

Industry demand for workers	
<b>CHALLENGE OR ISSUE TO BE ADDRESSED:</b>	Industry demand for workers is driving the need for more talent than is currently available.
<b>GOAL A-1:</b>	Available workers are filling higher wage jobs.
<b>Strategy A-1:</b>	<b>Strengthen alignment of the region’s industry recruitment strategy with available skillsets among the existing workforce and the current education/workforce infrastructure.</b>
<b>IDEAS FOR ACTIONS:</b>	<ul style="list-style-type: none"> <li>• Continue to focus business attraction efforts on recruiting high-wage employers tied to available skills.</li> <li>• Document and share lessons learned from the region’s business retention and expansion (BR&amp;E) programs to inform efforts to enhance talent needs for targeted industries.</li> <li>• Increase visibility for successful <a href="#">Pathways to Prosperity</a> (P2P) efforts that help economically disadvantaged adults improve career awareness, acquire skills, or access jobs in high growth, high demand industries</li> <li>• Assist employers in improving their job posting results by using more plain language in their job postings combined with search engine optimization (SEO) to improve the accessibility of web postings (Resource: <a href="#">U.S. Chamber of Commerce Job Data Exchange initiative</a>)</li> <li>• Help targeted industries identify and develop more part-time paid positions that can be made available to students during degree attainment</li> <li>• Optimize <a href="#">NORTHFORCE</a>, <a href="#">Superior Talent</a>, as resources for finding talent for targeted industries</li> </ul>
<b>Current Related Activity</b>	<p><b>NE Minnesota</b></p> <ul style="list-style-type: none"> <li>• Three P2P sector strategies are underway in the region including healthcare, construction, and manufacturing (in partnership with NORTHFORCE, AMFA, APEX, and Community Action Duluth)</li> </ul> <p><b>NW Wisconsin</b></p> <ul style="list-style-type: none"> <li>• “Superior Talent” events that center around talent attraction within specific in-demand industry occupations</li> </ul>
Partners	
<b>CHAMPION ORGANIZATION(S):</b>	<ul style="list-style-type: none"> <li>• APEX, DEED, NWWIB</li> </ul>
<b>KEY PARTNERS:</b>	<ul style="list-style-type: none"> <li>• K-12 Education, colleges and universities, community organizations, regional workforce development boards, <a href="#">CareerForce</a></li> </ul>
Timeline & Success Measures	
<b>TIMELINE FOR ACTION:</b>	TBD
<b>POTENTIAL METRICS:</b>	TBD
<b>ADDITIONAL INFORMATION REQUIRED TO MOVE FORWARD</b>	<ul style="list-style-type: none"> <li>• <a href="#">U.S. Chamber of Commerce Job Data Exchange initiative</a> – a way to continue to engage employers – NORTHFORCE to investigate.</li> </ul>

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<b>CHALLENGE OR ISSUE TO BE ADDRESSED:</b>	Industry demand for workers is driving the need for more talent than is currently available.
<b>GOAL A-2:</b>	Existing employers from targeted, high-wage industries are matched with available and potential talent.
<b>Strategy A-2:</b>	<b>Expand current workforce sector strategy efforts to other targeted economic development industries by engaging employer-led, industry-specific collaboratives.</b>
<b>IDEAS FOR ACTIONS:</b>	<ul style="list-style-type: none"> <li>• Select an industry (to supplement efforts underway in health care and construction) for a comprehensive industry-led effort with key industry champions convening their peers. <i>(Resource: US Chamber of Commerce Foundation <a href="#">Talent Pipeline Management™</a> model)</i></li> <li>• Convene a nucleus of companies in the selected industry in an ‘employer-only setting’ to identify common talent pain points (e.g., types of jobs or skills that employers agree are hard to find or training programs that are not providing high quality talent solutions) to develop industry ideas about the best solutions.</li> <li>• Review available data (including that provided from the Talent Forecast and the state LMI agencies) and continue periodic data updates through interviews with engaged companies that have current and future job openings to determine the quantity and immediacy of need for certain skills and/or occupations.</li> <li>• Develop consensus among employer collaborative members about shared language to describe job competencies, hiring requirements, and credential needs for these targeted positions.</li> <li>• Identify common industry-recognized certifications to enhance worker productivity and skills relevant to each of these targeted occupations.</li> <li>• Share employer-derived insights with intermediaries (including workforce system champions and education and training providers).</li> <li>• Identify how/where local employers typically find the best talent (from interviews with employers and through employer collaborative discussions) and gain employer perspectives on the capacity of those talent sources to meet industry needs.</li> <li>• Identify and implement actions to help engaged employers work more effectively with talent solution providers to align their curriculum and enhance program enrollment.</li> <li>• Manage the performance of key talent sources (not only including education and training programs but also “first-employers”) to generate the most industry-relevant skills.</li> </ul>

