is a career pathway program designed to serve individuals with significant barriers to educational and economic success." (p.1.) On ramps serve to assist those who may not meet the educational, linguistic, or required credential attainment needed to enter many career pathways. See *Defining On-Ramps to Adult Career Pathways*, (nd) CLASP, https://www.clasp.org/sites/default/files/publications/2017/04/Minnesota-Career-Pathways-On-Ramps.pdf

practitioners, employers, and workforce development stakeholders. Given that Minnesota has a history of career pathways programming and funding (e.g., MN FastTRAC), some groundwork for career pathways as a viable strategy had been laid. However, the multiple strategies of MSPWin:

- Funding of model programs
- Coalition building around career pathways as an evidence-based model that successfully trains and transitions jobseekers into the workforce
- Intentional and informed lobbying at the legislature
- Developing and using data-informed resources to inform stakeholders, such as funding allocation, viable career pathways, equity gaps in the workforce, labor gap analyses
- Highlighting the importance of data-informed decisions based on a universal set of outcomes
- Lobbying for a unified set of performance measures to be tracked and reported by publicly funded training and education programs
- Convening stakeholders, at times led by MSPWin and at times by other leaders in the workforce development system
- Engaging employers as partners and providers

have elevated the career pathways model as a way to confront the employment gap and change the workforce development system towards becoming more efficient and accountable to underrepresented jobseekers and employers.

For related outcomes see pages 19-48.

Policy Work

Interviewees report that MSPWin is a successful and effective organization in the policy arena; also demonstrated by the success they have had in advancing their policy agenda in the legislature. Their efforts have been crucial to policy change. MSPWin was perceived as being without self-interest from the policy, and therefore held a unique and influential position in the policy arena. The work focused on affecting changes that would improve the workforce development system to more equitably and effectively serve those most in need of services—especially people of color and indigenous populations, reduce income and employment disparity, and address the increasing labor shortage.

Interviewees cite the increase of funding for Pathways to Prosperity as the major policy change achieved, but MSPWin also helped to research, write, and lobby for other legislation that could have a lasting impact on the workforce development system. MSPWin's effect can be measured in the following key legislative successes:

- *Pathways to Prosperity* funding was greatly increased in 2017. Although funding was reduced during the last legislative year, it remains more than $11,000,000 higher

than the original funding level. Interviewees noted that MSPWin's efforts brought "vision," and "urgency" to career pathways programming; MSPWin's efforts "highlighted Career Pathways as a best practice."

- *The Uniform Report Card* and *DEED's Data Dashboard* offer an equitable standardized measuring of success across Minnesota state-funded providers and public access to outcomes and performance data. MSPWin is credited as "helping to create the idea" and being a "continuing thought partner." The In the era of data-informed decision-making, this policy allows data-informed decision-making to be a reality. Furthermore, it has increased the use of data at the governmental level. Gathering this data, "helps with quality assurance and expectations" which can "be shared publicly" and provides the ability to analyze data longitudinally.

- *SNAP E&T* policy and requirements revisions allows Minnesota to access over $5 million dollars in reimbursements, funds that can be invested in education and training efforts.

The effort to affect policy went beyond simply presenting a well-designed idea to legislators. MSPWin convened and engaged stakeholders in solution-building activities that resulted in work that reflected the needs and expertise of providers (e.g., The Blueprint that identified common performance measures). According to interviewees, no other organizations working in this space were able to knowledgeably leverage a collective of powerful informed voices, funding, technical assistance, in the same way as MSPWin. Despite some interviewees stating that, at times, MSPWin moved forward with eye an towards effecting change rather than balancing process and inclusion, interviewees (n=8) also noted that these efforts would not have been brought forward without MSPWin's initiative and leadership.

For related outcomes see pages 19-24.

Stakeholder Engagement and Coalition Building

MSPWin intentionally built stakeholder relationships and partnerships with chosen stakeholders. Their activities included coalition building, convenings, strategic meetings to inform and engage employers, and sector and equity academy opportunities meant to build networks and explore relevant issues. Some of the more robust partnerships resulted from the career pathways programming as the education/training and service providers worked with employers to ensure content and skill alignment and that participants were linked to employment opportunities. Other funded organizations created stakeholder groups of their own to promote the career pathways model and to seek local employers to hire graduates from the training program (e.g., Hennepin County Employers Task Force) and explore regional economic and labor strategies. A notable example is the Central Corridor Anchor Partnership C3 Fellows Program. C3 Fellows supports underrepresented college students to attain employment in the healthcare system and gain needed experience to enter the healthcare field. This program is currently managed by one of the

largest employers in the Twin Cities, M Health Fairview. MSPWin provided funds that encouraged and supported strategic collaboration.

> *[MSPWin had the] ability to convene and nudge people in a common direction, get people in the room for a common goal…. [They] funded these types of conversations, one can have a clear vision but not resourcing it is a barrier, so if you also resource it, your potential is off the charts.*

The Greater Metro Workforce Council was an ambitious effort to bring stakeholders, particularly those who had power to make decisions about local workforce development strategies (e.g., County Commissioners), together to collectively build a regional workforce development plan.

MSPWin helped fund and foster the development of this council through research, engagement and advocacy. However, after two years, GMWC disbanded because the public and private sector stakeholders could not ultimately align priorities. A successor regional workforce-focused initiative, led by the private sector is emerging. In the meantime, other partners, including the Center for Economic Inclusion, continue to lead implementation of sector partnerships, workforce development policy, data analytics on workforce, etc.

Other stakeholder engagement efforts included:

- Building informed coalitions, such as meetings with local Chambers of Commerce, participating in regional efforts (e.g., Central Corridor Anchor Partnership)
- Providing convenings (e.g., Talent Symposium, Twin West Chamber of Commerce)
- Leveraging ongoing learning activities (Sector Skills Academy and Equity Works)
- Building networks with other non-profits whose mission aligned to support strategies targeting a reduced labor equity gap and a robust economy (e.g., Greater MSP).

As part of this work, MSPWin is credited with facilitating partnerships that have been sustained beyond MSPWin involvement.

For related outcomes see pgs. 25-43.

Spheres of Influence and Expanded Benefits

In determining the impact of MSPWin's work, the evaluator considered the networks and influence that MSPWin built in the workforce development system. The workforce development system is made up of entities that may or may not overlap: policy makers who influence legislation and funding; philanthropic funders who also drive agendas; jobseekers and underemployed individuals; workforce development boards that govern local plans, receive and disperse funds, and provide services; employers; and training and educational organizations or institutions. MSPWin wanted to bring this diverse group of stakeholders and decisionmakers into a common discussion about issues confronting the workforce development system and the regional economy. In particular, they wanted to promote regional planning that might address the opportunity gap for underrepresented jobseekers and provide solutions for the growing labor shortage. MSPWin's work was effective at directly influencing aspects of the workforce development system. However, they have also been effective in creating Spheres of Influence which served to engage siloed stakeholders. Spheres of Influence refers to the extended benefits created by the investments and activities of MSPWin, a ripple effect of their work.
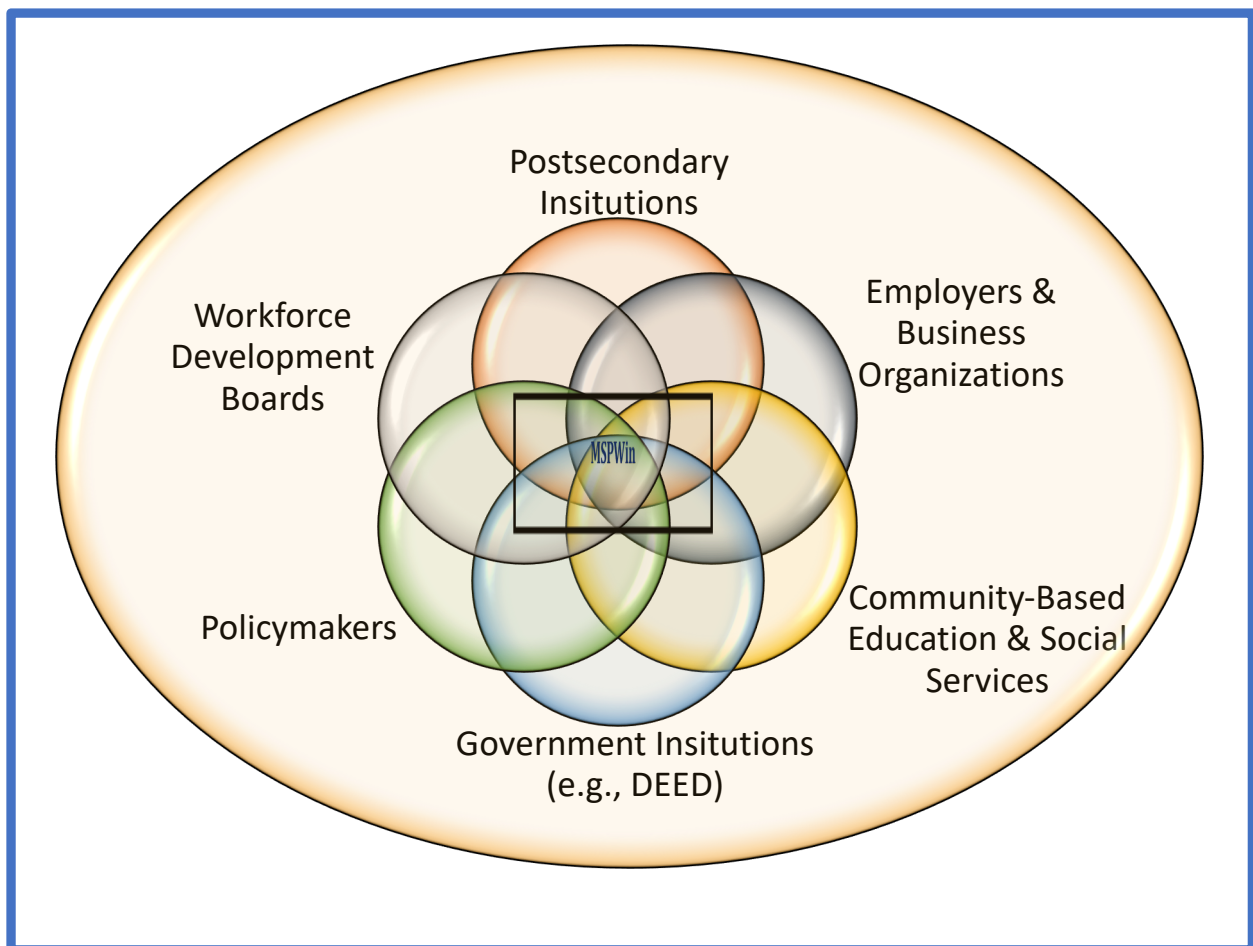
Building Expanded Networks and Influence: MSPWin has sought to influence the workforce development system by building networks and funding ideas that demonstrate successful solutions; these evidence-based examples have 1) expanded to include other entities, 2) been tailored to serve new purposes, and/or 3) been taken up by other organizations. In other spheres, MSPWin has engaged and broadened the scope of partners and understanding of regional economic development to include topics such as equity and including education and training as integral parts of a thriving labor force.

> *Example:* MSPWin engaged Greater MSP in conversations about reforming metro workforce boards. Through informed discussions, Greater MSP now includes training and education as a factor of talent retention.

> *Example:* The Hennepin County's Pathway project was a public sector partnership led by Hennepin County with collaborators Minneapolis Career and Technical College (MCTC), and Pride for Project Living, a social services community-based organization. Hennepin County expanded their network to include employers beyond Hennepin County government offices. In describing their program, they say that "*Hennepin Pathways connects our region's employers to a diverse pool of well-trained candidates to meet their workforce needs.*" [21] Hennepin County, the fourth largest employer in the county, identified the need for additional employers to hire their graduates leading to active employer engagement, including monthly meeting of employers to discussing economic and workforce solutions and played a leading role in establishing the Government sector partnership.

> *Example:* Using MSPWin funding and collaborative thinking, the Humphrey Institute developed the Equity Works Leadership Institute (EWLI). The EWLI was a cross-sector of leaders from workforce development organizations who came together to explore and think deeply about diversity and equity in their organizations and how equity is manifested in the workforce development system. Based on the success of this work The Humphrey Institute has been able to expand their network of influence, offering an EWLI tailored for members of the Minnesota Association of County Social Service Administrators (EWLI: MACSSA).[22]

Building Data Usage: MSPWin's promotion and dissemination of using evidence to educate and inform decisions has led to expanded use of performance measures and program outcome and labor market data.

> *Example:* MSPWin invested in lobbying for a uniform report card which required establishing performance measures and data points that were relevant to local stakeholders (e.g., The Blueprint). This work has created spheres of influence for

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[21] Pathways to Employment (nd), Hennepin County, p. 3
[22] See Future Services Institute, What We Do http://futureservicesinstitute.org/leadership-development

policymakers, local education and training providers, and the Department of Employment and Economic Development (DEED). Importantly, DEED has continued analyzing and using data to make decisions, interact with grantees, and track ongoing improvements.

Example: MSPWin invested in research and analysis organizations, such as Real Time Talent, to mine local economic and employment data to inform career pathway mapping, support local organizations to collect, improve, examine and understand their data to inform program improvement. These efforts have created sustained data-centered activities beyond the structured MSPWin grantor-directed relationship.

Building Focus on Key Workforce Development System Issues: A core goal of the MSPWin work was to ensure that the workforce development system served those who experience the greatest disparities and barriers to living wage employment. To ensure that discussions moved to action, they created activities and structures that engaged powerbrokers, employers, funders, and service providers. Several of these efforts have taken on a life of their own and continue without leadership and investment by MSPWin.

