

Greater Twin Cities United Way
Career Academy Application

Please complete this application and **e-mail to bianca.dawkins@gtcuw.org by 12/15/2016**

RFP Application

Please refer to the RFP guidelines for all background information, details on funding criteria, and the RFP process and timeline. Contact Andrea Ferstan at Andrea.Ferstan@gtcuw.org or 612-340-7483 with grant application questions.

I. Title of Project

South Central Guided Pathways to Success (GPS)

II. Project Contact Information

a. Name of applicant organization:

Minnesota Valley Action Council, Inc. (fiscal agent for the South Central WorkForce Council)

b. Address of applicant (street address, city, state, zip)

706 North Victory Drive
Mankato. MN 56001

c. Primary contact person for grant (name, organization, title, email and phone)

Fiscal Sponsor Role: Amanda Mackie
Executive Director
Minnesota Valley Action Council
amanda@mnvac.org
(507) 835-3100

d. Secondary contact person for grant (name, organization, title, email and phone)

Local Intermediary: Diane Halvorson / Carrie (Scheffler) Bendix
Executive Director / Rural Career Counseling Coordinator
South Central WorkForce Council
diane@workforcecouncil.org / cbendix@swmnpic.org

III. General Application Information

- a. Total requested grant amount (total amount over all years of requested funding)

\$420,000

- b. Total planning budget (for planning period; may be same as requested amount)

\$150,000

- c. List other core partner organizations/groups and denote if they will receive grant funds

Minnesota Valley Action Council will receive grant funds.
 Le Sueur-Henderson Public Schools will receive grant funds.
 Saint Peter Public Schools will receive grant funds.
 St. James Public Schools will receive grant funds.
 Tri-City United Public Schools will receive grant funds.
 Mankato Area Public Schools will receive grant funds.
 South Central College will receive grant funds.
 South Central Service Cooperative will receive grant funds.
 South Central Workforce Council will receive grant funds.
 Educational Talent Search (Minnesota State University, Mankato) will not receive grant funds.
 Greater Mankato United Way will not receive grant funds.

IV. Narrative Questions

Proposal should briefly address the following questions.

1. It is important that potential communities demonstrate an initial interest in and commitment to this work, even if all of the pieces are not present at the start. Who are the key stakeholders in the region that are engaged and eager to take on this work? Please describe their current engagement in this work.

South Central Minnesota is fortunate to have several organizations that are focused on workforce development and that have worked collaboratively together for many years. These organizations have multiple overlapping relationships in a number of areas and as a result have a depth of understanding and collaboration that is unique to our service area. These include:

- South Central Workforce Council
- South Central Service Cooperative
- South Central College
- Local School Districts
- Local Employers

These organizations have worked on a number of workforce development initiatives over many years and are eager to further collaborate to implement the Career Pathways Program for students in partnership with one another and the Greater Twin Cities United Way. This grant opportunity will help to strengthen both the ongoing regional strategic planning for student career and college readiness and the Rigorous Programs of Study development of the South Central Perkins Consortium. The ongoing partnership among these organizations has resulted in positive outcomes for students and workers and created strong collaborative ties that are particularly helpful in serving the largely rural population in our service area and addressing low-incidence barriers to career development.

The South Central Workforce Council

The Council is comprised of a majority of business representatives and includes representation from education, human services, community organizations, labor, economic development, employment services and rehabilitation services. The Council administers workforce development programs and initiatives serving youth, adults, dislocated workers, and employers.

The South Central WorkForce Council has a strong history of developing regional partnerships to successfully implement projects, programs and initiatives and will bring this strength to the role of Local Intermediary for this grant. Current initiatives operated by the South Central WorkForce Council include:

- **Pathways to Prosperity** Adult Career Pathways for the Health Care, Manufacturing and Transportation industries. Adult Career Pathways provide low-skilled, low-income adults contextualized basic skills instruction, concurrently with occupational skills training that result in stackable credentials for high demand/high growth industries by aligning the resources and expertise of employers, Adult Basic Education, **South Central College**, workforce development and community partners. The majority of individuals served through Pathways to Prosperity are low-income and individuals of color. The Pathways to Prosperity grants are aligned with Workforce Innovation and Opportunity Act (WIOA) authorized Adult and Youth programs to provide access to tuition assistance and support services.
- **Youth Communities of Color** is a partnership between workforce partners, **local school districts**, and community organizations that is focused on youth from communities of color; providing career counseling, work experience and transition services. This program recently received the MN Workforce Council Association Best Practices award.
- **MN Youth/WIOA Youth Programs** provide employment and training services to at-risk/low income youth. These programs focus on assisting young adults to obtain a high school diploma/GED, career counseling, work experience, and transition to post-secondary school or employment. Services are provided by Minnesota Valley Action Council.
- In 2015 and 2016, the Minnesota legislature provided rural workforce investment boards on-going funding to hire **Rural Career Counseling Coordinators**. These positions were funded in order to begin to address the low counselor to student ratio in rural high schools by identifying and aligning existing resources and best practices. The Rural Career Counseling Coordinator is responsible for strengthening