<p><b>Current Related Activities</b></p>	<p><b>NE Minnesota</b></p> <p>Construction/Skilled Trades</p> <ul style="list-style-type: none"> <li>• Further development of 218 Trades branded events, marketing, and outreach to K-12 and job seekers (partnering with NORTHFORCE)</li> <li>• Selection of individuals entering the trades to receive GRACF (Grand Rapids Area Community Foundation) scholarships</li> <li>• Duluth Workforce Development Board construction sub committee pipeline development             <ul style="list-style-type: none"> <li>○ Apprenticeship preparation training, Apprenticeship Week (11/2019), Apprenticeship Summit for Teachers</li> <li>○ Engaging with high school CTE, the City of Duluth</li> <li>○ Community Benefits Policy requiring that contractors make a good faith effort to employ a more diverse workforce</li> </ul> </li> </ul> <p>Healthcare</p> <ul style="list-style-type: none"> <li>• 3 regional summits held for employers to determine workforce priorities</li> <li>• GRACF scholarships for select students</li> <li>• Career Pathways materials distributed to Range schools promoting residential care, radiology, clinic nursing, hospital nursing, laboratory, patient services.</li> </ul> <p>Manufacturing</p> <ul style="list-style-type: none"> <li>• AMFA, City of Duluth, APEX, LISC, and Community Action Duluth implemented a manufacturing career pathway program. First pilot class successfully completed, now looking for ways to continue the work. <u>Substantial funding required.</u></li> </ul> <p><b>NW Wisconsin</b></p> <p>Construction / Skilled Trades</p> <ul style="list-style-type: none"> <li>• NWWIB in partnership with WITC and the North Central States Regional Council of Carpenters Training Fund to develop a short-term construction industry training that can serve as a career pathway entry point.</li> </ul> <p>Retail / Hospitality</p> <ul style="list-style-type: none"> <li>• NWWIB hosted two Hospitality Summits to identify pain points and explore alternative recruitment and workforce retention strategies</li> <li>• Teaching the National Retail Federation and American Hotel and Lodging Educational Institute industry-recognized curriculum via short-term cohorts and the re-entry population</li> </ul>
<p><b>Partners</b></p>	
<p><b>CHAMPION ORGANIZATION(S):</b></p>	<ul style="list-style-type: none"> <li>• Minnesota Dept. of Iron Range Resources and Rehabilitation, APEX, Northeast Minnesota Office of Job Training, Northwest Wisconsin Workforce Investment Board, Duluth Workforce Development</li> </ul>
<p><b>KEY PARTNERS:</b></p>	<ul style="list-style-type: none"> <li>• Firms in the selected industry will to cooperate, Minnesota Dept. of Employment and Economic Development</li> </ul>
<p><b>Timeline &amp; Success Measures</b></p>	
<p><b>TIMELINE FOR ACTION:</b></p>	<p>TBD</p>
<p><b>POTENTIAL METRICS:</b></p>	<p>TBD</p>