Example: MSPWin supported the expansion of the local metro workforce development boards regional meeting structure (met informally and irregularly) to the formalized regularly scheduled Greater Metro Workforce Council (GMWC)[23] with a broadened agenda to focus on strategic regional planning. As part of this move, they expanded the membership to include key decisionmakers, such as the publicly elected county commissioners, who oversee the local workforce development boards. The GMWC convened stakeholders into a Sector Strategies Academy to focus on building sector-based workforce development plans for the local region. Another goal was to build stronger networks among stakeholders who, despite working in the workforce development system, may not have the opportunity to meet and collaborate across often siloed entities. Implementation of the sector-strategies plans continues without the assistance of MSPWin, thereby supporting nascent networks among workforce development system leaders. Ultimately the GMWC faced barriers to creating long-lasting, transformational reforms due to a lack of clear authority and a shared action agenda to effect transformational reforms and dissolved in spring 2020. However, much of its work continues including the MSPWin-funded regional sector efforts, higher ed reform efforts, and working to establish an effective cross-sector partnership focused on economic opportunity, elimination of racial disparities and creation of a talent pipeline for employers.

Building Capacity for Organizations serving the Workforce Development System: MSPWin collaborated with multiple organizations to build infrastructure and capacity that served the workforce development system.

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[23] Update: After the conclusion of this evaluation, GMWC voluntarily went through the process of dissolution. For additional information see page 53.

> *Example:* Working with Real Time Talent, MSPWin funded and collaborated on data collection and the development of tools to interpret and apply Labor Market Information and outcomes data to decision-making. RTT provides training to people working with jobseekers (e.g., practitioners) to use these tools and the data to make program improvement decisions. Real Time Talent attributes MSPWin's initiative, funding, and role as a thought partner as essential to these activities.

Building Informed Activities Beyond MSPWin: The structure of the MSPWin Board as a funders network has allowed a group of individual foundations representatives to come together and explore issues of equity and economic development from the perspective of underrepresented jobseekers. Learning opportunities have targeted data collection, data-informed decision making, evidence-based education and training models, policy making, effective (or less so) public funding streams, labor market information and career pathways, and characteristics and needs of underrepresented jobseekers. Individual funders have taken discussions and learning experiences back to their workplaces and used the collective MSPWin activities to inform others at their workplaces.

> *Example:* Discussions and knowledge expansion in MSPWin Board meetings prompted some members to spark workforce development and discussions in their home organizations. One organization's Human Resource Department was encouraged to examine the local labor market information and explore their diversity, hiring, and cultivating talent practices. Another board member brought equity informed perspectives to grantmaking discussions at the home organization.

Building Jobseeker Capacity and Wellbeing: Underrepresented jobseekers are obtaining employment, seeing wage gains, and accessing additional education and training opportunities for high priority occupations. There is some anecdotal evidence that the investment of resources in individuals has extended benefits to families.

> *Example:* Career Pathway program participants report that education and stable employment allow them to provide for their families and serve as a role model. They report that their children are thriving and see it as an outcome of their success.[24]

The work of MSPWin demonstrates how initial seeding and funding of ideas and activities has provided the effects of their work to expand beyond their direct involvement. Their work may be contained within a small cross section of workforce development stakeholders, however, because the MSPWin Board sought to invest in work that was sustainable and emulated ideas of centering equity and opportunity for underrepresented populations, their sphere of influence is much expanded. In time, ideas such as using data to inform decisions, repositioning the workforce development system to focus on those most in need of training and employment opportunities,

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[24] *The Path to Success*, (nd) Growth and Justice and MSPWin, p. 9

and broadening the conversations and networks that inform the system, may become embedded and systemic.

Grant & Investment Activities Evaluation Outcomes

Policy

MSPWin invested in the policy arena in order to reform, redesign and produce more equitable outcomes in the workforce development system. MSPWin's Phase One strategic plan lists policy as a top priority and had as its goal to bring forward the topic and recommendations for scaling up the statewide education and training program reporting system. *MSPWin will develop modest outcome accountability recommendations for the education and training system that will help discern value, efficiency, and effectiveness.*[25] In November of the same year, the policy committee more clearly articulated that policy work was to focus on funding investments, performance accountability, and transparency of populations served, for example the outcome report card that could provide disaggregated data based on participant demographics, such as race, and performance measures. However, as thinking and investments evolved, a more targeted approach took hold which was to employ a lobbyist and actively advocate for policy change: over five years a total of $150,000 was spent on lobbying. In December 2013 the board recommended the following two policy-focused recommendations:

1. *Standardized outcome reporting for state-funded workforce programs in the Workforce Development Fund*
2. *A one-time return on investment analysis for state-funded workforce programs in the Workforce Development Fund*

The original intent was to help shift the system to examining program outcomes. MSPWin's decision making process regarding policy is documented in *Decisionmaking, policy and lobbying 11-12-13 Revised*. This document records that the decision to hire a lobbyist was based on the desire to demonstrate the intentionality of MSPWin to engage in workforce development systems change and to establish an informed presence in the legislature. Engaging in these activities during 2014 was seen as a way to be established and a change maker during the 2015 legislative session;[26] *It signals that MSPWin is serious about policy issues and systems change; and, Understanding the 2014 legislative session will provide intelligence about planning for the 2015 session.*[27] This strategy appears to have been effective as MSPWin could claim multiple outcomes that changed the face of workforce training and education programming outcomes reporting, funding, and the importance of data to policy decisions. MSPWin was able to position itself as a knowledgeable apolitical organization with no stake in the outcome other than making changes that would benefit "*the taxpayers and training participants.*"[28]

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[25] *Strategic plan phase one 10-17-13*
[26] NOTE: On May 15, 2015 MSPWin Bylaws are updated to provides that lobbying funds will be held separately (*MSPWin bylaws 5-15-15)*
[27] *Decisionmaking, policy and lobbying 11-12-13 Revised*
[28] Interviewee quote

HIGHLIGHT: POLICY OUTCOME: A $12,273,000 increase in biennial funding for Pathways to Prosperity. MSPWin successfully lobbied for and won a substantial investment in career pathways programming. Previously Pathways to Prosperity was funded at three million dollars (biennial); the legislature increased funding in 2018 to $12,276,000 (biennial). In sum, working and securing increased funding:

- Brought focus and importance to serving more jobseekers of color with the goal of helping them to secure employment and economic stability and filling the predicted worker shortage;
- Increased the capacity to offer programming that meets economically unstable adults' education and training possibilities that on ramp to career pathways and living wage jobs;
- HIGHLIGHT: While funding was reduced during the last legislative session, funding remains at a higher level than the initial three million dollars demonstrating a continued interest in funding education and training opportunities, based on the career pathways model. Furthermore, the new governor has indicated his interest in workforce development and acknowledged the role of MSPWin as a change agent by including board members, MSPWin collaborators and organizations that have been funded by MSPWin to design model programs including efforts to reform the Workforce Development Fund in 2021 .

ASSOCIATED KNOWLEDGE BUILDING OUTCOME: Policymakers increased their understanding of and recognized the benefits of career pathways programming as an effective solution to solve equity and employment gaps. While the increase in funding is notable on its own, it is essential to highlight that the funding increase came through efforts to educate policymakers on the benefits of career pathways programming. MSPWin built their knowledge through lobbying, producing research and data-driven talking points, products (e.g., *Center for Postsecondary and Economic Success: Defining On-Ramps to Adult Career Pathways, Workforce Development in Minnesota: Phase 1 Report for MSPWin*), and collaborative efforts with other stakeholders and funders to move this informed agenda forward. MSPWin was known as "constantly working to educate the legislators" through "strategic lawmaker meetings and sharing with their staff."[29]

POLICY OUTCOME: A required standardized set of outcomes for workforce training and education programs. Historically, workforce development programs have reported student gains and labor market outcomes; however, there have been few standardized outcomes required and reported by all programs. This has led to inconsistent reporting and an inability to equitably determine

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[29] Interviewee quote

which programs are more successful and with whom. Furthermore, it leads to an inability to assess the value of the invested federal and state public dollars in and across programs.   MSPWin, along with the Greater Twin Cities United Way conducted research and convened informed stakeholders for the *Shared Measures Task Force* (see pages 22 and 33). Of import to this policy outcome, the task force, composed of public and private funders, developed common definitions, and identified and aligned outcome measures. This work helped to identify meaningful workforce outcomes and metrics and reduce areas of duplication, helping to determine datapoints that could inform policymakers, funders, programs, and the public about workforce system and individual program performance and evidence successful career pathways programming outcomes. Additionally, the adoption of these standardized measures required programs to document demographics, allowing for deeper analysis on what kinds of educational and training services were being accessed and whether this was translating to success for underserved populations.
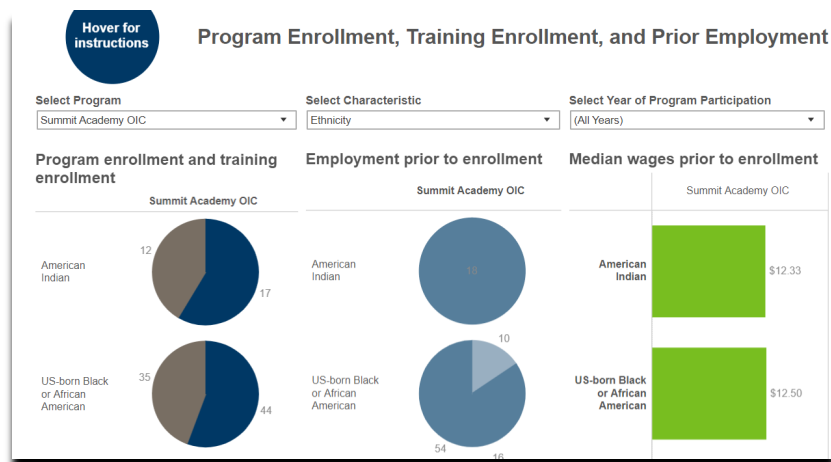
*MN DEED Report Card Agency Outcomes: Demographics[30]*

MN DEED Report Card Agency Outcomes: Additional Demographics[31]

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[30] MN Deed Report Card https://mn.gov/deed/about/what-we-do/agency-results/perform-measures/report-card/report-card.jsp
[31]MN Deed Report Card https://mn.gov/deed/about/what-we-do/agency-results/perform-measures/report-card/report-card.jsp

ASSOCIATED KNOWLEDGE BUILDING OUTCOME: Policymakers can access workforce training and education program data and make data-driven funding decisions based on a set of standardized program outcomes. The reporting of and access to reports on a standardized set of program and student outcomes offers policy makers the opportunity to evaluate funding decisions.

ASSOCIATED WORKFORCE DEVELOPMENT SYSTEM OUTCOME: A shared set of definitions and metrics that 1) reduce duplicative data collection and reporting efforts, 2) allow better analysis of those being served by the system, and 3) provide the possibility for an across-system evaluation of workforce development and education performance. The collaborative efforts of the Shared Measures Task Force brought workforce development system funders and stakeholders together to collectively inform the identification of metrics, based on shared understandings and definitions. The collaboratively agreed upon metrics benefited programs by refining and reducing duplicative data collection and reporting required by diverse public and private funding streams. Furthermore, these efforts are producing data sets that can be mined to identify how the regional workforce development system is functioning (e.g., areas of success, areas of weakness) and importantly how diverse populations are being served by and faring in the workforce development system. This latter refinement is highly important in order to identify and target inequities embedded in the system.
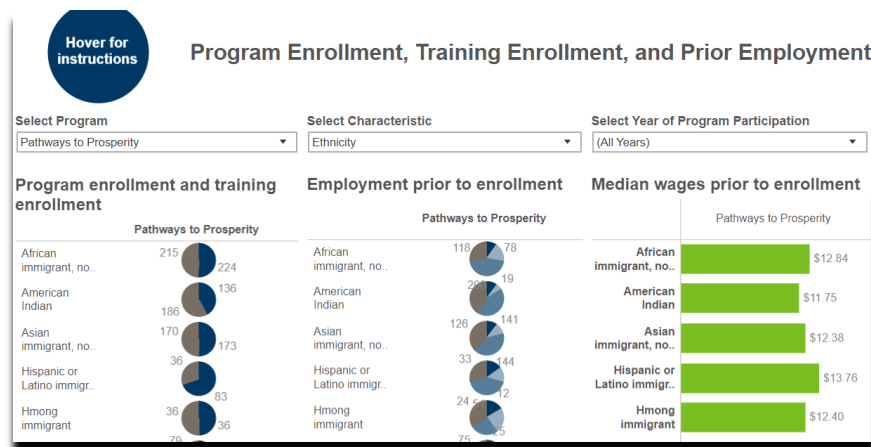
MN DEED Report Card, Program Enrollment, Training Enrollment, and Prior Employment[32]

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[32] MN DEED Report Card https://mn.gov/deed/about/what-we-do/agency-results/perform-measures/report-card/report-card.jsp

HIGHLIGHT: POLICY OUTCOME: The Uniform Report Card which requires all state workforce funded programs to collect and submit data aligned to the established performance measures. This outcome has multiple implications:

- Equitable and transparent reporting for all organizations receiving public funding
- Data-driven decision-making
- Publicly available program performance data
- Evidence that supports tracking across identified datapoints (e.g., race and ethnicity, employment outcomes, employment retention) to determine if funded programs are making progress in meeting state-determined workforce development goals

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Due to the performance system and requirements, people have to use it, lawmakers are asking critical questions about who is being served, lawmakers are pushed to refocus the funding and the goals… can determine that there is improvement across a number of things [noted a five-year period], for example, the populations served have changed—more homeless, more persons with disabilities, more people of color, and more people with the most barriers.