connections between regional stakeholders, aligning regional resources, implementing sector strategies and promoting career pathway opportunities within the region. The Rural Career Counseling Coordinator hired by the South Central and Southwest Workforce Boards is currently working on an asset map and gap analysis of career/workforce development activities and resources in the region. This asset map will provide a foundation to the asset map of targeted communities identified as a year 1 activity in this RFP.

South Central Service Cooperative

The South Central Service Cooperative (SCSC), created in 1976 and authorized under Minnesota statute, is a public, non-profit cooperative of over 80 public and private school districts, cities, counties, and government agencies, dedicated to maximizing resources and increasing value through collaboration. Based in North Mankato, Minnesota, the South Central Service Cooperative may be viewed as a service extension of both the participating members and the representative state agencies. Financial support is derived from facilitation of programs and services and from membership dues. A Board of Directors composed of one appointed member and up to 12 elected members governs the service cooperative. The South Central Service Cooperative (SCSC) programs and services are member driven to utilize resources in the most efficient and effective manner possible.

South Central Service Cooperative's current initiatives include:

- **The South Central Perkins Consortium** is a consortium of 26 **high schools** and 2 Education Districts administered by South Central Service Cooperative. Under the Perkins Consortium Unified Plan, more than two dozen local school districts work together with the **local community college** to develop career academies, shared services, and develop career technical education programs. Additionally, the Consortium works to align these efforts with the World's Best Workforce plans and the regional Workforce Innovation and Opportunity Act (WIOA) plan in partnership with the **South Central WorkForce Council**.
- The **High STEP Health Science Academy** is a dynamic, regional partnership between **secondary** and **postsecondary education, business**, and community designed to provide secondary students with health science coursework and work-based learning experiences, to excite and prepare them for health science and technology careers.
- **SourceCode Information Technology Academy** is a partnership between **secondary** and **postsecondary education (including SCC), business**, and the community designed to provide secondary students with coursework and work-based learning experiences in information technology (IT) as part of the arts, audio/video technology, and communications segment in the Minnesota career fields, clusters and pathways.
- **Center of Interactive Learning and Collaboration (CILC)** is a Minnesota 501(c)(3) nonprofit organization under the authority of the South Central Service Cooperative, and specializes in the use of collaborative technologies and innovations to provide live, interactive video content and professional development, and web-based collaborative learning environments for K-20 education. CILC invites

teachers to virtual field trip events with cultural organizations from around the world, and provides authentic and experiential learning experiences by virtually connecting with **industry experts** to motivate and engage students, bring abstract lessons to life, mentor students on class projects, and to evaluate student work.

- **Regional Low-Incidence Project** hosts services with Special Education Directors and administrators, in collaboration with CTE and community partners to plan how best to increase opportunities for students with unique learner needs. The project includes a concerted effort to develop opportunities for special populations to receive classroom-focused education, skill training, and job placement opportunities within their communities, and to provide the support required to optimize the opportunity for success. PAES Talent Assessment/Work development systems have been implemented throughout the region and provide the foundation for skill development.

South Central College

South Central College (SCC) is a comprehensive community and technical college with campuses in North Mankato and Faribault, MN. Our locations and regional partnerships provide many educational opportunities for our students including 40 different career and professional majors and degrees, liberal arts courses and a transferable A.A. degree, as well as Farm and Small Business Management courses. SCC currently serves approximately 5,653 students by traditional credit programs and over 13,500 clients through customized training.