<b>ADDITIONAL INFORMATION REQUIRED TO MOVE FORWARD</b>	<ul style="list-style-type: none"> <li>Companies willing to take on leadership role in economic development target industries other than health care or construction, where groups are already convening.</li> </ul>
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<b>CHALLENGE OR ISSUE TO BE ADDRESSED:</b>	Industry demand for workers is driving the need for more talent than is currently available.
<b>GOAL A-3:</b>	Secondary and postsecondary education and training resources are responding to rapidly changing industry skill and competency demands.
<b>Strategy A-3:</b>	<b>Use employer input to guide efforts at providing credit for competency-based career and technical education (CTE) programs and expanding the use of industry-defined pathways in education and training.</b>
<b>IDEAS FOR ACTIONS:</b>	<ul style="list-style-type: none"> <li>Identify and advocate for financial aid and resources to support skill bootcamps tied to critical occupations in the industry's target industries (<i>this is the premise of P2P</i>)</li> <li>Create a network of companies willing to collaborate in creating short-term training that can be used across multiple organizations for their industry.</li> <li>Restructure certain degree programs to include stackable certificates that are directly tied to employment</li> <li>Provide guidance to education policymakers on how to expand credit to competency-based programs and to structure assessments of skills attained through prior learning/real world experience.</li> <li>Encourage all academic programs to integrate internships/practicums/field learning into their degree requirements</li> <li>Design and deliver professional development for teachers, counselors and other faculty on approaches to guiding students on educational and career pathways.</li> </ul> <p>(Resources: <a href="#">Integrated Education and Training: A Career Pathways Policy &amp; Practice</a>; <a href="#">Florida Health Careers Pathway Instructional Guide</a>; <a href="#">Los Angeles Trade-Technical College Guide To Transforming Community College Through Pathways and Partnerships</a>; <a href="#">Minnesota Career and Technical Education Pathways</a>) <i>Pathways Wisconsin</i></p>
<b>Current Related Activities</b>	<p><b>NE Minnesota</b></p> <ul style="list-style-type: none"> <li>Applied Learning Institute and Iron Range Engineering are assets in this field</li> <li>NEMOJT pilot project to help secondary schools integrate experiential learning into their high school experience in partnership with local employers</li> <li>St. Scholastica working with LSC to offer stackable credentials – currently piloting with computer science degree program</li> <li>See Apprenticeship initiatives in Section A-2</li> </ul> <p><b>NW Wisconsin</b></p> <ul style="list-style-type: none"> <li>J.P. Morgan Chase- 2017 New Skills for Youth grant supported activities in four regions across the state to develop regional networks of stakeholders and roll out new occupation-specific pathways for K-12 school districts in high-skill, high-demand industries, to disseminate pathway maps to key stakeholders, and to collect college and career readiness data to ascertain the efficacy of these efforts.</li> </ul>

Partners	
<b>CHAMPION ORGANIZATION(S):</b>	<ul style="list-style-type: none"> <li>Northeast Minnesota Office of Job Training, Northwest Wisconsin Workforce Investment Board, Duluth Workforce Development</li> </ul>
<b>KEY PARTNERS:</b>	<ul style="list-style-type: none"> <li>Industry trade groups, continuing education at area post-secondary institutions, Post-Secondary Education, Minnesota Dept. of Iron Range Resources and Rehabilitation, NEHED</li> </ul>
Timeline & Success Measures	
<b>TIMELINE FOR ACTION:</b>	TBD
<b>POTENTIAL METRICS:</b>	<ul style="list-style-type: none"> <li>Draft curricula being developed</li> <li>Enrollment into relevant programs</li> </ul>
<b>ADDITIONAL INFORMATION REQUIRED TO MOVE FORWARD</b>	<ul style="list-style-type: none"> <li>Process for engaging businesses and mechanisms to allow businesses to drive curriculum content development</li> </ul>

