Collaborating to Support Regional Workforce Development
AGENDA

- Introduction
- National Trends
- Project Overview
- Key Findings
- Strategies & Recommendations
INTRODUCTION
Theory Into Practice
we design strategies that will support your community’s vision for the future
SERVICES

STRATEGIC PLANNING

ECONOMIC ANALYSIS

WORKFORCE ASSESSMENT
We have 19 years of experience in over 177 unique communities, across 36 states & 4 countries.
CURRENT PROJECTS

- Irving, TX – Economic Development Strategy
- Minneapolis-St. Paul, MN – Core City Action Strategy
- Asheville, NC – Economic Development Strategy
- August, GA – Regional Workforce Study & Strategy
- Montgomery County, MD – Economic Development Strategy
- Newport, RI – Economic Development Strategy
- Abilene, TX – Economic Development Strategy
- Massachusetts Development Authority – Defense Industry Diversification Strategy
- Washington Military Alliance - Defense Industry Diversification Strategy
- Delta Regional Authority – Regional Development Strategy
OUR FRAMEWORK

Talent

Innovation

Place
2 TRENDS
RECESSIONS COMPARED

RECESSIONARY EMPLOYMENT TRENDS

PEAK EMPLOYMENT = 100

Sources: U.S. Bureau of Labor Statistics, Current Employment Statistics (total nonfarm employment, seasonally adjusted); NBER (recession dates); New York Times (format)

Number of months until all jobs "regained"
GEOGRAPHY OF RECOVERY

Cumulative Change in Employment Since the Beginning of the Great Recession

US share of 2007 employment: 102%
Metro areas at or above 2007 employment: 195
Metro areas below 2007 employment: 176

Change in employment since start of recession:
- 20% jobs gained
- 5% jobs lost

axismaps
SHARE OF EMPLOYMENT BY INDUSTRY

TOTAL US NONFARM EMPLOYMENT SELECTED SECTORS
SECTOR'S SHARE OF TOTAL EMPLOYMENT, 1965 TO PRESENT (MARCH 2015, PRELIM.)

Source: U.S. Bureau of Labor Statistics
US OIL & GAS EMPLOYMENT

TOTAL EMPLOYMENT IN US OIL & GAS INDUSTRY, 2001-2014
Employment in top 5 states and remainder of US

Sources: EMSI Complete Employment 2014.3
Top 10 Hard-to-Fill Jobs:

- Skilled trades
- Restaurant & hotel staff
- Sales representatives
- Teachers
- Drivers
- Accounting & finance staff
- Laborers
- IT staff
- Engineers
- Nurses

Source: ManpowerGroup's 2014 Talent Shortage Survey
REASONS WHY US EMPLOYERS ARE HAVING DIFFICULTY FILLING JOBS

- Lack of technical competencies (hard skills): 48%
- Lack of workplace competencies (soft skills): 33%
- Lack of available applicants/no applicants: 32%
- Looking for more pay than is offered: 27%
- Lack of experience: 24%
- Qualifications/certifications - skilled trades: 18%
- Qualifications/certifications - professional: 16%
- Professionalism: 14%

Source: ManpowerGroup – 2013 Talent Shortage Survey Research Results.
Manufacturing Skills Gap?

DEMOGRAPHICS
SCREENING
WAGES
AUTOMATION
POLICIES
EDUCATION
TRAINING
IMAGE
CULTURE
...to address a growing **workforce gap** between available positions and qualified workers

...to enhance the region’s **economic development competitiveness**
SECTORS

KEY CLUSTERS

MANUFACTURING

INFORMATION TECHNOLOGY

HEALTHCARE
KEY FINDINGS
## 11-COUNTY LABORSHED

![Map of 11-county laborshed](image)

<table>
<thead>
<tr>
<th>Geography</th>
<th>Civilian labor force</th>
<th>Employed</th>
<th>Unemployed</th>
<th>Unemployment rate</th>
</tr>
</thead>
<tbody>
<tr>
<td>US</td>
<td>156,297,000</td>
<td>147,666,000</td>
<td>8,630,000</td>
<td>5.5</td>
</tr>
<tr>
<td>North Dakota</td>
<td>414,274</td>
<td>404,517</td>
<td>9,757</td>
<td>2.4</td>
</tr>
<tr>
<td>Minnesota</td>
<td>2,989,326</td>
<td>2,894,122</td>
<td>95,204</td>
<td>3.2</td>
</tr>
<tr>
<td>Fargo, ND-MN MSA</td>
<td>124,586</td>
<td>121,844</td>
<td>2,742</td>
<td>2.2</td>
</tr>
<tr>
<td>11-County Laborshed</td>
<td>243,882</td>
<td>237,711</td>
<td>6,171</td>
<td>2.5</td>
</tr>
</tbody>
</table>