POLICY OUTCOME: Minnesota State report on student remediation outcomes and student performance improvement strategies. MSPWin supported lobbying, information dissemination, and data supported facts, and helped to author a bill in the effort to require Minnesota State to report the remediation status of their enrolled student population (See *MSPWin 2015 actions and accomplishments for grant reports)*.[33] This data point is crucial for transparency and to track progress in the number of students who take required remedial courses and their continued postsecondary trajectory. In the *College Completion: Report to the Legislature Minnesota State Colleges and Universities January 2016* retention and completion rates are reported on diverse populations; however, results are not disaggregated by those enrolled in remedial or developmental education courses. The authors acknowledge this issue and that they are working to *Improve outcomes for students who require developmental education by exploring and implementing accelerated courses, and co-requisite models where appropriate* (p. 9).[34] This is elaborated in the Minnesota State November 2019 Update *Educating for the Future*, where they acknowledge only a modest increase in completion rates (again not disaggregated by students

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[33] 2015 Legislation required the following two activities: 1) Completion Plan: The 2015 Minnesota legislature passed legislation related to degree completion and the Minnesota State Colleges and Universities (Minnesota State) submitted a report on January 15, 2016 that detailed the system's plan to encourage and assist students to complete degrees, diplomas, or certificates in their chosen field of study. 2) Completion Measures: The 2015 Minnesota legislature passed legislation that required the Minnesota State Board of Trustees to report on its activities and achievements related to the goal of improving timely completion of degrees and certificates and Minnesota State submitted a report on January 15, 2018 that included seven completion measures. From: *February 2018 Academic And Student Affairs Developmental Education Plan C Report To The Legislature* https://www.leg.state.mn.us/docs/2018/mandated/180210.pdf, p.1.
[34] *College Completion: Report to the Legislature Minnesota State Colleges and Universities January 2016;* https://www.leg.state.mn.us/docs/2016/mandated/160011.pdf

enrolled in developmental education courses); however, they acknowledge that they continue to work on exploring "*alternative delivery models for developmental education (courses, mainstreaming into credit-bearing courses with added support, and co-curricular programming)*[35] (p. 16).[36] The sustained effect of the 2015 legislation can be measured in the 2017 legislation wherein Minnesota State was required to prepare a Developmental Education Plan.[37] The *February 2018 Academic And Student Affairs Developmental Education Plan C Report To The Legislature* is evidence that the Minnesota State Board of Trustees prepared and submitted a plan that is dedicated to reforming the developmental education offerings at MnSCU community colleges and universities with the goal of reducing the number of students required to enroll remedial education courses (p.1).[38]

POLICY OUTCOME: Change to SNAP E&T policy that increased access to untapped SNAP E&T funding. MSPWin identified SNAP E & T reform as an opportunity to build funding and bring training to thousands of low-income individuals by clarifying and revising termination policies, recapturing lost dollars through better reporting and documentation, and engaging stakeholders to broaden the use of the 50/50 match option. MSPWin activities that supported these efforts included research (e.g., Commissioned Humphrey Institute report, *Workforce Development in Minnesota: Phase 1 Report for MSPWin* which was built on and cited in a larger Humphrey Institute Capstone),[39] workgroups focused identifying issues, creating recommendations, and engaging with policymakers,[40] the release of a White Paper distributed to key stakeholders, and coalition building.

The release of the white paper, *How to Dramatically Expand SNAP E&T in Minnesota*[41] provided data-driven evidence and recommendations to state and policy leaders.[42] In working on this issue with stakeholders, MSPWin's determined that DHS and DEED were working on parallel efforts; MSPWin partnered with the DHS and DEED to consolidate efforts and identify ways to capture roughly $17,000,000 of untapped funding. Additionally, MSPWin funded a technical assistance provider, Seattle Jobs, to help DHS and DEED to access these federal match funds. After the circulation of the white paper, it was reported that "MSPWin has been closely engaged with State

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[35] To note: these alternative models are not connected or related to Pathways to Prosperity.
[36] Minnesota State November 2019 Update *Educating for the Future* https://www.ohe.state.mn.us/pdf/EducatingfortheFuture2019_final.pdf
[37] *February 2018 Academic And Student Affairs Developmental Education Plan C Report To The Legislature* https://www.leg.state.mn.us/docs/2018/mandated/180210.pdf, p. 1
[38] *ibid*
[39] This report was built on and cited in SNAP E&T Gaps Analysis, *Spring 2016 Humphrey School of Public Affairs Capstone, (Birkeland, B., Christenson, W., Dumbacher, D., Mitchell, M. & Younghans, N.,* https://www.ramseycounty.us/sites/default/files/Work%20with%20Ramsey/SNAP%20E%26T%20Gaps%20Analysis%206.16.pdf (see pg. 47)
[40] SNAP Employment and Training Expansion Workgroup.Draft
[41] See http://mspwin.org/wp-content/uploads/2015/04/MN_SNAP_ET_Expansion_White_Paper_MSPWin_04_08_15.pdf
[42] MSPWin strongly recommended that the State add the following to its planned SNAP E&T improvements: *1. Set clear goal(s) related to the expansion of the SNAP E&T Program, most specifically how much 50/50 match is desired and/or possible; and 2. Outline specific means for engaging community stakeholders in the planning process for expanded use of the 50/50 match option.* See: MSPWin memo to James Koppel, Assistant Commissioner, Department of Human Services (9/29/15)

leaders at DHS, DEED and the Governor's office" and considered a key partner in Minnesota's SNAP to Skills Project working to reform the Minnesota SNAP policy and implementation.[43]

HIGHLIGHT: MSPWin's support helped increase the federal SNAP E&T match to roughly $5,000,000. This increase meant that an additional $4,500,000 could be invested in workforce services, including career pathways training.

> ASSOCIATED KNOWLEDGE & COALITION BUILDING OUTCOME: Built stakeholder knowledge and support of SNAP E&T reform. The SNAP E&T work also evidences MSPWin's success in engaging and informing stakeholders to achieve policy and funding outcomes. This is evidenced by a letter from St. Paul Literacy Council-a coalition of nine community based non-profits and a school district that serve 12,000 adult learners annually (including many SNAP or are SNAP-eligible recipients) (see SNAP Letter literacy consortium), addressed to James Koppel, Assistant Commissioner, Minnesota Department of Human Services, Jeremy Hanson Willis, Deputy Commissioner of Workforce Development, DEED, and Tina Smith, Lieutenant Governor, State of Minnesota. The letter requests a reform to the SNAP system so that it is easier to understand and access SNAP E&T funding. MSPWin's influence, both in knowledge building and building coalitions on policy reform, is clear as the letter cites the MSPWin White Paper *How to Dramatically Expand SNAP E&T in Minnesota.[44]*

Promote Learning

An initial objective for MSPWin was to *"Promote learning" and "invest with targeted grant making."* (*From: October 17, 2013 Logic Model Picture*). MSPWin's efforts in this arena were intentional and highly successful for those organizations and workforce development stakeholders invited to participate.

There are three identifiable types of MSPWin activities that were intentionally designed to build knowledge: 1) *Funding Career Pathways Programs* which both educate stakeholders about the benefits and viability of career pathways programming while providing under- and unemployed jobseekers opportunities to quickly move onto a career pathway and into high priority occupations; 2) *Funding and Providing Stakeholder Convenings and Networking Opportunities* that support stakeholders to collaborate, learn and explore opportunities to work on initiatives that support workforce development systems change; 3) *Initiating and Funding Research and Product Development* that provides research-based activities and collateral to inform and support data-driven decision making. Outcomes for each of these are detailed below.

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[43] For example, MN SNAP ET Expansion--THIRD Update to Partners FINAL 5-19-16
[44] http://mspwin.org/wp-content/uploads/2015/04/MN_SNAP_ET_Expansion_White_Paper_MSPWin_04_08_15.pdf

Promote Learning: Funding Career Pathways Programs: Capacity and Evidence Building

MSPWin chose to invest by funding career pathway programs, an evidence-based model. Adults, particularly those who are economically insecure, do not have the time, among other barriers (FN), to follow a traditional education route.   The intent was to provide programs with the funding they needed to strengthen or build innovative offerings that targeted historically underrepresented jobseekers was particularly important for organizations that needed seed money to bring an idea to fruition (e.g., Hennepin County Employment Task Force) or unrestricted funds to bolster programming (e.g., International Institute of Minnesota Navigators).   MSPWin was strategic in selecting programs that modeled effective career pathways programming[45] (FN CLASP doc) as these models and related outcomes could provide evidence to bolster MSPWin's policy efforts regarding workforce development systems funding.   Using this type of strategic thinking, MSPWin was able to amplify their investments by intertwining funding, purpose, and intention to increase career pathways student outcomes and inform stakeholders using evidence-based, data rich products.

"The excitement around this," says County Administrator David Hough, "is that we were able to identify individuals that could benefit significantly by training (but had) never been given the opportunity to pursue specialized training without acquiring debt."[46]

CAREER PATHWAYS PROGRAM OUTCOME: Education and workforce training programs are offering new and diverse high priority career pathways training or informational programs.
MSPWin funded projects that developed and/or provided programming that focused on identified jobs in high priority sectors or transitions to additional training or education on a career pathway.

Greater Twin Cities United Way (Older Adult Services Healthcare Alliance), Health Training Scholarship

- Targeted training for healthcare pathways at skilled nursing facilities (entry-level skill building and credentials)
- Provided scholarships **in perpetuity** so that long term care facilities unable to make the initial investment in training could launch the program and then move to a sustainable model. Program was unable to afford the upfront cost of the

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[45] Informed by a MSPWin-funded CLASP report, Defining On-Ramps to Adult Career Pathways (see Career-Pathways-On-Ramp-FINAL2)
[46] MSPWin Story 1, p. 6

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scholarships; once the State reimbursed the training costs upon trainee completion those funds were then reinvested in the next scholarship cycle.

Hennepin County Human Service, Hennepin County Pathways Program

- Developed training, educational, and employment transitions to meet the Hennepin County identified employment gap in Human Services jobs. Expanded to include additional employment gaps
    - 911 telecommunications
    - Building operations technician
    - Healthcare clerical
    - Human Services
    - Office specialist
    - Property tax appraiser
    - Public works technician
    - Service Center representative (in development)
- Developed employer coalition to expand career pathway and employment opportunities which has served as a model for other public entities.

Minneapolis Community and Technical College, MCTCWorks

- Revised a tested post-secondary online tool to assist non-student adults accessing services through workforce development providers to access resume building, and career pathway exploration to increase success of students entering career pathways and getting a job in desired sectors

Northside Funders Group, North@Work

- Targeted training for African American men in need of living wage employment to meet local workforce employment needs

Summit Academy OIC, Contextualized GED Program

- Provided a successful alternative model to traditional Adult Basic Education programming
- Developed a contextualized GED program, partnered with Minneapolis Public Schools Consortium, and PPL other community-based members in development of this new model. Credentials attained:
    - Pre-Apprentice Construction
    - Medical Administrative Assistant
    - Community Health Worker (CHW)
    - Certified Nursing Asst (CNA)

Twin Cities Local Initiatives Support Corporation, Bridges to Career Opportunity

- Combined the Financial Opportunity Center (FOC) model with career pathways (education, skill building, and training opportunities) to connect to living wage employment with financial well-being and planning.
- Included a rigorous evaluation of the Bridges to Career Opportunity programs

CAREER PATHWAYS PROGRAM OUTCOME: Education and workforce training programs are better able to develop programming innovations to support underrepresented jobseekers in meeting educational and employment goals.   While additional funding was important in serving adult learners, the unrestricted nature of the MSPWin funding empowered grantees to infuse their programs with best practice supports (e.g., career navigator, gateway certificates) resulting in increased transitions to college or employment.

College Readiness Academy (CRA):   MSPWin provided funding so that CRA could offer free-of-charge college preparatory classes with the wraparound services, additionally each student had one on one support from a "navigator" who would assist in meeting academic needs (e.g., tutoring), educational systems navigation (e.g., financial aid, college enrollment, advising,), and access to social services (e.g., childcare, transportation, housing services). The navigator provided a single point of contact which increased retention in the CRA and in college once the students had transitioned to a different educational context. Learners reported that the navigators were essential to their success.[47] Program directors reported that the navigators would not have been an affordable expense, given the restrictions on their funding, without the MSPWin grant. Furthermore, this type of intensive programming supports is salient to this population as 80% of students would not be able to enroll without seeking financial aid, while 89% of the enrolled student population were born outside of the U.S., indicating that the U.S. college system would be difficult for them to navigate.

- 170 students (93%) completed or are completing college-preparatory classes
- 57 CRA students (29%) transitioned to college
- Estimated $946 in tuition savings per student
- 3.61 avg first semester GPA[48]

Hennepin County Human Service, Hennepin County Pathways Program: MSPWin provided funding for the crucial design and pilot phase that helped to identify the skills and partners needed to train and fast track underrepresented jobseekers into family-sustaining jobs.

- 610 graduated from training program; 90% hired into targeted pathways jobs

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[47] *College Readiness Academy (CRA): Program Evaluation Findings and Considerations, MSPWin Story 1, MSPWin Story 2*
[48] Data from *College Readiness Academy (Cra): Program Evaluation Findings and Considerations*

Minneapolis Community and Technical College, MCTCWorks: MSPWin grant supported the refinement of career pathways planning tool to serve a broader population of jobseekers.

- 945 individuals interacted with career pathways tool to explore career pathways, jobs, educational/training requirements and providers, employers, expected job openings, expected salary

Summit Academy OIC, Contextualized GED Program: MSPWin supported the intertwining of GED preparation (important as a secondary education credential is the gateway credential for most employment), mentoring, social and emotional skill building (a recognized need but rarely included feature of workforce preparation programming), vocational training, and on-the-job training experience. This new program has increased employment retention for graduates.