SCC has always had strong connections to the communities it serves and to industries in the region with the goal of preparing our students for careers in those industries. South Central College is currently managing several career pathway initiatives, including:

- The **Minnesota Advanced Manufacturing Partnership (MNAMP)** was created with TAACCCT funding to help close the "skills gap" in Minnesota by implementing a structure for advanced manufacturing education that emphasizes a standardized core curriculum, along with employer-driven apprenticeships and cooperative education opportunities. The Partnership includes twelve state colleges, **workforce development agencies**, and **employers**.
- South Central College is working with **The Right Signals Initiative** through a grant from the American Association of Community Colleges. Through this initiative the Heating, Ventilation, Air Conditioning and Refrigeration and Auto Body Collision Technology programs are working to demonstrate a new credentialing model that recognizes multiple quality credentials to send "the right signals" to employers, students, and colleges about the meaning of these credentials.
- SCC has been involved in the **Minnesota PIPELINE Project**, which serves as a catalyst for developing industry-based, employer-driven, dual-training programs throughout the state. The project targets four high-growth industry sectors: advanced manufacturing, agriculture, health care services, and information technology and SCC is currently the educational partner to several **industry sites** that received **PIPELINE Dual Training grants**.
- SCC has collaborated with Adult Basic Education to offer **College Ready – Bridge to College Success**

Program to provide academic programming for prospective college students who are committed to improving their Accuplacer scores in Reading, English, and Mathematics.

- SCC’s efforts in the guided pathway arena have received support from top leadership at the college. In Spring 2015, SCC’s President sent five administrators to a national guided career pathways training session sponsored by the **American Association of Community Colleges**.

Local School Districts

Local School Districts in the South Central region are also engaged in Career Pathways work that benefits their students. These initiatives include:

- **Project Lead the Way (PLTW)** provides rigorous and innovative STEM (science, technology, engineering and math) education curricular programs in schools to prepare students for the global economy. The hands-on, project-based program engages students on multiple levels, exposes them to new areas of study, and provides them with a foundation and proven path to college and career success. More than a dozen local schools in South Central Minnesota use PLTW in the classroom.
- **The World’s Best Workforce bill** was passed in 2013 to ensure every school district in the state is making strides to increase student performance in five areas that include career readiness. This has put a good deal of focus on career preparation in lower grades and allowed for local plans and implementation of career exploration activities.

- **Every Student Succeeds Act** directs states to pursue educational equity for all students, as measured by student outcomes, access to high-quality educators, and opportunities to build college and career readiness while retaining flexibility in application. The Act has also put a focus on career preparation starting in the lower grades.

Local Employers

Employers are another committed partner in preparing students for careers. Employers from key industries have been involved in:

- **Career Exploration Events**- numerous employers have participated in career exploration events in partnership with **local school districts, South Central College, workforce** and community partners by providing hands-on career exploration activities, making presentations about their workplace, and giving tours of their facilities.
- Several employers are also engaged with the **PIPELINE project** and have received **PIPELINE Dual Training Grants**. This initiative works to expand dual training and apprenticeship programs in Information Technology, Healthcare, Agriculture, and Advanced Manufacturing. Recipients include 3M, New Ulm and Jennie-O Turkey Store, Faribault among other regional employers.
- Along with the Dual Training activities noted above, more than a dozen employers in the region have engaged in efforts to create **Registered Apprenticeships**. Manufacturing employers have engaged with the **MNAMP** efforts (supported by TAACCCT funding) and Swine Production and Automotive Body



Repair Sites have been engaged with the **Minnesota Apprenticeship Initiative**, which is managed by the Minnesota Department of Labor.

- Local employers provide work experience opportunities for over 200 low-income youth and youth from communities of color through **WIOA** and **MN Youth Programs**.

In truth, it is difficult to assign some of these initiatives to one organization as they often involve more than one of these partners. We anticipate being able to build on these collaborative and long-term relationships in developing the Career Pathways Regional Team. The goal will be to use the expertise gained from existing efforts and the collaborative relationships to inform the Career Pathway planning efforts and to better streamline and coordinate the multiple efforts to maximize impact and use of resources.

Figure 1 (attached) is an illustration of the multiple governing or advising groups currently engaged in career pathways work that will be instrumental in the planning efforts of the Career Pathways Regional Team.

A great deal of the value of this initiative is the opportunity it provides to build on the excellent pathway work that has been done in the South Central Minnesota region by extending it to secondary students. It will also facilitate the expansion of the career academies model, an effective approach to addressing education and employment disparities for low-income students by expanding the opportunity to earn wages and post-secondary credits while they are high school students.

2. What existing programs, assets and funding might be leveraged to support and/or sustain 9-14+ grade career pathways in your community region (i.e. presence of CTE/Career Education Programming, concurrent and/or dual credit opportunities, work-based learning opportunities; equipment; trainings; public, corporate or philanthropic funding)?

In addition to those referenced above, the following efforts can be leveraged as part of the **South Central Guided Pathways to Success (GPS)** initiative.