Source: Bureau of Labor Statistics, TIP Strategies
30,000+ JOB OPENINGS, 2014-19

TOTAL OPENINGS, 2014-2019
BY SKILL LEVEL

<table>
<thead>
<tr>
<th>Skill Level</th>
<th>New Jobs</th>
<th>Replacement Jobs</th>
</tr>
</thead>
<tbody>
<tr>
<td>Low</td>
<td>4,392</td>
<td>9,508</td>
</tr>
<tr>
<td>Middle</td>
<td>4,318</td>
<td>6,412</td>
</tr>
<tr>
<td>High</td>
<td>2,658</td>
<td>3,346</td>
</tr>
</tbody>
</table>

Source: ESI 2014.3 Class of Worker (QCEW Employees, Non-QCEW Employees & Self-Employed)
FILLING THE JOBS

AVERAGE ANNUAL UNEMPLOYMENT RATES

LABOR FORCE PARTICIPATION RATES

- United States: 63.8%
- North Dakota: 69.5%
- Minnesota: 70.2%
- Fargo, ND-MN MSA: 75.0%
- Cass County, ND: 76.2%
- Clay County, MN: 72.0%
- Grand Forks County, ND: 70.6%
- Steele County, ND: 70.1%
- Wilkin County, MN: 68.0%
- Richland County, ND: 67.6%
- Stutsman County, ND: 67.4%
- Traill County, ND: 66.7%
- Barnes County, ND: 65.8%
- Becker County, MN: 64.9%
- Otter Tail County, MN: 63.8%

Source: Rough estimates calculated by TIP Strategies using 2009-2013 American Community Survey 5-Year Estimates (DP-03)
POPULATION

Source: US Census Bureau, Population Estimates Program
WHAT IF?

Reduced unemployment to 2.0?

+250 workers

Increased labor force participation rate to 76?

+1,661 workers

Grew labor force by 2% annually?

+2,500 workers

(historically, in-migration only +500 people)
Of the 110,946 workers that held jobs in the Fargo MSA in 2011, slightly less than one-quarter (23 percent) lived outside the MSA.

Of the 97,110 Fargo residents employed in 2011, about one in nine (12 percent) commuted to jobs outside the MSA.

Source: LEHD
MEDIAN HOURLY WAGE RATES BY MAJOR OCCUPATIONAL GROUP
FARGO MSA WAGES PRESENTED IN THE CONTEXT OF US WAGE RANGE

Source: EMSI 2014.3 Class of Worker (QCEW Employees, Non-QCEW Employees & Self-Employed)
## HIGH-DEMAND OCCUPATIONS

### TOTAL OPENINGS, 2014-19
**BY CAREER CLUSTER AND SKILL LEVEL**

<table>
<thead>
<tr>
<th>Career Cluster</th>
<th>Annual Openings</th>
</tr>
</thead>
<tbody>
<tr>
<td>Hospitality &amp; Tourism</td>
<td>821</td>
</tr>
<tr>
<td>Business Management &amp; Administration</td>
<td>764</td>
</tr>
<tr>
<td>Marketing</td>
<td>674</td>
</tr>
<tr>
<td>Health Science</td>
<td>509</td>
</tr>
<tr>
<td>Transportation, Distribution &amp; Logistics</td>
<td>431</td>
</tr>
<tr>
<td>Finance</td>
<td>374</td>
</tr>
<tr>
<td>Manufacturing</td>
<td>363</td>
</tr>
<tr>
<td>Architecture &amp; Construction</td>
<td>355</td>
</tr>
<tr>
<td>Human Services</td>
<td>335</td>
</tr>
<tr>
<td>Education &amp; Training</td>
<td>316</td>
</tr>
<tr>
<td>Information Technology</td>
<td>132</td>
</tr>
<tr>
<td>Agriculture, Food &amp; Natural Resources</td>
<td>107</td>
</tr>
<tr>
<td>Law, Public Safety, Corrections &amp; Security</td>
<td>56</td>
</tr>
<tr>
<td>Science, Technology, Engineering &amp; Mathematics</td>
<td>50</td>
</tr>
<tr>
<td>Government &amp; Public Administration</td>
<td>33</td>
</tr>
<tr>
<td>Arts, Audio/Video Technology &amp; Communications</td>
<td>25</td>
</tr>
</tbody>
</table>