- 168 passed the GED exam
- 154 participants completed occupational Skills Training
- 54 participants completed vocational training (on track for 160)[49]
    - 49 credentialed in one of the following: Pre-Apprentice Construction, Medical Administrative Assistant, Community Health Worker (CHW), Certified Nursing Assistant (CNA)
- 82% were employed 1 year (4 quarters) post-program exit
    - An increase from 58% pre-Summit programming

Twin Cities Local Initiatives Support Corporation, Bridges to Career Opportunity: MSPWin grant not only helped expand services but also helped them to leverage additional national funding for career pathways that they would not have been able to access otherwise. They used funding to enhance their services by providing contextualized Adult Basic Education (ABE), employment training and financial coaching. Furthermore, they credit MSPWin with their ability to engage in local and national networking and training opportunities that professionalized their program. An interesting aspect of this programming is that it includes a financial component that supports participants to understand financial well-being and work to increase their financial standing, by working to increase their credit score and their net income—important activities while gaining the skills to manage, plan, and access credit.

- 412 (out of 456) attained industry-recognized credential (unspecified)
- 166 people secured employment
- 95 people increased net income
- 86 people increased credit score[50]

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[49] Data from *Summit Academy OIC Final Report* (1/31/2018)
[50] Data from *Bridges to Career Opportunity Final Report* (nd). An independent evaluation will be completed by the end of year 2019.

HIGHLIGHT: EXPANDED INFLUENCE: The funding of innovative and best-practice based career pathways programming served as impetus for:

- Expanded programming within the funded organizations (e.g., broadening and deepening of career pathways at the International Institute of Minnesota),
- New programming at other organizations (e.g., HIRED) based on the success of career pathways programming at the funded programs
- Expanded networks between training providers and employers (e.g., Hennepin County Pathways establishing an employers group to promote discussions regarding more inclusive and innovative hiring practices and to offer a wider hiring audience for graduates of their career pathways training programs)
- Highlighted the potential of career pathways programming and provided successful models for the field.

Promote Learning: Funding and Providing Stakeholder Convening and Networking Opportunities

KNOWLEDGE BUILDING OUTCOME: Improved understanding of and benefits of career pathways programming. MSPWin invested heavily in promoting career pathways as a successful research-based education and training solution for underrepresented jobseekers. As noted above, there is evidence that career pathways programming ending in employment or transition to postsecondary educational or training opportunities better meets the needs of adults who are un- or underemployed. At the same time these efforts provided networking and coalition building among stakeholders. While these activities assisted adult learners to enter employment or continue on for additional training and education, they also served to engage and educate employers, students, service providers, and other workforce development stakeholders about the importance of career pathways educational opportunities in moving adults into employment and meeting employer needs for skilled workers.

- Identified high growth opportunity jobs leading to sustainable wage careers (e.g., Carpenters, Electricians, Plumbers/Pipefitters, and Operating Engineers / Construction Equipment Operators)
- Created information campaign to promote awareness, identify the benefits of careers in the trades, and dispel myths about working in the trades—activities included: developing website for youth and underserved adults, creating testimonial videos centering young people in the trades, highlighting work and educational opportunities, such as apprenticeships, creating resources for parents and other influencers, engaging youth through activities such as school-wide video contests and social media campaigns

- Supported Construction Sector Partnership (Saint Paul College, Minnesota Building Trades Council and Associated General Contractors of Minnesota) to convene construction stakeholders (contractors, unions, educators) and create a five-year diversification plan for the construction field.
- Identified and mapped construction pathways for construction trade occupations with the greatest needs.

STAKEHOLDER NETWORKING OUTCOME: Built leadership skills and networks among workforce development stakeholders using an equity-based agenda. MSPWin provided grants to support development of *Equity Works, which has resulted in a network of providers across the field who engage in* peer learning , discuss and build innovative practices and solutions encountered in the workforce development system, particularly as relates to equity gaps such as identifying root causes of employment gaps for underrepresented jobseekers, identifying strategies to make the workforce development system more accessible and culturally responsive).

> Equity Works Leadership Institute (EWLI)*, part of Equity Works—a peer learning community of workforce development stakeholder's cross-sector. Together we serve to address the emerging needs within the sector through innovative practices, co-learning forums and relationship building,*[51] graduated more than 75 members of local organizations (e.g., Minnesota Department of Human Services, HIRED, Minneapolis Beacons Network/YMCA, Region Five Development Commission, Ujamaa PLACE) representing varied roles within their respective organizations (e.g., e.g., grants officer, refugee training consultant, career and education advancement manager, research strategist, CTE Director of Professional Development, Program Manager). The EWLI (eight day-long sessions across a year) worked with individuals to address equity and inclusion within their respective organizations. Collectively, participants explored topics such as, identity and knowledge systems, stakeholder analysis, definitions of racial equity, adaptive v. technical leadership) to create a more inclusive and equitable workforce development system.
>
> - 90% of EWLI participants felt confident to advance equity in their own work and organizations towards closing the racial disparities gap for low skilled workers of color, after attending Institute
> - 100% would recommend EWLI to other leaders and professionals
> - Participants identified and worked on a relevant project, for example, joining the diversity and inclusion committee within the organization to push for more diverse hiring and employment policies for a more engaged and representative workforce.[52]

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[51] *We Are Equity Works* (Humphrey Institute, UofMN), p. 1
[52] *Equity Works Leadership Institute (EWLI) Report*, June 18, 2019

EXPANDED OUTCOME: Equity Works developed and delivered a modified version for leaders in the Minnesota Association for County Social Service Administrators

SUSTAINABILITY OUTCOME: Funding from MSPWin provided the seed money for Equity Works to move to fee-based structure for the EWLI, increasing the reach and audience of equity-based solution-building for the workforce system.

STAKEHOLDER NETWORKING OUTCOME: Built networks among workforce development stakeholders focused on regional sector-based planning.

GMWC Sector Skills Academy: An MSPWin funded initiative to convene local workforce development stakeholders for an eight-session academy to build a) understanding and alignment of local workforce initiatives; b) region-wide sector plans and initiatives with specific goals, activities and resources available; c) the capacity to build new or to strengthen existing local sectors; d) formalize agreements among stakeholders to create a participant resource guide which outlines key resources shared,[53] and e) engage stakeholders in adopting sector partnerships as a primary way of organizing and executing their work. This work was led by Corporation for a Skilled Workforce and Aspen Institute.

- Six sectors identified with dedicated group who focus on the issues associated with each sector
- Region-wide sector plans in development
- Successful relationship building among stakeholders who may not traditionally have worked together.
- LIMITATIONS
  - Not all stakeholders were initially included; they are working to include necessary partners to engage in strategy development, sector initiative implementation, and formalized agreements, notably the Local Workforce Development Boards.
  - Interviews (n=2) mentioned that the Sector Skills Academy was not seen as an effective activity for creating change in the workforce development system.

Greater Metro Workforce Council: MSPWin spearheaded and funded the formalization of the GMWC to address the need for a regionalized workforce development planning strategy that included a wider group of stakeholders (i.e., beyond local workforce development board personnel). GMWC's intention was to increase trust among workforce development stakeholders that is critical for regional coordination and collaboration and underscore the importance of a regional sector strategy built through partnerships.   Their core goals were the following: 1) Close labor shortages and skill gaps within specific sectors and occupations regionally; 2) Increase racial equity in education and training program

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[53] *GMWC Sector Skills Academy Mid-Point Progress Report*, March 5, 2019

outcomes, employment, and advancement; and 3) Broadening the stakeholders at the table. Activities included:

- Convened and engaged regional stakeholders (i.e., expanded beyond LWDB planning)
- Expanded workforce development planning to include stakeholders who are important to identifying, informing, and creating strategic effective solutions to the labor and skill gap in the greater metro region
- Engaged in regional planning for workforce development systems strategies
- Established a policy committee with representation from business, providers, government, etc. that is ramping up to educate and advocate on key priorities.
- LIMITATIONS:[54] Interviewees (n=5) noted that the GMWC was ineffective for the following reasons:
  - Lack of tangible goals and successes
  - Exclusion of some stakeholders
  - Did not recognize and align with other existing workforce planning efforts
  - Inefficient/duplicative use of time

STAKEHOLDER NETWORKING OUTCOME: Aligned stakeholders to collaborate and develop an informed and agreed upon set of shared outcomes measures and identify effective practices to support standardized data collection.

Shared Measures/Effective Practice Task Force: The Shared Measures Task Force identified a set of shared outcomes; The Shared Measures/Effective Practice task Force then expanded on this work by building a Community of Practice that would identify agreed-upon evidence-based practices that lead to achieving the identified outcomes and success for participants. The evidence-based practices reflected key aspects of highly effective education and training: sector-based, service provision, LMI to inform programming, equity, career pathways, continuous improvement. MSPWin's intent was to "*Convene, share, gather, and engage stakeholders, especially workforce programs, on key issues that support collaboration and gather evidence and promote best practices so that there are open conversations and alignment on workforce development; gather feedback on MSPWin findings (appropriate, aligned with their own thinking or understanding)*" FN demonstrating an interest in not being the sole driver of workforce development system change.

- Identified a collaboratively developed set of standardized measures delineated in The Blueprint[55]

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[54] Update: After the conclusion of this evaluation, GMWC voluntarily went through the process of dissolution. For additional information see page 53.
[55] THE BLUEPRINT For Minnesota's Career Pathways http://mspwin.org/wp-content/uploads/2016/01/Blueprint-DRAFT-10-30-15.pdf

- Engaged a broad array of stakeholders, including philanthropic foundations, service providers, training and employment providers, higher education to identify the target outcomes, create support for the Unified Report Card, and promote using data to make investment decisions
- Offered a broad invitation to the field—*providers and experts*[56]—to inform the identification of evidence-based practices and build and inclusive Community of Practice
- HIGHLIGHT: This project's import is not simply that it established a set of universal outcomes that then became standardized, through legislation, but rather
  - the intent to draw on a broad set of stakeholders who actively engaged in the work to inform what best practices and success looked like, and
  - the goal of forming a Community of Practice of those who could inform and support practice and continuous improvement, this is a much-needed strategy for practitioners who tend to be siloed by program.
- LIMITATIONS:
  - While attention was given to both shared measures and reporting and effective organizational practices, the perception is that there was less take up of effective practices possibly due to being overshadowed by the legislative work on shared measures and reporting.
  - Community of Practice did not evolve as such; however, the work informed the development of Equity Works.

EMPLOYER ENGAGEMENT OUTCOME: Engaged employers to build sector-based solutions to the anticipated workforce shortage and the hiring gap for underrepresented jobseekers. MSPWin used multiple strategies to engage employers in sector-based solutions that also responded to the need to increase the number of skilled workers entering the job market and to close the education and employment gap for underrepresented jobseekers. These activities included:

- Funding organizations and employers to create employer engagement initiatives that focused on solving worker shortages and the hiring gap for historically underrepresented jobseekers (e.g., Hennepin County Employer Task Force)
- Funding positions to address equity as an organizational issue (e.g., position in Governor's office)
- Working with employer-led task forces (e.g., Itasca Project, Central Corridor Anchor)
- Meeting with economic development organizations (e.g., Chambers of Commerce, Real Time Talent, Greater MSP)
- Meeting with trade unions (e.g., MN Building Trades Council)
- Providing grants to convene unions and contractors

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[56] THE BLUEPRINT For Minnesota's Career Pathways COMMUNITY OF PRACTICE, 10/30/15 (draft), p. 2

- Meeting with sector associations to engage in policy and broader sector work (e.g., Minnesota Association of Precision Manufacturers, Minnesota High Tech Association)
- Informing and working with local employers (e.g., M Health Fairview Services)
- Meeting with local organizations also engaged in supporting solutions to the growing workforce shortage
- Listening to stakeholder needs and concerns
- Providing research-based information to promote recognition of issues, solutions, and decision-making
- Sponsored convening of stakeholders to share successful initiatives and strategies (e.g., Talent Symposium hosted by Twin West Chamber of Commerce)
- Engaging employers chairing workforce boards to inform GMWC

These efforts were effective in engaging employers on multiple fronts:

- Positioning employers as stakeholders in the workforce development system,
- Working collectively to identify employer-friendly solutions to workforce shortages,
- Examining hiring practices and exploring living wage trends
- Training for living wage jobs
- Understanding the interplay of attracting and retaining talent, and training and providing supported career pathways opportunities for family-sustaining jobs.

EMPLOYER ENGAGEMENT OUTCOME: Supported GMWC, Central Corridor Anchor Partnership and several of the Twin Cities largest employers to catalyze strategic and collaborative health care sector work. MSPWin invested in the Central Corridor Anchor Partnership (CCAP), to encourage sector partnerships and purposeful career pathways programming opportunities. These helped ensure that activities responded to hiring concerns, filling employment gaps and opening up education and employment opportunities for underrecognized jobseekers. For example, the Central Corridor Anchor Partnership formed the C-3 Fellows program a collaborative effort between service providers, employers, and post-secondary educational institutions, targeted adult learners who had declared Health Care as a field of interest and enrolled in education and training programs. The C-3 Fellows program provided underrepresented college students with on-the-job training, aligned with their studies, that would assist them financially and provide them with the experience and reinforce knowledge needed to attain living wage employment in the healthcare field. C3 Fellows (2013-2017) outcomes:

- 550+ students enrolled
- 230 in paid positions, earning
- Average starting wage was $5 more per hour than their higher academic success rate peers
- 70% students of color
- 76% low income students

- o 35% were first generation college students

- **SUSTAINABILITY:** This project has moved to an employer-led and housed initiative. M Health Fairview now houses and oversees the program demonstrating a move towards sustainability.
- **EXPANSION:** The C3 Fellows model is being replicated with healthcare employers in the West Metro.

Promote Learning: Initiating and Funding Research and Product Development

MSPWin has provided an invaluable service by using, investing in, and supporting the use of research and data to inform decisions. While most stakeholders and funders require programs to justify their work using research and data, few fund these activities, particularly on a local level. In other words, research and evaluation are usually areas that are more difficult activities to fund when it comes to serving adult learners, despite that they are acknowledged as needed to make informed decisions. Through MSPWin's efforts, quality and standardized data has become the state standard for workforce development-funded program reporting, legislators are using data to inform policy making and legislation, Department of Employment and Economic Development (DEED) has created a more robust data collection and analysis system and is using this information to track longitudinal performance outcomes, local programs are being supported in collecting actionable data for program improvement, and stakeholders have key information and real time data to understand the workforce development system.