The Greater Mankato United Way is a community convener located in the regional hub community of Mankato. With its focus on early childhood development and preparing all students for school and success, it is a resource that the **GPS** efforts will leverage to help build the Career Pathways Regional Team.

The Rural Career Counseling Coordinator hired by the South Central and Southwest Workforce Boards is currently working on an asset map and gap analysis of career/workforce development activities and resources in the region. This asset map will provide a foundation to the asset map of targeted communities identified as a year 1 activity in this RFP.

The South Central Service Cooperative manages Carl Perkins funding that is targeted to development of

career pathways and can be leveraged by the activities of this grant. The Unified Plan has outlined goals in this area, which give guidance to the work of the **Guided Pathways to Success** initiative.

As the lead agency on a statewide TAACCCT grant entitled MNAMP, South Central College can leverage the activities initiated under that grant including providing apprenticeships and building credit-for-prior learning systems.

South Central WorkForce Council and Minnesota Valley Action Council will leverage their extensive adult and youth workforce resources including the WIOA Youth, Minnesota Youth Program, and Rural Career

Counseling funding for career exploration activities, career counseling, work-based learning opportunities and support services.

Adult Basic Education built a successful BRIDGE program to support adult learners as they transition into college. The **Guided Pathways to Success** initiative has the opportunity to build on these efforts and test moving this model to the secondary level.

Minnesota State University, Mankato is home to the Educational Talent Search (ETS) program, which is designed to encourage students to complete high school and assist them in entering and completing a post-secondary educational program. ETS services include college and career planning and career exploration field trips that will inform **Guided Pathways to Success** secondary level career development efforts.

Through the South Central Services Cooperative, regional Guidance Counselors have established a Community of Practice, including school counselors, interns in partnership with Minnesota State University Mankato, and Workforce Counselors from the Minnesota Valley Action Council. While these efforts are driven by the members of the Community, the **GPS** efforts have the opportunity to both get and give information to the group and its members. SCSC facilitates a number of other Communities of Practice that can be engaged in this same way including Curriculum Development Professionals and Administrators.

South Central College has been fortunate to have engaged industry partners. Many of these partners serve on program Advisory Committees as a formalized way to provide input and feedback to SCC's technical educational programs. These Advisory Committees engage employers from the Agricultural, Information Technology, Welding, Machining, Mechatronics and Healthcare fields and will be engaged in the **GPS** efforts to help align curriculum with industry needs.

Both the Workforce Center and the South Central Workforce Council also have great involvement and long-term relationships with industry and can bring that expertise to the table, including a shared position with South Central College through the MNAMP grant to recruit apprenticeship/work-based learning opportunities in the region.

South Central Minnesota has rich resources to continue to develop career pathways that move from

secondary to post-secondary to work-based learning opportunities, and the resources available through this grant will allow us to coordinate, streamline, and maximize the benefit to students and industry.

3. Please speak to the demographic makeup of your student population, including the percentage of students eligible for free and reduced lunch, and share your proficiency data, graduation data, and data on your regional labor market openings for potential pathways that would lead to family sustaining employment opportunities.

The **Guided Pathways to Success** initiative will focus on five counties in South Central Minnesota: Blue Earth, Le Sueur, Nicollet, Rice, and Watonwan. This rural area is home to 203,149 individuals. The region has seen a significant growth in the Latino population in the last 20 years and a more recent influx of African immigrants, specifically Somali and Sudanese refugees. As of 2015, 6% of the population of the five county area was Hispanic and 3% reported as Black. Watonwan County has the second highest percentage of Hispanic population in the State with 23% of its residents identifying in this category.

The population of color tends to be younger as evidenced by school populations. In several school districts, the number of students of color is approaching 50% of the school age population. Table 1 shows the number of students receiving free or reduced lunch at each school associated with the **GPS** initiative.

Table 1: Free and Reduced Lunch by Selected School Districts

| District | Grade | % F/R Lunch | % Minority |
|------------------------------------|-------|-------------|------------|
| BUTTERFIELD PUBLIC SCHOOL DISTRICT | 9-12 | 53% | 42% |
| FARIBAULT PUBLIC SCHOOL DISTRICT | 9-12 | 46% | 36% |
| LE SUEUR-HENDERSON SCHOOL DISTRICT | 9-12 | 34% | 21% |
| MADELIA PUBLIC SCHOOL DISTRICT | 9-12 | 46% | 37% |
| MANKATO PUBLIC SCHOOL DISTRICT | 9-12 | 34% | 21% |
| ST. JAMES PUBLIC SCHOOL DISTRICT | 9-12 | 47% | 47% |
| ST. PETER PUBLIC SCHOOL DISTRICT | 9-12 | 34% | 21% |
| TRI-CITY UNITED SCHOOL DISTRICT | 9-12 | 32% | 17% |

According to the Minnesota Department of Education, the proficiency rates at the partner schools vary as do the 4-year graduation rates, ranging from 68% to 97%, as noted in Table 2.