Source: QCEW Employees, Non-QCEW Employees & Self-Employed - EMSI 2013.4 Class of Worker
### TOP 25 FIELDS OF STUDY

<table>
<thead>
<tr>
<th>Field of Study</th>
<th>Top 25 Rank</th>
</tr>
</thead>
<tbody>
<tr>
<td>Registered Nursing/Registered Nurse (51.3801)</td>
<td>1</td>
</tr>
<tr>
<td>Business Admin. and Mgmt. General (52.0201)</td>
<td>2</td>
</tr>
<tr>
<td>Liberal Arts and Sciences/Liberal Studies (24.0101)</td>
<td>3</td>
</tr>
<tr>
<td>Elementary Education and Teaching (13.1202)</td>
<td>4</td>
</tr>
<tr>
<td>Psychology, General (42.0101)</td>
<td>5</td>
</tr>
<tr>
<td>Biology/Biological Sciences, General (26.0101)</td>
<td>6</td>
</tr>
<tr>
<td>Accounting (52.0301)</td>
<td>7</td>
</tr>
<tr>
<td>Criminal Justice/Safety Studies (43.0104)</td>
<td>8</td>
</tr>
<tr>
<td>Licensed Practical/Vocational Nurse (51.3901)</td>
<td>9</td>
</tr>
<tr>
<td>Social Work (44.0701)</td>
<td>10</td>
</tr>
<tr>
<td>Mechanical Engineering (14.1901)</td>
<td>11</td>
</tr>
<tr>
<td>English Language and Literature, General (23.0101)</td>
<td>12</td>
</tr>
<tr>
<td>Civil Engineering, General (14.0801)</td>
<td>13</td>
</tr>
<tr>
<td>Clinical Lab./Medical Tech. (51.1005)</td>
<td>14</td>
</tr>
<tr>
<td>Marketing/Marketing Mgmt. General (52.1401)</td>
<td>15</td>
</tr>
<tr>
<td>Communication, General (9.01)</td>
<td>16</td>
</tr>
<tr>
<td>Human Dev. and Family Studies, General (19.0701)</td>
<td>17</td>
</tr>
<tr>
<td>Electrical and Electronics Engineering (14.1001)</td>
<td>18</td>
</tr>
<tr>
<td>Construction Management (52.2001)</td>
<td>19</td>
</tr>
<tr>
<td>Art/Art Studies, General (50.0701)</td>
<td>20</td>
</tr>
<tr>
<td>Computer Science (11.0701)</td>
<td>21</td>
</tr>
<tr>
<td>Special Education and Teaching, General (13.1001)</td>
<td>22</td>
</tr>
<tr>
<td>Kinesiology and Exercise Science (31.0505)</td>
<td>23</td>
</tr>
<tr>
<td>Multi-/Interdisciplinary Studies, Other (30.9999)</td>
<td>24</td>
</tr>
<tr>
<td>Airline Pilot and Flight Crew (49.0102)</td>
<td>25</td>
</tr>
</tbody>
</table>

### Awards
- **Award of <1 academic year**
- **Award of at least 1 but <2 yrs.**
- **Associate's degree***
- **Bachelor's degree**
- **Advanced degree**

Source: National Center for Education Statistics, Integrated Postsecondary Education Data System (IPEDS) surveys.
STRAATEGIES & RECOMMENDATIONS
VISION:
The Greater Fargo-Moorhead region is an economically diverse employment center with a strong pipeline of talent to support current and future employers.
GOAL:
To strengthen the regional workforce system to support regional employers and to address the gap between available positions and qualified workers.
STRATEGIC FRAMEWORK

CULTIVATE: Strengthen the pipeline of local talent to support employers in the region.

ATTRACT: Enhance and coordinate efforts to bring new talent to the region.

BUILD: Develop a framework for financial self-sufficiency and upward mobility for workers in low-wage and basic-skill jobs.

INNOVATE: Encourage the development of innovative solutions to address the region’s workforce-related challenges.
1. CULTIVATE

- Retain more high school and college graduates
- Work with employers to improve talent retention rates
- Encourage more of the existing population to enter the workforce
- Improve the alignment of student career choices, training resources, and industry needs
COMMUNITY 101 FOR COLLEGE STUDENTS

- Part of student orientation
- Highlights community and region’s key assets
- Provides information on how/where to find activities
- Encourages students to establish roots

Image credit: Graduation by Andrew Schwag from Flickr (CC BY-SA 2.0)
EMBRACE THE COLD!