Alongside the research activities, MSPWin developed accessible products and tools that translated the data and research findings for a broad audience. One of these products, *MSPWin's Minnesota's Adult Workforce Development FY 2017 Budget: How $309.9 Million Is Spent*, was mentioned by nearly every interviewee as helping them to better understand how education and training dollars were invested in supporting jobseekers to gain skills and employment.

Lastly, MSPWin invested in their own board members' education, indicating a desire to learn deeply about the workforce development system and data-informed viable activities to drive decision-making.

KNOWLEDGE BUILDING OUTCOME: Used data and research to inform planning and collaboration, decisions regarding direction and investments for products and grant making activities. MSPWin commissioned the following reports:

> *CLASP, Center for Postsecondary and Economic Success: Defining On-Ramps to Adult Career Pathways* (describes best practices for on-ramps to career pathways and the Minnesota context for this type of programming; in partnership with the Humphrey Institute, they surveyed stakeholders to identify most relevant partners, barriers, etc. to inform the creation of on-ramps to pathways in the local metro area). HIGHLIGHT: This research along

with MSPWin administrative lobbying helped to secure funding for career pathways on-ramp programming as part of the DEED competitive career pathways grant cycle.

HMC Strategists: Executive Summary (identifies strategies to support MSPWin to improve outcomes and close gaps for students of color and low-income community college students through research, analysis and facilitation)

Imagine Deliver: Creative Conversations (a series of intentional stakeholder meetings to gather input for MSPWin's final two years strategic plan, including collaborative efforts, direction for workforce development system, role for MSPWin; included stakeholders: Minnesota Employment Services Consortium, Business Talent Collaborative, Center for Economic Inclusion, Greater Metropolitan Workforce Council leadership and Minnesota Workforce Council Association, DEED, MSPWin Consultants, and Future Services Institute at the Humphrey Institute.

Imagine Deliver: Strategies that Center the Voice of the Underrepresented Job Seeker Voice and *MSPWIN + JXTA Design Sprint.* These products describe and capture the focus groups conducted by Imagine Deliver to better understand how to highlight the underrepresented jobseeker in equity, employment, and involvement in the workforce development system. This project grew out of board discussions regarding the lack of information and engagement with underrepresented jobseekers in relation to MSPWin's work.

MSPWIN: Whitepaper: How to Dramatically Expand SNAP E&T in Minnesota (provides an overview of how Minnesota manages its SNAP E&T program and offers solutions to improve the SNAP E&T Program, including recapturing monies to support education and training for underserved jobseekers).

Tunheim: Workforce Innovations and Opportunity Act-Best Practices and Executive Summary (identifies four top workforce initiatives in the U.S. to inform the relevance of GMWC)

University of Minnesota, Future Services Institute: Employers and Workforce Development in Minnesota (provides background on demographic and economic changes pertaining to the labor market outcomes of less-skilled workers; describes engagement between employers and workforce development entities within the state; and, provides an overview of the outreach, hiring and retention practices)

Wilder: Number of Working Adults of Color Needed to Eliminate Racial Employment Disparities in Seven-County Region (provides data to identify target goals for eliminating racial and employment gaps)[57] This was an outcome of *Wilder's: Research Proposal for MSPWIN Baseline Indicators Project* (provides a proposal for establishing metrics around

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[57] For example see *Number of Working Adults of Color Needed to Eliminate Disparities,* http://mspwin.org/indicator/#0-11984-g

the labor market characteristics of the region's working-age population, and occupational estimates and projections for the region)

KNOWLEDGE BUILDING OUTCOME: Collaborated and funded tools and professional development opportunities for providers to build analytic knowledge about collecting and using data to inform program improvement. MSPWin worked with Real Time Talent (RTT) to explore Labor Market Information for targeted sectors and then translate that as information to guide programs to target offerings and participants who could benefit from career pathways programming. RTT developed ongoing training for education and training providers to understand data reports, identify relevant data points, and apply this information for continuous improvement. One interviewee evidenced the importance of this work: "*RTT has informed our work. We could run a report and then use it to access employers…. We could use that information to talk to Human Resource contacts…, to influence program design, and respond to RFPs.*"

KNOWLEDGE BUILDING OUTCOME: Created a transparent outcomes system which the general public can access. The online reporting system allows outcome results to be publicly accessible. Interviewees (n=2) reported that this helped providers to track their outcomes, benchmark against other organizations, and be accountable for public funds invested in their programming.

HIGHLIGHT: PRODUCT DEVELOPMENT OUTCOME: Helped inform and develop MN Department of Employment and Economic Performance Measures and Dashboard. This is a cornerstone achievement for MSPWin which has led to changes for all state and WIOA-funded education and training programs. Furthermore, it informs decisions regarding program performance, funding priorities and investments, and workforce development initiatives led by DEED.

- MSPWin's role included:
    - Identifying common set of performance measures
    - Lobbying for legislation requiring all state-funded programs to collect and submit data for these performance measures
    - Creating a more equitable system for funding decisions based on data and performance
    - Working with DEED to develop the dashboard
    - Working with DEED to ensure a focus on reducing disparities and building employer-led sector partnerships. As a result, the following two goals are included in the Minnesota Combined State Plan for WIOA:
        1. *Reduce educational, skills training and employment disparities based on race, disability, disconnected youth or gender.*

2. *Build employer-led industry sector partnerships that expand the talent pipeline to be inclusive of gender, race and disability to meet industry demands for a skilled workforce.*

   o Compiling reports to inform legislators

- Key Components of the DEED Dashboard:
  o Performance Measures: *DEED measures the performance of all the programs it funds or provides. The Uniform* Report Card shows activities and *employment outcomes for select workforce development programs by education level, race, ethnicity, gender and geography. The WIOA State Plan Dashboard shows enrollment and outcomes for select federal workforce development programs.*[58]
  o Uniform Report Card: *This report card shows program activities and employment outcomes* [for all state-funded programs] *by program, by year, and by a variety of participant demographics. It includes participants enrolled in select workforce development programs.*[59]

- The Minnesota WIOA State Plan Dashboard *provides transparency and accountability toward the two goals in* Minnesota's Combined State Plan *for WIOA (see above):* This dashboard shows program activities and employment outcomes by program, by year, and by a variety of participant demographics. It includes participants who have exited from select workforce development programs within Title I and Title III of WIOA.[60]

  LIMITATIONS: The Dashboard does not include data on WIOA Title II or co-enrollment leaving out other education and training providers who are core WIOA partners.

PRODUCT DEVELOPMENT OUTCOME: Improved online career exploration and planning tools for jobseekers. MCTC Career Works Guidance Software and Outcome Reporting project surveyed available online tools and sites that provide career planning and workforce data information.[61] This research helped them design and pilot a career pathways exploration site that localized a variety of tools that could be used to help jobseekers explore, identify and create an informed education and training plan that would lead to a family sustaining employment. This work developed tools and a site that included Labor Market Information, job requirements, advancement requirements, employer prospects, etc.[62] This demonstration project was carried

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[58] MN Deed Performance Measures (https://mn.gov/deed/about/what-we-do/agency-results/perform-measures/)
[59] MN DEED Unified Report Card (https://mn.gov/deed/about/what-we-do/agency-results/perform-measures/report-card/)
[60] MN DEED Workforce Innovation and Opportunity Act (WIOA) State Plan Dashboard (https://mn.gov/deed/about/what-we-do/agency-results/perform-measures/wioa/)
[61] *MSPWin MCTCWorks Interim Report: Organization, Data, and Guidance* May 28, 2015 (NOTE: File name says it is final *MSPWIN FINAL REPORT FULL_EDITable*) provides full background of tools and data surveyed.
[62] See *Hennepin County Career Pathways Tool* as an example of information provided.

out in conjunction with Hennepin County's Pathways and intended to determine whether college students would use data to inform career decisions.[63] *While there is little information on the current status of this project, leaving open the question of implementation, effectiveness, and sustainability, the possibility for scaling and sharing this work would offer a much-needed tool for serving underskilled adults in exploring attainable career pathways.*

ASSOCIATED JOBSEEKER ENGAGEMENT OUTCOME: A part of MCTC Career Works & Hennepin County Pathways work, they created an accessible space[64] that provides a centralized location for Hennepin County interns and other jobseekers referred to the career pathways office to access educational opportunities, career counseling, and employers. This funded project included the renovation of a workspace in a Hennepin County office building into a Career Works suite that accommodates Hennepin County Pathways and One Stop participants as they explore jobs, take basic skills, training, and job keeping skills classes. While there is no evidence on the success of this center, adult learner research finds that easily accessible and conveniently located education, training, and counseling facilities encourages enrollment and retention.

PRODUCT DEVELOPMENT OUTCOME: Developed or invested in the development of materials that inform stakeholders, workforce development providers (e.g., practitioners, job counselors), administrators, workforce development staff, and the public. These documents clearly identify labor shortage trends, relevant data points needed to inform decision making, whether for jobseekers, program managers determining offerings, selecting training or employer partners, etc.

Insights for Action: How the MSP region is addressing the growing talent crisis with analysis of real-time labor market data is a guide to using online labor market data to assist jobseekers, via job counselors or teaches, in finding viable employment opportunities. The report outlines an approach to addressing the labor shortage and skills gap and identifying how workforce development programs have the potential to help solve the identified employment gap. The document uses data to provide information, but more importantly, demonstrates how to find, interpret and use the data to inform program development and assist jobseeker to make decisions. The document also underscores the importance of other members of the workforce development system, such as employers, training program managers, postsecondary providers, to ensure alignment and a pathway solution that is informed and engages all players in making the system effective for employers and jobseekers.   This report informed additional work carried out by Real Time Talent, the author of *Insights*.

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[63] See *MCTCWorks FINAL investment application*
[64] *Hennepin County Career Works Suite Cost Estimate* (Proposal)

LIMITATIONS: While several of the products were applauded by many stakeholders, their utilization was limited. Possibly the products came before there was a broader understanding of how they could influence systems change.

PRODUCT DEVELOPMENT OUTCOME: Developed Career Pathways Maps to inform decision making using data and a clear understanding of career progression in identified high-need industry sectors.
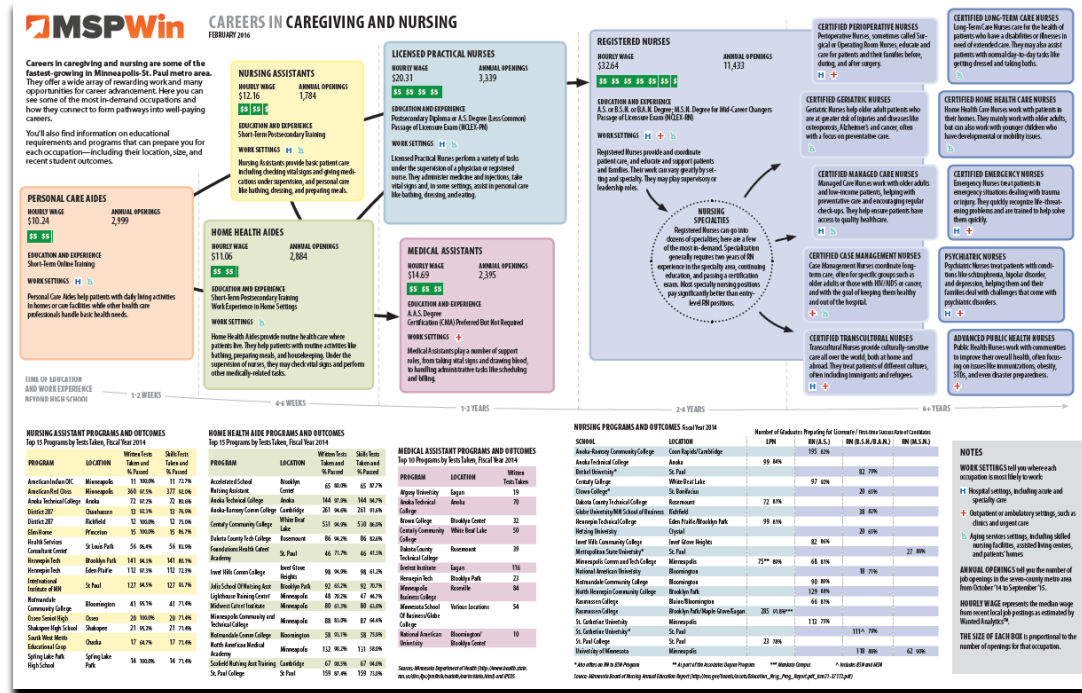
Career Pathways Map, *MSPWIN Careers in Caregiving and Nursing*

MSPWIN Careers in Caregiving and Nursing provides in-depth information on an entry level to living wage careers in the health sector.

The Career Pathways Maps centralize information about seven identified high priority industries and associated pathways (SECTORS: Construction, Early Childhood Education, Government, Healthcare, Information Technology, Manufacturing, Workforce Development). These maps provide information on:

- progression through a pathway
- median hourly wage
- annual openings
- education/training levels
- projected growth rate

- relevant decision-informing information applicable to jobseekers, educators, service providers, and employment counselors.

LIMITATIONS: It is unknown as to the whether the creation of the career maps created an impact beyond offering a research-based informational collateral, as no interviewees referred to these documents, either as a noted product or a tool that they have used to inform practice.

Workforce Development Systems Change

In Phase One of the Strategic Plan MSPWin laid out the goals: *Phase One Partnering with allies: MSPWIN will seek to partner with key workforce development allies in 2013-2014, including state agencies, workforce boards, higher education, workforce initiatives, sector partnerships, unions, and legislators on innovative projects, research and programs.*[65] MSPWin made strides in beginning to change and improve the metro workforce system, primarily by investing in educating stakeholders about the benefits of sector partnerships, funding sector work that required provider and employers/sector leaders planning and working together, convening stakeholders to create shared knowledge, products, and momentum for sector work, participating in initiatives that aligned with MSPWin's mission and goals, St. Paul Construction Sector Partnership, Central Corridor Anchor Partnership (including C-3 Fellows).