Table 2: Proficiency and Graduation Rates in Selected School Districts

| | | Math Proficiency | Reading Proficiency | 4-year Graduation Rate |
|------------------------|------------------------------------|--------------------------------------|---|-------------------------------|
| District Number | District Name | | | |
| 0836 | BUTTERFIELD PUBLIC SCHOOL DISTRICT | 14.3% | 52.6% | 91.3% |
| 2397 | LE SUEUR-HENDERSON SCHOOL DISTRICT | 38.3% | 49.2% | 89.6% |
| 0837 | MADELIA PUBLIC SCHOOL DISTRICT | 32.4% | 43.3% | 68.3% |
| 0077 | MANKATO PUBLIC SCHOOL DISTRICT | 48.6% | 62.7% | 82.1% |
| | | | | |
| 0840 | ST. JAMES PUBLIC SCHOOL DISTRICT | 35.5% | 43.1% | 96.7% |
| 0508 | ST. PETER PUBLIC SCHOOL DISTRICT | 58.1% | 73.1% | 91.7% |
| 2905 | TRI-CITY UNITED SCHOOL DISTRICT | 28.6% | 50.4% | 93.0% |
| | | <i>MCA-III, Math, Grade 11, 2016</i> | <i>MCA-III, Reading, Grade 10, 2016</i> | <i>Class of 2015</i> |

In selecting the Career Pathways for development under this initiative, local labor market information (Minnesota Department of Employment and Economic Development) and local career and technical education initiatives were considered.

Manufacturing and health care are the two largest employment industries in the area. With 19,103 jobs at 353 firms, manufacturing is the largest employment industry in the region, accounting for 18.4% of total jobs. In addition, the region is still adding manufacturing jobs, gaining 800 net new jobs over the past five years. At \$48,724 in 2015, the average annual wage in manufacturing was over \$9,500 higher than the total average wage of all industries.

The next largest industry in the region is health care and social assistance, with 17,623 jobs at 595 firms. The average annual wage for health care/social assistance is \$40,144. With an aging population, this industry sector will continue to add jobs.

The regional information technology sector has experienced 5% job growth from 2010 to 2015 with an average annual wage of \$48,308. In addition, information technology jobs are prevalent across most industry sectors including manufacturing, professional business services, education and health services.

Demand occupations within each of the industry pathways include (highlighted occupations are currently on the job vacancy list for the region):

- Healthcare/Social Assistance: **Nursing Assistants, Registered Nurses, Home Health Aides, Licensed Practical Nurses, Social & Human Service Assistants**, Physician Assistants, Social Workers, Family & General Practitioners, Pharmacy Technicians, Medical Assistants, Nurse Practitioners, **Medical Laboratory Technicians**, Dental Assistants, Pharmacists, Medical & Health Services Manager, **EMTs**, Dentists, Radiologic Technologists, Medical Records & Health Information Technicians, **Physical Therapists**, and Internists.
 - Manufacturing: Welders, Meat Packers, **Assemblers, Production Workers, Industrial Engineers**, Inspectors, **Industrial Machinery Mechanics, Industrial Engineering Technicians**, Industrial Production Managers, Machinists, Machine Operators, **Mechanical Engineers, Production Supervisors**, Computer Controlled Machine Tool Operators, Machine Setters, **Electrical & Electronics Engineering Technicians and Engineers**, Printing Press Operators, and Stationary Engineers & Boiler Operators
 - Information Technology: **Computer Support Specialists, Network & Computer Systems Administrators**, Computer Network Support Specialists, Computer & Information Systems Managers, **Software Developers**, and **Computer Systems Analysts**
4. Describe existing partnerships established between educational institutions (secondary &/or postsecondary) including:
- a. What dual credit opportunities (e.g. articulated credit, concurrent, AP, IB, College in the School – CIS) exist and/or are in development, and the percentage of high school students accessing these opportunities.
 - b. How high school curriculum is aligned to community college pathways as well as to local labor market needs and family sustaining pathways.

South Central Minnesota is home to more than a dozen rural K-12 School districts, one Community and Technical College, one State University and several private and for-profit colleges. The relationships between and among these institutions are as varied as the institutions, but all generally have opportunities for growth.