- Community-wide winter carnival that draws visitors
- Target internal and external perceptions of the cold
2. ATTRACT

- Launch a campaign to build awareness of the opportunities in Fargo.
- Support employers with recruitment tools that many can access and use.
FRIENDS & FAMILY CAMPAIGN

- Leverage extensive alumni network
- Engage community alumni with intent to bring them home
- Push information out about community initiatives, job opportunities, and alumni events
- Hold events where high concentration of alumni
- Hold an annual event—a “homecoming”—in Fargo
3. BUILD

- Create a more formal collaborative of nonprofits working with low-income clients around income stability.
- Increase access to and the supply of affordable housing.
- Increase the number of childcare spots available for low-income, working families.
- Improve access to public transportation for low-income families.
NON-PROFIT COLLABORATIVE

- Align programs around a common set of goals to achieve financial stability & self-sufficiency
- Strengthen connections with workforce training and employers through partnerships
- Share information, best practices, and resources to improve service delivery
4. INNOVATE

- Foster the development and adoption of technology-based solutions to meet the demand for low-wage jobs.
- Engage local social entrepreneurs in resolving transportation, housing, and childcare challenges.
SOCIAL INNOVATION CHALLENGE

- Transportation, childcare, affordable housing are common barriers to employment
- Organize a competition of multi-disciplinary teams to design solutions to the problems
Thank You Our Board Leadership

Collaborating to Support Regional Workforce Development
Steering Committee

Jim Gartin
President

Tim Beaton
Executive Director

Craig Whitney
President/CEO

Sherri Thomsen
President

Charley Johnson
President/CEO

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Thank You to Our Investors

• Dave Anderson, Sanford Health
• David Berg, American Crystal Sugar Company
• Anne Blackhurst, Minnesota State University Moorhead
• Dean Bresciani, North Dakota State University
• Jim Brownlee, City of West Fargo
• Donn Diederich, Industrial Builders, Inc
• Randy Johnson, Meinecke-Johnson Company
• Perry Lubbers, Trail King Industries, Inc.
• Bill Marcil, Forum Communications Company
• Matt Maslowski, Moorhead Economic Development Authority
• Tammy Miller, Border States Electric
• John Richman, North Dakota State College of Science
• Tim Sayler, Essentia Health
• Wendy Simek, O'Day Equipment, LLC
• Dave Stende, Eide Bailly LLP
• Pat Traynor, Dakota Medical Foundation
Thank You to Our Investors

Collaborating to Support Regional Workforce Development
Collaborating to Support Regional Workforce Development
Craig Whitney
President & CEO
The Chamber
Collaborating to Support Regional Workforce Development

Strategy:

1. CULTIVATE

Strengthen the pipeline of local talent to support employers in the region.
Strengthen the pipeline of local talent to support employers in the region.

Strategies:
• Retain more graduates from regional high schools
• Work with employers to retain talent in the region.
• Encourage existing population to enter the workforce.
Strategy:

② ATTRACT

Enhance and coordinate efforts to bring new talent to the region.
Enhance and coordinate efforts to bring new talent to the region.

Strategies:
• Launch a campaign to build awareness of the opportunities in Fargo.
• Support employers with recruitment tools that many can access and use.
Collaborating to Support Regional Workforce Development
Strategy:

3 BUILD

Develop a framework for financial independence and upward mobility for workers in low-wage and basic-skill jobs

Collaborating to Support Regional Workforce Development
Develop a framework for financial self-sufficiency and upward mobility for workers in basic-skill jobs.

Strategies:
• Create more formal collaborative of nonprofits working with low-income clients around income stability.
• Increase affordable housing.
• Increase childcare available for low-income, working families.
• Improve access to public transportation for low-income families.
Collaborating to Support Regional Workforce Development
Collaborating to Support Regional Workforce Development

Strategy:

4. INNOVATE

Encourage the development of innovative solutions to address the region’s workforce-related challenges.
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Strategies:
• Foster the development and adoption of technology-based solutions to meet the demand for low-wage jobs.
• Engage local social entrepreneurs in resolving transportation, housing, and childcare challenges.
Collaborating to Support Regional Workforce Development
Regional Workforce Strategy Summary

1. CULTIVATE
2. ATTRACT
3. BUILD
4. INNOVATE

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