While the MSPWin workforce development system change activities may not have revolutionized the system, they appear to have made inroads which could ultimately lead to change in the system.   Initially, MSPWin worked with existing local WDBs and made investments to support regional planning and collaboration, however, eventually MSPWin felt that workforce board staff were resistant to using data to make investment decisions and providing more resources to career pathways and tended to work-around the local WDBs and staff. On the other hand, LWDB staff reported feeling as though MSPWin efforts circumvented WIOA and metro workforce boards.[66] A change of approach and tone towards LWDB can be identified in the *Strategic Plan 2016-2017 Update* where the goal appears to be less of partnership with the LWDBs and more to be a change agent of the workforce development system by actively seeking to change the structure and funding of the metro workforce boards— *Improve metro workforce system* using by *reform*[ing] *WIOA and metro workforce boards to make public programs/funding more effective* and *support*[ing] *sector partnerships to engage business leaders/sectors*.[67] This change was informed by multiple issues: lack of leadership, in particular surrounding WIOA implementation, the need to engage all stakeholders to create a plan that included a focus on equity, using data to inform

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[65] *Strategic plan phase one 10-17-13*
[66] Interviewees (n=6) indicated that LWDB staff were often excluded from convenings, perceived as marginalized, or circumvented. Interviewees also suggested that systems were in place that were disregarded rather than bolstered or seen as being the space in which to affect change (i.e., one did not need a new wheel but could modify that which already existed). This perspective was reflected beyond LWDB-affiliated staff. Exceptions include GMWC activities (e.g., board meetings, Sector Skills Academy).
[67] S*trategic Plan 2016-17 Master Visual Progress Update 11-10-16*

decisions,[68] and frustration with the metro workforce board personnel's lack of engagement with MSPWin's system improvement efforts.[69]

The collective activities of MSPWin appear to have done well in the original stated goal by engaging partners on workforce initiatives; while less effective in the latter stated goal. That being said, many of the activities listed below may ultimately shift the way in which the LWDBs participate in the system.

WORKFORCE DEVELMENT SYSTEM CHANGE OUTCOME: Built a mechanism to broaden stakeholders participating in and informing a regional workforce development plan. MSPWin created, funded, and administratively-supported the Greater Metropolitan Workforce Council (GMWC). The purpose was to disrupt the traditional local workforce development board structure and bring together a group of regional stakeholders so that planning and serving those in need of workforce development supports (e.g., training, education, employment services) were 1) broadened in those being served, and 2) to make the workforce development system more strategic by planning across the seven metro areas which share employers, underrepresented jobseekers, and often similar challenges. Interviewees largely thought the GMWC was an interesting idea but lacked a clear direction and goals. The GMWC is one of the MSPWin initiatives that started and remains controversial in most interviewees' opinions. Most respondents stated that the idea was sound; however, barriers to its success were named as: lack of inclusivity, redundancy as a metro workforce development council existed that lacked the formality of the GMWC but could have been used as a base for growing into the GMWC, resistance by local workforce board staff, imbalance between urban and suburban LWDB issues (i.e., urban issues were seen as more important given larger population numbers and demographic diversity), seen as a challenge and a critique about LWDB work, and duplicative of other efforts that sought to engage employers.

WORKFORCE DEVELMENT SYSTEM CHANGE OUTCOME: Changed perceptions about the need for a deeper conception of key components of building an improved workforce development system. Many of the activities listed above support and evidence a change in thinking about the workforce development system, in that for an efficient workforce development system that focuses on effectively fulfilling employer and jobseeker needs partnerships, funding, and activities need to be more thoughtful and aligned with the needs of those the system is meant to serve, ultimately leading to a healthy growing local economy. An outcome of MSPWin's work is that there is a recognition that the existing public sector workforce system could do more to better serve job

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[68] Interview with MSPWin leadership
[69] Interviewees (n=2) stated that metro workforce board staff refused to participate in meetings and other change efforts.

seekers (especially people of color) and business. In 2019 a new Governor and new leadership at DEED acknowledged this limitation and is working toward reform.

- Greater MSP, Minneapolis St. Paul Greater Economic Development Partnership expanded conception of the talent pipeline to include training and education as a core component of regional economic development.
- Coalition building and convenings to gather decision-makers and stakeholders to build consensus, focus on key issues (e.g., worker shortages, wage disparity, equity in training and hiring, sector priorities, regional planning), and identify solutions
- Employer Engagement (e.g., see Promote Learning: Stakeholder Networking Outcome: Build networks among workforce development stakeholders focused on regional sector-based planning, pgs. 32-33)
- Effective educational and training opportunities for jobseekers that lead to employment or postsecondary education or training on a career path.
- Sector Skills Academy (see Promote Learning: Stakeholder Networking Outcome: Build networks among workforce development stakeholders focused on regional sector-based planning, pgs. 32-33)

WORKFORCE DEVELOPMENT SYSTEM CHANGE OUTCOME: DEED created the Workforce Innovation Council to look at workforce development funding reform. MSPWin brought focus to 1) how money was invested in workforce development education and training and 2) the need to make funding investments based on performance and outcomes. MSPWin asked difficult and sensitive questions about how funding was being allocated. While this was not a welcome topic, the formation of this council evidences the relevance and need to examine funding reform.

Employment and Equity Gaps

MSPWin identified equity, specifically employment disparities based on race, as a core issue facing the Twin Cities metro area. Strategies for reducing disparities were to center the root causes of disparities, better understand these root causes, infuse funding into model education and training opportunities. The realization of the Unified Report Card now makes it possible to track income and wage gains across all programs, and importantly disaggregated by demographics such as ethnicity, race and homelessness. The DEED Dashboard offers an accessible platform to view and compare program outcomes, ensuring transparency and evaluation of state investments. MSPWin invested in the broader workforce development system (e.g., legislation, data reporting and collection) and in successful education and training programs (i.e., modeled best practices, strong outcomes). The goal was to demonstrate that an infusion of capital, an investment in career pathways programming, and a way to track performance and outcomes could provide data to inform decisions.   To this point, Pathways to Prosperity participants demonstrate hourly wage

gains of $1.01 per hour one quarter after graduation and $2.98 per hour eight quarters after graduation.[70] Furthermore, 74% of Pathways to Prosperity participants are people of color.[71] There is also anecdotal data from participants about the benefits of participation in career pathways programs, access to more education and training, attain valuable employer-recognized credential, advancement opportunities, economic stability (for example, see MSPWin Stories 1 and 2).

EMPLOYMENT & EQUITY OUTCOME: Increased number of underrepresented jobseekers hired with increase of wages and stable employment. MSPWin invested in programs that intentionally focused on training underemployed or unemployed individuals, traditionally excluded from the workforce. There is evidence that programs were successful in meeting their goals, given their focus on underrepresented communities and activities.

"We were instantly impressed by the quality of the workers from International Institute,'' says Mona Salazar, director of the nursing staff at the Saint Anthony Park Home.[72]

Hennepin County Human Service, Hennepin County Pathways Program: 549 (90%) graduates hired; those hired by Hennepin County had an average FT salary of $17 per hour (an increase from an average of $7 per hour)

- 90% (549) of graduates hired
- 45% (246) hired by Hennepin County
- 61% (150) of hired were people of color

North@Work: 97% of participants served were people of color, $0.73 wage change after one quarter, median wage $15.11[73]

MN Pathways: Workforce Career Staffing Grant: 87 successful targeted hires in 2017: 70 FT @ salaries ranging $14 - $19 per hours, plus benefits; 17 PT with FT possibilities

- o 11: Public Sector Admin Program (PSA)
- o 07: Urban Youth Corps Program
- o 54: MnDOT/TSS hires
- o 15: Various

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[70] See *Pathways to Prosperity Grant Program HF 2043* – Rep. Mahoney (March, 2019), p. 1
[71] Ibid, p. 1
[72] MSPWin Story 1, p.
[73] Information obtained from DEED website: https://mn.gov/deed/about/what-we-do/agency-results/perform-measures/report-card/report-card.jsp (2017-2018)

Summit Academy: 77% of participants served were people of color, $1.60 wage change after one quarter, median wage range $13.57-$15.67[74]

Pathways to Prosperity: 73% of participants served were people of color; 78% of graduates hired, $2.55 wage change after one quarter[75]

HIGHLIGHT: EXPANDED INFLUENCE: MSPWin's funding of this transformative position expanded beyond the important but localized work at the Governor's Office. By providing the initiative and focus on equity hiring practices and training opportunities, the effect of this work has expanded its sphere of impact to the Minnesota Department of Public Safety.   Alice (Emma) Corie finished her work as director of MNPathways- Workforce Career Staffing in the Governor's office and was hired as Director of Driver Services, an office that employs over 500 people. In her new role Ms. Corie has already developed programs to support employees to enroll in education and training programs that lead to promotions or new jobs on the government public service pathways. Additionally, she continues to focus on underrepresented employees and jobseekers.

Twin Cities Local Initiatives Support Corporation, Bridges to Career Opportunity: 166 people secured employment; 95 people increased net income

HIGHLIGHT: EMPLOYMENT & EQUITY OUTCOME: Informed state level reporting on equity in Pathways to Prosperity programs; increases in serving participants with greatest barriers. One cannot attribute the state outcomes to MSPWin, however, due to the work of MSPWin, DEED can now identify and track outcomes by targeted performance measures disaggregated by demographic. There is some evidence that additional funding and a spotlight on equity has made an impact. DEED reports in the *Pre-Enrollment Analysis of Workforce Program Participants: Data from the Uniform Report Card* that, "*Across nearly all measured programs are serving more people who face structural barriers to employment*."[76] Notably, people of color participants has increased from 27% to 50% in workforce development programs funded by the Workforce Development Fund.[77] Reported median wage changes demonstrate an increase in median wage for Communities of Color.[78] Outcomes such as these offer some evidence that the services being provided by workforce development education and training programs are making progress in meeting the needs of underrepresented jobseekers.

LIMITATIONS: Legislators are not making full use of available data to inform decisions.

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[74] Information obtained from DEED website: https://mn.gov/deed/about/what-we-do/agency-results/perform-measures/report-card/report-card.jsp (2017-2018)

[75] ibid

[76] *Pre-Enrollment Analysis of Workforce Program Participants: Data from the Uniform Report Card* (nd), Minnesota Department of Employment and Economic development, p. 1

[77] Ibid, p. 3

[78] *FY 2018 Workforce Program Uniform Outcomes Report Card*, December 11, 2018, MN DEED, p. 10

Minnesota SFY18 Wage Changes for Communities of Color[79]

Minnesota SFY18 Wage Changes for Communities of Color by Race and Ethnicity[80]

EMPLOYMENT & EQUITY OUTCOME: Career pathways training and education participants demonstrate job retention. Two organizations reported that jobseekers graduating or completing their programs retained employment beyond the first quarter of employment.

> *Hennepin County Human Service, Hennepin County Pathways Program*: 88% with same employer 1-year post-program

> *Summit Academy OIC, Contextualized GED Program*: 82% were employed 1 year (4 quarters) post-program exit; An increase from 58% pre-Summit programming

HIGHLIGHT: EMPLOYMENT & EQUITY KNOWLEDGE BUILDING OUTCOME: Convened a focus group to explore and develop shared understandings and possibilities for the workforce training and education system, in particular exploring how to move towards economic equity for communities of color. This convening is an example of centering and listening to the voices for whom the system is supposed to be serving, yet rarely includes in a substantive way in identifying solutions. (also see Initiating and Funding Research & Product Development: Knowledge Building Outcome,

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[79] Ibid, p. 9
[80] Ibid, p. 10

p. 36-37) *MSPWin board members and youth from Juxtaposition Arts (JXTA) gathered together to brainstorm and develop potential workforce solutions that would eliminate disparities in wealth in Minnesota and lift up the voice of underestimated jobseekers.*[81]   MSPWin is currently expanding this work by providing grants that focus on elevating the voice of underestimated jobseekers in 2020.

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[81] *A Final Report for MSPWin: Strategies that Center the Voice of the Underestimated Job Seeker*, Imagine Deliver, October 2019, p. 5

Challenges and Opportunities for Future Investment in Workforce Systems Change

The work of MSPWin is regarded as significant in changing how workforce development is perceived and talked about among key stakeholders.   It succeeded in creating momentum for change though not necessarily agreement on what change should include. Interviewees agreed MSPWin centered the workforce development system in policy and programming discussions as well as positioned the public sector system as a critical component of an thriving regional economy. Key strategies were policy advocacy, setting and driving agendas, convening stakeholders, funding programs, and providing data-informed tools and resources to key stakeholder audiences.

Overall Recommendation:

MSPWIN started a system change process that had strong momentum and outcomes but was time limited by design. For the continued advancement of a more effective workforce development in the region, concentrated and coordinated efforts at system reform, improvement and re-visioning must continue beyond MSPWin's sunset. Stakeholders across sectors must advance the work begun by MSPWin through formal or informal partnerships (e.g. successor to GMWC or other entities).

Challenge: Create greater inclusivity

MSPWin was faulted for not engaging the people most impacted by the workforce system as it developed policy and system change proposals. This lack of critical engagement hindered overall success in advancing reform of the Workforce Development Fund in particular. As a result, MSPWin recognized the importance of elevating the voice of under-estimated job seekers and those who amplify their voices. In its final grantmaking MSPWIN invested in research to help bring this important perspective into future policy and systems change work.