<b>Industry demand for workers</b>	
<b>CHALLENGE OR ISSUE TO BE ADDRESSED:</b>	Industry demand for workers is driving the need for more talent than is currently available.
<b>GOAL A-4:</b>	Existing workers are upskilled to meet future industry skill demands.
<b>Strategy A-4:</b>	<b>Encourage employers to expand their investment in their existing workers' training and education.</b>
<b>IDEAS FOR ACTIONS:</b>	<ul style="list-style-type: none"> <li>• Help companies develop more pro-active worker training and retention strategies               <ul style="list-style-type: none"> <li>○ Develop stronger messages for employers about how retaining employees can reduce high turnover costs and increase return on investment</li> <li>○ Provide support to companies to help the map out competencies and help structure job descriptions</li> <li>○ Develop common messaging for employers about available resources to help train existing workforce</li> </ul> </li> <li>• Advocate for expanded incumbent worker training resources in Wisconsin and Minnesota.               <ul style="list-style-type: none"> <li>○ Ensure available training dollars (e.g., WIOA funds) can be used for incumbent worker training and reduce the paperwork associated with using resources for those purposes</li> </ul> </li> <li>• Expand marketing and company participation in the <a href="#">Talent Development Program</a> (which helps pay to train existing workers).</li> <li>• Provide more on-the-job training options, including the use of mobile training centers to bring training to the work-sites or to remote locations. (Example: <a href="#">Weld-ED mobile training center</a>)</li> <li>• Provide technical assistance to companies seeking to create tuition assistance programs as a company benefit. (Toolkit for employers available at <a href="#">Upskill America</a>)               <ul style="list-style-type: none"> <li>○ Provide information to companies about student loan forgiveness benefits. Tap SHRM for <a href="#">models and tips</a> in creating corporate programs.</li> </ul> </li> <li>• Support companies in developing and offering apprenticeship and internship opportunities as a pathway for transitioning to new careers within companies.               <ul style="list-style-type: none"> <li>○ Highlight companies that have been successful with apprenticeship and internship pathways</li> </ul> <p>(Resources: US DOL <a href="#">Apprenticeship Startup Kit</a>. Specialty resource kits vary by industry including for occupations in manufacturing (Manufacturing Institute <a href="#">Apprenticeship Playbook</a> or Washington state's Aerospace Joint Apprenticeship Committee <a href="#">Aerospace and Advanced Manufacturing Apprentice</a>), and port and logistics (<a href="#">TransPORTS</a> apprenticeship guide)</p> </li> </ul>
<b>Current Related Activity</b>	<p><b>NE Minnesota</b></p> <ul style="list-style-type: none"> <li>• Talent Development Program available to help Iron Range employers pay for training; up to \$25K/year available; opportunity to use same funds in same way in Duluth and NW Wisconsin (up to 20% of federal WIOA dollars can be used for this)</li> <li>• On the Job Training is a prevalent service offered to employers who invest in hiring and training individuals without requisite experience; it pays for up to 50% of the wage during the training period, typically anywhere between 4 and 20 weeks.</li> </ul> <p><b>NW Wisconsin</b></p> <ul style="list-style-type: none"> <li>• Wisconsin has Fast Forward grant funds that are available to employers looking to train their workers.</li> </ul>

Partners	
<b>CHAMPION ORGANIZATION(S):</b>	<ul style="list-style-type: none"> <li>Northeast Minnesota Office of Job Training, Northwest Wisconsin Workforce Investment Board, Duluth Workforce Development, post-secondary institutions, APEX, chambers of commerce, economic development organizations, CareerForce</li> </ul>
<b>KEY PARTNERS:</b>	<ul style="list-style-type: none"> <li>Employers, industry associations/business groups, experts in training program design</li> </ul>
Timeline & Success Measures	
<b>TIMELINE FOR ACTION:</b>	TBD
<b>POTENTIAL METRICS:</b>	<ul style="list-style-type: none"> <li>Number on internships, increase in incumbent worker/customized training, % of interns who are hired, number of businesses participating, ROI of investing in workforce</li> </ul>
<b>ADDITIONAL INFORMATION REQUIRED TO MOVE FORWARD</b>	TBD

Talent Attraction and Retention	
<b>CHALLENGE OR ISSUE TO BE ADDRESSED:</b>	The region needs to attract and retain vertically mobile, skilled talent to fill existing and future jobs.
<b>GOAL B-1:</b>	People are moving to the region in greater numbers, helping to grow the talent pool.
<b>Strategy B-1:</b>	<b>Continue to build on current regional efforts (e.g., NORTHFORCE) to attract talent, focused on filling focused on key cohorts of potential workers.</b>
<b>IDEAS FOR ACTIONS:</b>	<ul style="list-style-type: none"> <li>Develop a greater web and social media presence designed toward the region’s key cohorts of potential workers. <i>(Potential Models: <a href="#">Hello West Michigan</a>, <a href="#">Imagine Pittsburgh</a>, <a href="#">CarpeDM (Des Moines)</a>)</i></li> <li>Create a marketing campaign directed at workers already in occupations that could fill ‘hard-to-fill’ jobs. <ul style="list-style-type: none"> <li>Develop resources to make the area more welcoming (by providing welcome wagons, educating area Chamber members about creating a more welcoming environment.</li> <li>Target market to people who have moved away that have family ties</li> <li>Conduct exit interviews with out-migrants living in the region less than one year</li> </ul> </li> <li>Expand tourism messaging to include workforce attraction, students accepting positions in targeted fields <ul style="list-style-type: none"> <li>Develop exploratory vacation packages (targeted to outdoor enthusiasts) interested in moving to the region (Vermont’s “<a href="#">Stay to Stay</a>” Weekends).</li> </ul> </li> <li>Explore business and/or employment-related incentives to attract and retain talent (e.g., loan forgiveness or longevity incentives) <ul style="list-style-type: none"> <li>Provide cash grants for new residents employed in remote jobs. <i>(Example: <a href="#">Vermont Remote Worker Grant Program</a> provides reimbursement for the cost to work from a home or co-working space up to \$5,000)</i></li> <li>Offer financing assistance to new residents for renovating existing housing or purchasing new market-rate homes.</li> </ul> </li> <li>Provide opportunities for people to connect to the community (including trailing spouse) (e.g., concierge service newcomer service, welcome wagon) (Potential Model: Columbus, GA) <i>(Potential Models: <a href="#">Greater Dubuque Newcomer Services Program</a>, <a href="#">Awesome Austin (MN)</a>; Resource: <a href="https://www.welcomewagon.com">https://www.welcomewagon.com</a>,</i></li> </ul>
<b>Current Related Activities</b>	<p>Region wide</p> <ul style="list-style-type: none"> <li>NorthByChoice.com, an effort of Duluth, Iron Range Tourism, APEX, and NORTHFORCE in its nascent stage dedicated fully to regional attraction and community integration. This will be the new umbrella over the NORTHFORCE.org. <u>Needs funding.</u></li> </ul>