On the part of South Central College, the regional Community and Technical College, there is interest in pursuing partnership opportunities. The recent hire of a Secondary Relations Coordinator with many years of admissions experience, and the focus of the position on building relationships with high schools, reflects SCC's commitment to pursuing these opportunities.

South Central College accepts Advanced Placement, International Baccalaureate and College In the Schools during the transfer process as individual students enroll at the college. SCC is also involved in a number of articulated credit agreements as noted at <https://ctecreditmn.com/>. However, the number of articulated credit students at SCC has been very limited, most likely due to a lack of systems to encourage involvement. The Secondary Relations Coordinator is considering initiatives that will broaden this opportunity for secondary students.

SCC's Post-Secondary Enrollment Option program has been more robust, serving approximately 80

students each semester. Additionally, SCC has identified and posted courses that would be most appropriate for learners at the 10th grade level as a means to encourage more involvement.

Aligning high school curriculum to community college pathways is another area in which there has been success. The High STEP Healthcare Academy is a successful model that serves 10 schools in South Central Minnesota with a concurrent enrollment model. The program serves over 70 students a year who pursue credit in Health Science courses with the goal of exploring careers in this high-demand sector. High STEP is a prime example of how the South Central partners have worked together to provide career development opportunities to rural schools who may not have enough students or resources to pursue academy models independently.

SourceCode Information Technology Academy is a new partnership between secondary and postsecondary education, business, and the community designed to provide secondary students with coursework and work-based learning experiences in information technology (IT). With sections to start in September 2017, SourceCode will provide high school credit, content knowledge, and career exploration opportunities.

In a slightly different model, South Central College offers two “academies” which give high school students the opportunity to earn dual credits associated with two high-demand career sectors: Information Technology and Mechatronics. These have been offered in partnership with area high schools and serve up to 30 students annually.

In the past, academies have also been piloted in the areas of Auto Service and Agriculture. This dual credit pilot demonstrated that additional advising was needed for students and professional development was needed for faculty. While there were some challenges with these efforts, secondary schools expressed an interest in additional offerings.

By sector, there is currently more alignment between high school and community college pathways in Agriculture than some other sectors because of the work of the CASE Institute (which provides agriculture education curriculum and professional development to high school agriculture educators). However, there is currently limited academy or other dual-credit opportunities in this sector. This is a particular area of opportunity for future efforts given the importance of agriculture to the region.

Other initiatives have been facilitated between individual institutions. For instance, an initiative between Faribault High School and SCC offers courses in English Composition to 20-30 students annually as well as technical education courses.

Another area of potential growth is associated with Programs of Study and Rigorous Programs of Study as outlined by Part B of the Carl Perkins legislation. The South Central Perkins consortia members must have seven Programs of Study and one Rigorous Program of Study- that is, a comprehensive, structured approach for delivering academic, career, and technical education to prepare students for postsecondary education and career success. Commonly referred to as 2 + 2 or 2 + 4, this describes moving from high school career exploration courses to dual enrollment courses in partnership with an

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institution of higher education and then moving into college courses proper. With implementation steps in the Unified Plan, this is another opportunity area.

5. Describe the capacity, relevant or related experience, and local partnerships that will well-position your United Way and/or the local intermediary (should United Way being serving as a fiscal sponsor only) as a successful intermediary for this integrated career pathways model.

This proposal is submitted through a partnership between the South Central WorkForce Council as the local intermediary and Minnesota Valley Action Council as the Applicant/Fiscal Sponsor.

The South Central Workforce Council is the local workforce investment board for the nine-county area of South Central Minnesota. The South Central WorkForce Council provides administration and oversight of federal WIOA and state workforce development programs serving youth, adults and dislocated workers. In order to maintain objective administration and oversight, the South Central WorkForce Council does not deliver services and has a 30-year history of developing and convening partnerships to address workforce development issues in the region. The Council has well-established relationships built with local elected officials, business, education, workforce partners, economic development, labor and community organizations throughout the region.

Minnesota Valley Action Council, fiscal agent for the South Central WorkForce Council, will be the fiscal sponsor for this grant. Minnesota Valley Action Council has over 30 years of experience as fiscal agent for federal, state and foundation grants administered by the South Central WorkForce Council. In addition, as a community-action agency, Minnesota Valley Action Council also provides fiscal management and administration for Head Start and Housing and Energy Assistance Programs. Each year, Minnesota Valley Action Council has a fiscal audit conducted and consistently has had no questioned costs.