Like many funder networks, MSPWin initiated their work with a focus on achieving their identified outcomes. With the goal of change through disruption (given the embeddedness of the workforce development system this was seen as an appropriate tactic to use), MSPWin at times needed to revisit their processes and examine the less explicit conditions of systems change (e.g., power dynamics, mental models).[82] As an entity, MSPWin did not appreciate all the dimensions of systems change, focusing on the end goal but not considering the more transformative aspects of systems change such as relationships, connections and power dynamics.

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[82] Kania, J., Kramer, M., & Senge, P. (2018, June), *The Water of Systems Change*, FSG

**Board members cited two representative examples of how their efforts were hindered by focusing only on certain aspects of systems change, such as policy and resources.

Example A: The goal of establishing a cross-sector board, The Greater Metropolitan Workforce Development Board, that could engage in higher-level decision-making that could affect change in the public workforce development system was well-founded. However, with the focus on creating change, key engagement and exploration steps were missed. For example, the membership excluded some of the usual players who were essential for buy-in (despite not being the "right" person to make decisions), the process did not fully realize the competitiveness for WIOA grant monies among stakeholders and implications for decision-making, and the board structure did not fully recognize the complexities of a public-private partnership across governmental jurisdictions and the power dynamics that accompanied the voting process.

Example B: The Board, individually and in the MSPWin Board focus group interview, discussed being confronted by the need to rethink their strategy in the wake of the 2018 legislative session. In seeking Workforce Development Fund reform. In moving this agenda forward, some stakeholders were not engaged in discussions prior to bringing the issue to the legislature. Organizations that felt excluded were organizations led by Indigenous and People of Color serving their local communities. This lack of engagement and the tension that followed hindered MSPWIN's legislative agenda. This was an important learning opportunity for MSPWIN to consider the role of inclusivity in setting strategy and decisionmaking to achieve equitable systems change.

Interviewees also indicated the need for a more inclusive process in order to advance racial equity. The most mentioned gap by interviewees, was the need for greater inclusivity in setting agendas, identifying solutions, and assessing stakeholders' challenges and needs. This gap was identified by interviewees who represented employers, non-profit organizations, workforce development professionals, and other stakeholders.   Several interviewees thought the agenda setting should have brought in more voices that represented the target population, in the words of one interviewee, MSPWin "*established the vision unilaterally,*" while others wondered why communities of color were not "*authentically engaged*" in informing the agenda and understanding the context of the populations to be served. Similarly, three interviewees, stated that MSPWin functioned as a "*gatekeeper*" and worked and funded only with organizations that they identified as being aligned with their goals. One interviewee stated, "*there was a lot of finger pointing, taking people down, which fractures as opposed to aligning, a we-they situation;*" this sentiment was echoed by other interviewees (n=6).

The MSPWin Board has since conducted research on what underestimated job seekers want from the workforce system and how to elevate that voice in policy and system work going forward. The report, *Strategies that Center the Voice of the Underestimated Job Seeker*, supporting Vibrant and Equitable Communities, and engaging in collaborative conversations with organizations led by

People of Color have been essential to MSPWin's evolution. [83]   This shift from a focus of top-down change to change being driven by the experience of job seekers has been the work of MSPWin in its final two years. (see Notes below).

Recommendations:

1. Key constituencies, such as the business community and underestimated job seekers, should be engaged in developing strategic guidance and decision-making to counteract the tendency of existing stakeholders to maintain the status quo. These voices can be raised and highlighted in ways that can shape necessary system reform.

2. Consider the full landscape of actors, organizations, and policies when determining solutions and activities needed to create change. This will serve to capture different positionings, assumptions, and solutions that will inform stakeholders as they continue the work of improving the workforce system.

3. Continue to engage in examining internal and external structures that promote effective systems change. For example, use the *The Water of Systems Change* model as a guide to moving beyond policies, practices and resources as change and instead embracing transformative change. This requires further addressing power dynamics and elevating the voice of end-users – both underestimated job seekers and employers – in change work.

Challenge: Regional Planning with the GMWC

MSPWin conceived of and supported the Greater Metro Workforce Council. The GMWC formalized and elevated an already established group of workforce development stakeholders. Interviewees in general, appreciated the inclusion of "decisionmakers who can make the change" (i.e., County Commissioners). As noted previously, interviewees had mixed feelings about the efficiency and achievements of the GMWC (see pg. 32); this can be attributed to the council still developing its agenda and place in the complicated workforce development system.

The GMWC was successful on a number of fronts.
- The GMWC developed and endorsed regional workforce equity goals that will allow for stronger regional alignment and measure shared accountability.
  - Economic Self-Sufficiency for Underrepresented Individuals.
  - Inclusive Growth in the Labor Market.
  - Postsecondary Attainment for Underrepresented Individuals to Address Middle-Skill Talent Needs.

- The GMWC identified five pressing public policy areas where they could affect change and positively influence the workforce system as a whole. This would entail taking a coordinated strategic approach,

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[83] To better understand the layered work of adopting inclusiveness and equity in foundation work, see Kania, J., Kramer, M., & Senge, P. (2018, June), *The Water of Systems Change*, FSG and *Inclusivity Blueprint 2010-2012* (2010, January), funders' network.

scalable need, increased program flexibility, and the opportunity to innovate and advance the equity goals of the organization.

GWMC elected to cease operations in spring 2020 though leadership remains committed to the original goals of the GMWC—the establishment of a strong regional cross sector partnership focused on economic opportunity, the elimination of racial disparities for POCI, the development of an effective talent pipeline of employees for employers in critical sectors. The organization faced barriers to creating long-lasting, transformational reforms due to a lack of clear authority and a shared action agenda to effect transformational reforms.

GMWC was a nascent organization working for change in an entrenched and siloed system that often encountered resistance from stakeholders who saw that the existent workforce development system could benefit from change but saw that the change should come from within the system. MSPWin continued to make significant investments in the work of GMWC on sector strategies, data usage to inform planning and decision making, and postsecondary reform. GMWC also sought additional investments to bring their efforts to fruition. However, the GMWC members ultimately decided that the goals and direction of the work was encumbered by lack of a structure that could effectively bring cohesion among the multiple stakeholders with different regional and grant-seeking goals. GMWC dissolution likely reflects challenges identified in this evaluation including:

1. Consensus building among fractured stakeholders: Several interviewees (n=6) noted that wading into the workforce development system in this role was tricky, as in the words of one interviewee, "GMWC was problematic as it layered on top of other systems, and there was a lack of agreement among those groups…. MSPWin couldn't create consensus."
2. Inclusion of relevant stakeholders, decisionmakers and on-the-ground people: In continuing the work of the GMWC and identifying gaps and challenges for the work of MSPWin, concerns regarding the nature of how the GMWC was formed and who was ultimately included; as one interviewee stated; GMWC "did have a bigger table and [was] more inclusive… but in the E&T realm, where systems are fragmented, not having all the voices, the doers, at the table was a miss."

Recommendations: 1) Continue to invest in the successor to GMWC to ensure they have the support to achieve the ambitious goal of regional planning; 2) Provide advice on building membership so that successor initiative represents decisionmakers and "doers"; 3) Provide assistance in setting relevant agendas and identify activities that align with the realities of the workforce development system.

Challenge: Communicate MSPWin's achievements and key learnings

All interviewees recognized aspects of MSPWin's achievements, however, their lack of knowledge about the breadth of MSPWin's work and investments in their organizations, was apparent. In three interviews, the participants discussed the career pathways successes their organizations were having; yet failed to mention the role of MSPWin funding and/or thought partnering in these endeavors. Furthermore, interviewees had a limited understanding of the full scope of work undertaken by MSPWin. While understandable, in centering the role of this funders network in undertaking systems change using a multi-pronged strategy it behooves MSPWin for stakeholders to realize the breadth and complexity of the work.

Recommendations: Share this evaluation and a final report broadly so lessons learned by MSPWin can help inform ongoing work.

Challenge: Expand Work to Support Stronger Postsecondary Education Engagement in Workforce Development System

MSPWin made inroads in bringing attention to the important role postsecondary education plays in building effective career pathways for underrepresented jobseekers. MSPWin also strongly supported ties with individual postsecondary institutions. However, this aspect of continued educational opportunities could be bolstered. Given the success that MSPWin has had at the policy level and in supporting collaborative stakeholder pathways efforts, this could be a productive area in supporting initiatives that support jobseekers whose experiences and background do not align with system requirements.

Recommendations: System stakeholders should work together to 1) Convene to identify solutions to systemic barriers for underrepresented adults in accessing and successfully completing college or university credentials and/or degrees; 2) Support innovative efforts to address these barriers; 3) Serve as thought partner to research and evaluation organizations to track outcomes of targeted programming; 4) Support legislative efforts that seek change in MN State (the college and university system in Minnesota) reporting and efforts that allow for transparency of actions and outcomes, particularly as pertains to people of color.

Challenge: Expand Support to Include WIOA Title II Programs in Workforce Development System

WIOA Title II adult education programs are actively engaged in delivering services to underrepresented jobseekers, including career exploration, career pathway bridge and career pathways programs. WIOA stresses partnership among the core partners, including Title II. These programs offer great potential as partners and providers for career pathways programming. However, there is no guidance for co-enrollment, nor are their outcomes captured in the DEED

reporting system. This lack of focus on WIOA Title II adult education programs overlooks a key stakeholder and resource in the workforce development system.

Recommendations: 1) Engage Title II adult education professionals as workforce development system stakeholders, including planning and cross-training opportunities. 2) Explore possibility for drafting WIOA co-enrollment guidance. 3) Support Minnesota Department of Education Adult Career Pathway initiatives. 4) Include WIOA Title II programs in providing performance measures and outcomes

Challenge: Support Greater Use of Data Among Legislators

Minnesota legislators now have data available for decision making. However, according to stakeholder interviews, legislators are not accessing and using this data, even when reports are provided.

Recommendations: Convene legislator and/or legislative staff focus group to determine most useful format for conveying information.

Challenge: Establish an Agenda, Defining Goals, Benchmarking and Tracking

In understanding and measuring the work of MSPWin, it was difficult to determine a coherent trajectory for achieving the established mission and whether MSPWin was achieving their goals.

Recommendation: 1) Organizations should create measurable goals that evidence concrete accomplishments and establish a tracking system that can easily determine whether benchmarks have been met.

Appendix

Appendix A

Evaluation Questions

Evaluation Question

What influence has MSPWin's human and financial capital investment—funding, policy work, stakeholder and partnership building, career pathways innovation, infrastructure changes—in refining the effectiveness and impact of Career Pathways as a Workforce Development System strategy?

Sub-Questions

Following are sub-questions that will be used to answer the evaluation question organized in accordance with the Request for Proposals primary evaluation objectives.

Objective 1: Learn what the collective funder investment through MSPWin has accomplished, particularly what systemic changes have occurred that are primarily or solely because of MSPWin.

- o How robust, well-developed, and actionable is the of Career Pathways (CP) model?
- o How well-known and understood is the CP model in Minnesota?
- o What types of projects have been funded and how well do they align to the CLASP Career Pathways model?
- o Will organizations continue to use the CP model without MSPWin's efforts and funding?
- o Are documented changes sustainable (i.e., will new efforts continue without MSPWin funding, support, and influence)?
- o Did a larger share of SNAP E&T funding go to support CP participant activities?
  - ▪ If so, what was the share and who benefitted?
- o What policy changes occurred due to MSPWins efforts?
  - ▪ Would these changes have occurred without MSPWin?
- o How many convenings were held?
  - ▪ Attendance
  - ▪ Topics of convenings
  - ▪ Goal of convenings

Objective 2: Assess the relative effectiveness of the workforce strategies promoted by MSPWin

- o Who was served by the workforce strategies?
  - ▪ Participant demographics
  - ▪ Outcomes [transitions, wages, employment, transition off SNAP reported, Ability to Benefit accessed]
- o Which sectors were addressed and why?
  - ▪ Did participant need align with targeted sectors?
  - ▪ Were High Priority Occupations targeted?
  - ▪ Did occupations targeted afford career advancement?
- o Did stakeholder and business partnerships increase?

- How were they effective, or not?

Objective 3: Identify challenges and opportunities for future investment in workforce systems change
- o What are primary successes of MSPWin's work?
- o What challenges and gaps in service do funders, stakeholders, funded organizations, policy makers, employers identify?
- o Where do they, as funders, stakeholders, providers, policy makers, employers, see themselves as carrying out and/or building on these successes and/or filling gaps?

Objective 4: Evaluate the value of funder collaboratives in systems change
- o How has the Workforce Development system changed due to the work of MSPWin, if at all?
- o What policy changing strategies were utilized (e.g., advocacy, inclusion on drafting policy)?
  - How effective was MSPWin in changing or creating legislation or policy?
- o Would these changes have occurred without the funder collaborative?
- o What is the purpose and worth of a funder collaborative?