Partners	
<b>CHAMPION ORGANIZATION(S):</b>	NORTHFORCE, Superior Talent
<b>KEY PARTNERS:</b>	Local chambers of commerce, Northeast Minnesota Office of Job Training, Northwest Wisconsin Workforce Investment Board, Duluth Workforce Development, tourism bureaus, higher education, larger employers, local government (to support housing incentives), Visions NW Wisconsin, Wisconsin International Trade, Business and Economic Development Council, Visit Duluth, Iron Range Tourism, Superior Chamber, Minnesota DEED
Timeline & Success Measures	
<b>TIMELINE FOR ACTION:</b>	
<b>POTENTIAL METRICS:</b>	Population growth Filled job vacancies Retention rates Exit interview findings (shared with key partners)
<b>ADDITIONAL INFORMATION REQUIRED TO MOVE FORWARD</b>	<ul style="list-style-type: none"> <li>Document regional talent-related strengths and weaknesses relevant for skilled young professionals, remote workers, outdoor enthusiasts, individuals with local ties (<i>Resource: <a href="#">Competing for Tomorrow's Workforce</a></i>)</li> <li>Messaging shared with community</li> <li>Inventory regional talent recruitment events and relevant collaboratives</li> </ul>

Talent Attraction and Retention	
<b>CHALLENGE OR ISSUE TO BE ADDRESSED:</b>	The region needs to attract and retain vertically mobile, skilled talent to fill existing and future jobs.
<b>GOAL B-2:</b>	Graduating students find employment and stay in (or return to) the region.
<b>Strategy B-2:</b>	<b>Expand existing efforts to develop internships and match potential interns to local positions targeted to area residents going to school elsewhere and local students from outside the region.</b>
<b>IDEAS FOR ACTIONS:</b>	<ul style="list-style-type: none"> <li>Expand the Mentor Connection program to match more students to local employers for internships and job shadowing options for young adults, working closely with area post-secondary institutions and high schools as well as area employers. <i>(Potential Models: The New Hampshire Lake Region created the 200 by 2020 Initiative includes a <a href="#">database of internships and job shadowing opportunities</a>; Des Moines Seize the City engagement program for interns and college students and the Iowa City – Cedar Rapids (ICR) Iowa Region's <a href="#">Ignite ICR</a> program for college students and interns working in the area)</i></li> <li>Recruit students attending colleges and universities elsewhere with local families back to the region with local internships, career coops, and expanded marketing at university career fairs.</li> <li>Encourage firms to provide internships, apprenticeships, and similar earn and learn opportunities             <ul style="list-style-type: none"> <li>Create a simple, shared, and brief resource for employers guiding employers on how to offer effective internships, including providing definitions and suggested employment structure of internships</li> <li>Enhance the region's mentoring program to train corporate intern supervisors on how to manage interns effectively to enhance internship experiences. <i>Resources: <a href="#">NACE Internship Best Practices</a>; Polk State College (FL) <a href="#">Internship Supervisor Handbook</a></i></li> </ul> </li> </ul>