The South Central WorkForce Council has been engaged in convening local partners in the development and implementation of Adult Career Pathways for over 10 years. The South Central Career Pathways Partnership includes representatives from employers, community organizations, Adult Basic Education, local school districts/South Central Service Cooperative, South Central College, and workforce partners. The goal of the South Central Career Pathway Partnership is to address the workforce shortages of key industries in the region and the skill shortages of under-prepared adult learners by aligning the expertise and resources of employers, Adult Basic Education, South Central College, workforce and community partners.

In addition, the South Central WorkForce Council delivers federal and state workforce development services to adults and youth by contracting with the most qualified and experienced providers of services in South Central Minnesota through a request for proposal process. These providers deliver services locally and include Minnesota Department of Employment and Economic Development Job Service and Minnesota Valley Action Council.

6. Employers willing to open their doors to young people and their teachers are integral to the success of Career Academies. Please describe existing partnerships between educational institutions and employers, and identify employers or employer associations that are or might be positioned to support any of the following work-based learning activities and/or programs for high school students: career exposure opportunities like business tours and speakers, business project-based learning, employer mentors, internships.

South Central Minnesota is fortunate to be home to engaged employers who work closely with workforce development organizations to support career exploration and training activities. Employers support Career Days as speakers, provide feedback to industry focused educational programs and courses, provide work-based learning experiences, develop apprenticeships, and donate resources and time to strengthen educational opportunities. Documentation of these partnerships is attached.

Examples of employer engagement include:

- Employers provide over 200 work experience and internship opportunities for low-income youth.
- Sixteen manufacturing employers throughout the region participated in the annual Tour of Manufacturing event.
- Numerous health care employers participate in summer SCRUBS Camp, Hot Jobs in Health Care event, and provide clinicals for Nursing Assistant certification.
- Health Care, Manufacturing and Transportation employers participate on the South Central Adult Career Pathways partnership informing the partnership on industry skill needs and provide career exploration opportunities including tours, presentations, and job shadowing opportunities.
- Health Care and Manufacturing employers are involved in Project Lead the Way and High Step career pathway initiatives.
- Numerous industry employers from the six industry career clusters participate in an annual Career Expo event for 10th graders.

Employer Partner Documentation Attached:

- Career Day List of Speakers (SCC)
- SourceCode Advisory (Business Partner) List (SCSC)
- South Central College AgriBusiness Advisory Committee
- South Central College Computer Careers Advisory Committee
- South Central College Mechatronics Engineering Technology Advisory Committee
- South Central College Welding Advisory Committee
- South Central College Nursing Advisory Committee
- South Central WorkForce Council Membership
- SCC MNAMP Dual-Training and Apprenticeship partners

7. Include an overview of how many pathways you would look to launch or build out, in which fields, and how many students you would look to serve in year one, two and three of implementation.

Through the South Central Guided Pathways initiative, three industry pathways will be addressed:

Information Technology Health Care Manufacturing

Initial work has been done in these areas, some of which is noted above, and this initiative will allow us to further build and align these efforts, affecting a greater number of students. We anticipate serving the following numbers in each pathway:

| Sector | Year 1 | Year 2 | Year 3 |
|------------------------|--------------|--------|--------|
| Information Technology | 0 (planning) | 25 | 50 |
| Health Care | 0 (planning) | 25 | 50 |
| Manufacturing | 0 (planning) | 25 | 50 |

8. Include letters of interest from local leaders that speak to their commitment to participate as a member of the Career Pathway Regional Team, and support the development and implementation of 9-14th+ grade, demand-driven career pathways.

Letters attached:

- Amanda Mackie, Minnesota Valley Action Council
- Diane Halvorson, South Central Workforce Council
- Dr. Annette Parker, South Central College
- Glenn Morris, South Central Services Cooperative
- Barb Kaus, Greater Mankato Area United Way

- Brian Gersich, Superintendent, Le Sueur-Henderson Public Schools
- Paul Peterson, Superintendent, Saint Peter Public Schools
- Becky Cselovszki, Superintendent, St. James Public Schools
- Teri M. Preisler, Superintendent, Tri-City United (Montgomery, Lonsdale, Le Center)
- Sheri L. Allen, Superintendent, Mankato Area Public Schools

- Molly Wendroth, Benedictine Health System
- William Meyer, Smithfield Foods
- Candace Fenske, Madelia Community Hospital and Clinic

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Project/Program Budget

Please input your *program's* financial information below for the program year as proposed. Include the amount you are requesting from GTCUW. GTCUW will review the budget and budget narrative to ensure that costs are realistic, reasonable, and necessary for the successful implementation of the proposed program.