Appendix B

MSPWin Evaluation Interviews

Name	Role & Organization
MSPWin Board	Michael Dominowski, Aretha Green-Rupert, Ann L. Mulholland, Eric Muschler, Jennifer Racho, Kristen Rosenberger, Mary Russell, Ellen Watters
Deb Bahr-Helgen	Director Minneapolis Workforce Development Board
Laura Beth	VP Talent Acquisition M Health Fairview Services
Julie Brekke	Executive Director HIRED *Previous:* Project Pride for Living
Deb Broberg	Executive Director Real Time Talent
Jan Callison	Hennepin County Commissioner
Emmett Coleman	Strategic Partner Tunheim
Emma Corie (Alice)	Director Driver and Vehicle Services, MNDot *Previous:* MSPWin funded position in Governor's Office
Darielle Dannen	Govt Relations MN Dept of Employment and Economic Development (DEED)
Rassoul Dastmozd (MSPWin Board)	Asst to Chancellor, Special Projects MN State *Previous:* President/CEO, St. Paul Community College
Mike Dominowski (MSPWin Board)	President, *Thrivent* Foundation and Director, Community Affairs *Thrivent* Financial
Andrea Ferstan	Executive Director GMWC
Peter Frosch	Executive Director Greater MSP
Anne Kilzer	Assistant Director Henn-Carver WDB *Previous:* Henn Cty Govt Center
Joel Luedtke (MSPWin Board)	Program Director Jay & Rose Phillips Family Foundation

Bryan Lindsley	Program Director, Systems Change National Fund for Workforce Solutions *Previous:* Executive Director, MSPWin
Jane Graupman	Executive Director International Institute of MN
Ruby Lee	President CLUES
Ann Mulholland (MSPWin Board, Chair)	Chapter Director, MN, ND & SD, Nature Conservancy *Previous:* Executive Vice President, St. Paul & Minnesota Foundations
Eric Muschler (MSPWin Board)	Program Officer The McKnight Foundation
Erin Olson	Research Strategist Real Time Talent
Scott Peterson	Exec VP/Chief Human Resources Officer *Schwan* Food Co
Mary Russell (MSPWin Board)	Retired *Previous:* Health Partners
Jodi Sandfort	Professor U of MN, Humphrey School of Public Affairs
Rhonda Sivarajah	Commissioner, Anoka *Previous:* Chair, GMWC
Sarah Strong-Belisle	Director of Government Affairs Cook Girard Associates
John Thorson	Director, Pathways to Prosperity *Previous:* Hennepin County
Paul Williams	President Project Pride for Living

Appendix C

Selected Career Pathways Grants & Activities: Outcomes by Grantee

Project Title	Description	Demographics	Outcomes
Bridges to Career Opportunity	Enhance capacity of 6 Twin Cities organizations to: • Connect clients with education and skill building opportunities • Support clients' ability to complete training, and obtain living wage employment • Leverage national funding that would not otherwise support career pathways efforts in the Twin Cities • Enhance job training activities with contextualized Adult Basic Education (ABE), employment training and financial coaching Access trainings (local/ national) to support ongoing program improvement	474 Participants • 47% African American/Black • 11% Asian • 10% Caucasian/White • 8% Bi/Multi-Racial • 13% Hispanic • 5% Other • 59% Female • 26% Male Age • 17-24: 17% • 25-34: 33% • 35-54: 41% • 55+: 5%	• 456 enrolled in the BCO • 412 attained an industry-recognized credential • 166 people secured employment • 95 people increased net income • 68 increased their net worth • 86 people increased credit score
C-3 Fellows	Support college students to access and retain healthcare jobs through on-the-job training opportunities (i.e., placed in paid part-time work to build skills and networks)	550+ students enrolled • 70% students of color • 76% low income students • 35% were first generation college students	• 230 in paid positions, earning • $5 (avg.) more per hour than their peers • 10% higher academic success rate than peers
College Readiness Academy (CRA)	CRA offers: • Free college prep classes • Wraparound navigation (advising) services • Support understanding and navigating college system To improve college: • Entry	200 Participants • 65% Female • 35% Male • 89% non-US born	• 170 completed or enrolled in CRA • 57 CRA students (29%) enrolled in college • 63 students saved a total $102,101 bypassing for Dev Ed classes • 3.61 avg GPA, 1st sem. • Positive association between navigation hours and college enrollment

	• Retention • Completion		Self-reported increases in: • Self-esteem and confidence • Academic skills • Understanding & navigating college system • Realizing college transition goals
Construction Sector Partnership	• Engage key construction sector stakeholders, including education and training partners (specifically: Saint Paul College, the Minnesota Building Trades Council, and the Associated General contractors of Minnesota) • Identify high needs construction occupations and map out a strategic regional plan for diversification	• Construction sector stakeholders	• Mapped high needs construction pathways • 5-year diversification plan
Equity Works Leadership Institute (Futures Service Institute) *Update*	• Develop individuals committed to operationalizing equity and inclusion within their respective organizations. • Help participants navigate barriers that hinder equitable change. • Build adaptive leadership competencies that lead to an inclusive and equitable workforce development field.	3rd Cohort Participants: • 34 applicants • 24 selected • 11 people of color	• 90% of EWLI participants felt confident to advance equity in their own work and organizations towards closing the racial disparities gap for low skilled workers of color, after attending Institute • 100% would recommend EWLI to other leaders and professionals
GWDC Return on Investment: Dashboard (Product)	• Build interactive, web-based dashboard • Easily accessed performance results data • Help determine how and which workforce training programs are successful at increasing wages	N/A	• Dashboard built and launched
Health training scholarship	• Scholarship program for advancement of entry-level healthcare	• African American • American Indian • Latino/Hispanic	• 15 Health training scholarships

No report; information from application	employees at skilled nursing facilities
	• Target population: African American, American Indian & Latino/Hispanic
	• Help advance:
	  o Skills
	  o Credentials
	  o Earnings
	• Help employers develop and retain their workforce.		

Hennepin Career Pathways *Outcomes from published brochure*	Hennepin Pathways trains underrepresented jobseekers in HPOs and connects region's employers to well-trained candidates to meet workforce needs		• 90% graduates hired • avg hourly wage increase of $10 ($7->$17) • avg weekly hours increase of 25 (15 → 40) • 601 grad, 421 people of color • 246 hires, 150 people of color • 27% graduates hired at Hennepin County have been promoted • 46.3% are employees of color

MCTCWORKS (Minneapolis Community and Technical College)
Interim Report
	Create career pathways tool to help students understand college & career choices, design academic plan, and wage and placement metrics for chosen fields
	• Open employment opportunities for students and support workforce development in the region
			• Tool developed provided:
			  • school offering career pathway program
			  • # of graduates
			  • # of openings in the county
			  • top employers
			  • entry & median salary
			
			• 945 indivs interacted w/ tool

MNPathways - Workforce Career Staffing Grant	Create a position in gov. office to create career pathway training programs into state service employment for low-income adults of color with barriers to employment	One or more: • People of color or American Indians • People with disabilities • Veterans • LGBTQ • Women in non-traditional jobs • 2nd chance, re-entry candidates	Successful Targeted Hires' in 2017: • Various/Public Sector Admin Program (PSA): 11 • Urban Youth Corps Program: 7 • MnDOT/TSS hires: 54 • Various/PSP- referrals: 15 • 70 full time permanent state positions ($14 - $19/hr. w benefits) • 17 are temporary with several applying for full time
North@Work *No report; information from application*	North@Work will connect African American men to meaningful, living-wage jobs by focusing on all	• 100% African American • Ages 25-50	

	facets of the workforce system—training, placement, funding, retention and more—to create real change for African American men living on the Northside.	• Reside in North Minneapolis	
Sector Skills Academy (GMWC)	Hold Academy to lay foundation for trust that's critical for regional coordination and collaboration that emphasized importance of regional sector strategy and partnership building work that addressed two primary goals: 1)Close labor shortages and skill gaps within specific sectors and occupations regionally 2) Increase racial equity in education and training program outcomes, employment, and advancement	Participant mix in Academy: dynamic group of expert practitioners in sector work and others who are leaders in their organizations, some with limited exposure to sector work	• Built capacity of new/existing local sector efforts to become high-performing regional sector teams • Developed region wide sector plans with specific goals, activities and resources available • Increased understanding of existing sector workforce initiatives and how they align toward shared outcomes • Formalized agreements among stakeholder organizations to support • Developed participant resource guide which outlines key resources that were shared during the eight sessions • Proposal submitted to the JPMorgan Chase Foundation to support for building the infrastructure for improved regional communication, coordination, and collaboration • Launched Older Adult Services Sector Effort with 9 employers
Sector Initiatives	RealTime Talent, GMWC and a collaborative of nine Older Adult Services OAS employers committed to the six-strategy Talent Pipeline Management approach to focus on meeting the demand for Certified Nursing Assistants.	West Hennepin Anchor Partnership: Public Sector Employers: 8 employers (5 existing, 3 new government entities – Carver, Dakota and Scott Counties) are onboard for this collaborative and will begin their work focused on Engineering Technicians	• Mapped current 'Hiring Requirements' • Established common set of employability skills and hiring requirements for employers
Summit Academy OIC: Contextualized GED	Identify key pillars necessary to promote student success in passing GED exam (barrier	Participants (350): • 67% had never attempted GED • 62% 11th gr. educ.	• 350 enrolled in GED, avg enrollment: 30 wks • 91 completed GED

	reduction, emotional intelligence, academic support and institutional attachment/cohort formation)	- African Amer: 67% - White: 11% - Hispanic: 7% - American Indian: 5% - Mixed: 7% - Asian:3% - Male :39% - Fem: 61% - Median Age: 23	54 completed Vocational training 49 credentialed: - Pre-Apprentice Construction - Med. Adm. Asst - Com. Health Worker (CHW - Certified Nursing Asst (CNA) 82% employed at 1 yr post summit - Avg wage: $16.15/hr

Appendix D

MSPWin Key Commissioned Products & Reports
(and accompanying activity)

Product	Description
Insights for Action	Implementation guide of online analytical data for job counselors and planners, as a real-time action tool to direct jobseekers to the best opportunities. This report outlines an approach to first step in: • addressing labor shortage and skills gap • identifying impact MSPWin programs and initiatives could have on closing those gaps • building a strategy for more systematic and employer-led long-term solution
THE BLUEPRINT for Minnesota's Career Pathways COMMUNITY OF PRACTICE	A draft blueprint of effective practices that support and strengthen high-quality workforce services and programs of all kinds and for all communities, with special focus on racial disparities and how to build on-ramps for all communities—especially those with the greatest barriers to employment.

MSPWIN Career Pathways Map	Career pathways maps for seven in-demand occupations as identified by the DEED Occupations in Demand (OID) tool in the MSP metropolitan area.
	• Maps created for each high demand occupation:
	    o MANUFACTURING
	    o HEALTHCARE
	    o INFORMATION TECHNOLOGY CONSTRUCTION
	    o GOVERNMENT
	    o EARLY CHILDHOOD EDUCATION WORKFORCE DEVELOPMENT
	    o Maps list median hourly wage, annual openings, education/training levels, and projected growth rate

MSPWIN Careers in Caregiving and Nursing	Career pathways maps for caregiving and nursing in Minneapolis-St. Paul metro areas • Additional Info: educational requirements, training programs (location, size, student outcomes)
Wilder Number of Working Adults of Color Needed to Eliminate Racial Employment Disparities in Hennepin County	Tables and charts identifying number of working adults of color needed to eliminate racial disparities by racial and ethnic group and educational attainment • e.g., 17,666 working adults of color needed to eliminate racial employment disparities in Hennepin County
MSPWIN Whitepaper: How to Dramatically Expand SNAP E&T in Minnesota	Provide: • Overview of Minnesota management of SNAP E&T program

	• Recommendations for policy and operational changes to capture lost SNAP E&T funding

MSPWIN MINNESOTA'S ADULT WORKFORCE DEVELOPMENT FY 2017 BUDGET: HOW $309.9 MILLION IS SPENT	Document detailing:
	• MN investments in Adult Workforce Development budget and Postsecondary and Workforce Development FY 2017
	   o Numbers served
	   o Funding sources
	   o Funding amounts
	   o Areas of investment

MSPWIN Pathway to Success Story 1	Document detailing: • Benefits of and best practices for career pathways and how to address racial disparities and labor shortage. • Personal accounts from perspective of key components: Participants, Supportive Services, Education and Training, Employers
MSPWIN Pathway to Success Story 2	Document detailing: • Benefits of and best practices for career pathways and how to address racial disparities and labor shortage • Personal accounts from perspective of key components: Participants, Supportive Services, Education and Training, Employers
MSPWIN Baseline Indicators Project, Wilder Research	Research and planning document detailing: • General work plan • Establishing LMI metrics and population characteristics for working-age population, and occupational estimates and projections
Career Pathways Landscape Assessment, Tunheim	A guide detailing: • MSPWin's career pathways definition and refinements • National and regional examples of career pathways
Workforce Innovations and Opportunity Act-Best Practices and Executive Summary, Tunheim	Report detailing WIOA practices in four geographically and culturally different workforce systems across using a holistic approach to align between workforce system, workforce and employment opportunities
Defining On-Ramps to Adult Career Pathways, Center for Postsecondary and Economic Success	Report describing On-Ramps (rationale, examples, best practices)
Future Services Institute Employers and Workforce Development in MN	A report detailing: • Engagement between employers and workforce development entities within MN • Outreach and hiring practices of MN employers • Retention practices among employers • Policy recommendations
Talent Symposium (Twin West Chamber of Commerce)	Supported convening activity highlighting innovative strategies and the organizations leading the work to build stronger economic development through data use, education, hiring practices, career pathways, collaboration • Real Time Talent

	• Opp. Connect • Hennepin County: Human Services (HSP) and Office Specialist Pathways (OSP) • Central Corr. Anchor • Make it MSP • Career Force
MSPWIN: Strategies that Center the Voice of the Underestimated Job Seeker	Activity and Report: MSPWin board members and youth from Juxtaposition Arts (JXTA) convened to collaborate and identify potential workforce solutions to eliminate disparities in wealth and center the voice of underestimated job seekers. Included: • 3 focus groups • 1 on 1 interviews • 80+ job seekers and workforce leaders to learn about challenges faced and solutions
MSPWIN: Creative Conversations	Activity and Report: Engaging stakeholders in six conversation about workforce development systems needs resulting in a focused action plan for change in the region's workforce development Stakeholders: • MN Employment Services Consortium • Business Talent Collaborative • Center for Economic Inclusion • Greater Metropolitan Workforce Council and MN Workforce Council Association • DEED and Future Services Institute at the Humphrey Institute
Wilder Number of Working Adults of Color Needed to Eliminate Racial Employment Disparities in Hennepin County	Tables and charts identifying number of working adults of color needed to eliminate racial disparities by racial and ethnic group and educational attainment (e.g., 17,666 working adults of color needed to eliminate racial employment disparities in Hennepin County)