Program Personnel

Please provide information regarding staff dedicated to your program. In addition, if you have consultants or contract staff that is responsible for delivering aspects of the program, please include that information as well. FTE stands for full-time equivalents (i.e. If you have 6 staff members each dedicated half time to a program, and 2 contract employees working 20 hours a week, the program's total full-time equivalents is 4).

| PROGRAM PERSONNEL | Proposed Planning Period (Years 1-2) |
|---|---|
| Total Number of Program Staff (15% of two positions at SCC, 15% of two positions at South Central Workforce Council, 15% of two positions at South Central Services Cooperative, two instructional faculty per pathway) | 12 |
| Consultants/Contractors | 2 |
| Total Number of Program FTE | 2 |

Program Revenue

Program revenue includes all sources of funds dedicated or allocated to your program. Please provide information regarding the amount of revenue by each source and for each year through the form below (do not include in-kind contributions or expenses in the revenue and expense sections; there is a place to include these below):

| PROGRAM REVENUE | Proposed Planning Period (Years 1-2) |
|--------------------------------|---|
| Greater Twin Cities United Way | \$150,000 |



| | |
|---|-----------|
| <i>(do not include donor designations or initiative funding)</i> | |
| Government <i>(include all government funding grants and contracts)</i> Perkins Funding | \$53,566 |
| Foundations/Corporations | 0 |
| Individual Contributions | 0 |
| Earned Income <i>(include non-government program service fees and other)</i> | 0 |
| Other | 0 |
| TOTAL PROGRAM REVENUE | \$203,566 |

Program In-Kind Contributions

Please list program in-kind contributions and their amounts in the table below. Please do not include in-kind contributions or expenses in the revenue and expense sections, since these are non-cash transactions.

| In-Kind Contributions | Proposed Planning Period (Years 1-2) |
|---|--------------------------------------|
| In-Kind Description (i.e., food, clothing) | Amount (\$ value) |
| South Central College Secondary Relations Coordinator | \$12,830 |
| South Central College Administrative Assistant | \$7,141 |



| | |
|--|------------------|
| South Central Workforce Council Rural Career Counseling/PICE | \$50,000 |
| South Central Workforce Council – Youth Work-Based Learning | \$40,000 |
| South Central Service Cooperative Executive Director | \$19,500 |
| South Central Service Cooperative Administrative Assistant | \$10,000 |
| Meeting Expenses | \$1,000 |
| | |
| TOTAL IN-KIND | \$140,471 |

Program Expense

Program expense includes all expenses directly attributed or allocated to your program. Please provide information regarding the amount of expense by each category and for each year through the form below:

| PROGRAM EXPENSES | Proposed Planning Period (Years 1-2) |
|--|---|
| Personnel (<i>salary & wages, benefits, payroll taxes</i>) | \$143,566 |
| Consultants (<i>include if using contract personnel to deliver programming</i>) | \$35,000 |
| Training and Professional Development (The Culture of Poverty Training, Guided Career Pathways Workshop) | \$20,000 |
| PERSONNEL SUBTOTAL | 0 |
| Participant Support Services (<i>i.e., transportation, clothing, test</i>) | 0 |



| | |
|--|-----------|
| <i>fees, etc.)</i> | |
| PARTICIPANT SUPPORT SERVICES SUBTOTAL | 0 |
| Occupancy (<i>i.e. rent, utilities, maint.</i>) | 0 |
| All Other Program Expenses (Communication) | \$5,000 |
| OCCUPANCY AND ALL OTHER SUBTOTAL | 0 |
| TOTAL PROGRAM EXPENSES | \$203,566 |
| <p>Please provide any additional information that may be important in explaining the budget (<i>i.e., explain why expenses significantly exceed revenue</i>).</p> | |
| <p>Expenses including:</p> <p>Curriculum Mapping Consultant</p> <p>6 teachers (3 in each Pathway)</p> <p>Consultant- Business Model</p> <p>WorkForce Council Fiscal Agency, SCC Administrators, SCSC facilitator</p> | |

VI. Additional Attachments

Organizations must attach the following:

- Most recent audited financials
- Board-approved organizational operating budget for current fiscal year
- Most current year-to-date statement of activities
- Current board of directors list with affiliations
- Current board of directors list with affiliations

Submit this application to via email by 12/15/2016 to:

Bianca Dawkins
Operations Associate, Operations
bianca.dawkins@gtcuw.org