<b>Current Related Activities</b>	<b>Twin Ports</b> <ul style="list-style-type: none"> <li>Mentor Connection- <u>At risk with lack of collegiate support.</u></li> <li>CSS- Completing research dedicated to creating a full-time internship development position. Experimental internship cohort and funding assistance models. “Talent Forecast Roll Out Session was a great impetus to get this project going.” -Carrie Taylor-Kemp, Career Services</li> </ul> <b>Iron Range</b> <ul style="list-style-type: none"> <li>NEMOJT’s Career EdVenture and related youth programs are focused on providing work experience to area youth.</li> <li>NEMOJT has a pilot project in development in Itasca county to provide progressive experiential learning for secondary students, including job shadowing and internships.</li> </ul>
<b>Partners</b>	
<b>CHAMPION ORGANIZATION(S):</b>	NORTHFORCE, Regional Industry Leaders
<b>KEY PARTNERS:</b>	Regional higher education, regional employers, St. Scholastica
<b>Timeline &amp; Success Measure</b>	
<b>TIMELINE FOR ACTION:</b>	TBD
<b>POTENTIAL METRICS:</b>	TBD
<b>ADDITIONAL INFORMATION REQUIRED TO MOVE FORWARD</b>	<ul style="list-style-type: none"> <li><i>Conduct a needs assessment among companies to determine why they do not offer internships</i></li> </ul>

<b>Talent Attraction and Retention</b>	
<b>CHALLENGE OR ISSUE TO BE ADDRESSED:</b>	The region needs to attract and retain vertically mobile, skilled talent to fill existing and future jobs.
<b>GOAL B-3:</b>	Create a more welcoming environment for workers from different racial and ethnic backgrounds.
<b>Strategy B-3:</b>	<b>Foster greater diversity in hiring among area companies.</b>

<p><b>IDEAS FOR ACTIONS:</b></p>	<ul style="list-style-type: none"> <li>• Provide more Leadership Duluth/Douglas County scholarships to encourage underrepresented people and women in non-traditional careers to participate in “Leadership Duluth” and “Leadership Douglas County” <i>(Potential Model: <a href="#">Inland Empire Next Generation Leaders of Color</a>)</i></li> <li>• Assist employers in strengthening and/or launching diversity and inclusion strategies within their organizations. <i>(Potential Model: The ICR Iowa Region’s <a href="#">Inclusive ICR</a> is a coalition of employers and organizations working together to support and grow diversity and inclusion in the Iowa City-Cedar Rapids workforce.</i></li> <li>• Recognize companies that generate positive recommendations from workers with diverse backgrounds as part of a local “best places to work” awards program <i>(Resource: <a href="#">Best Places to Work Diversity Awards</a>)</i></li> <li>• Develop curriculum and provide free training to workers on how they can better welcome colleagues from different backgrounds.</li> </ul>
<p><b>Current Related Activities</b></p>	<p><b>Region</b></p> <ul style="list-style-type: none"> <li>• Continuation of 2019-20 Workforce Solutions Series focused on racial diversity.</li> </ul> <p><b>Duluth</b></p> <ul style="list-style-type: none"> <li>• Duluth Workforce Development Board’s Equity Committee, convening employers dedicated to revamping their hiring practices to be more inclusive.</li> </ul>
<p><b>Partners</b></p>	
<p><b>CHAMPION ORGANIZATION(S):</b></p>	<p>APEX, Northland Human Resources Association (NHRA), Bois Forte Band of Chippewa, Fond du Lac Band of Lake Superior Chippewa, Grand Portage Band of the MN Chippewa, Mille Lacs Band of Ojibwe</p>
<p><b>KEY PARTNERS:</b></p>	<p>Chambers of commerce, Northeast Minnesota Office of Job Training, Northwest Wisconsin Workforce Investment Board, Duluth Workforce Development, NAACP, NWCEP, and Unions</p>
<p><b>Timeline &amp; Success Measures</b></p>	
<p><b>TIMELINE FOR ACTION:</b></p>	<p>Lead Duluth Scholarship enrollment (May 2019) Anytime you can continue an existing diversity program</p>
<p><b>POTENTIAL METRICS:</b></p>	<p>Tracking recruitment and retention for people of color</p>
<p><b>ADDITIONAL INFORMATION REQUIRED TO MOVE FORWARD</b></p>	<p>Insights about business recruitment strategies and hiring practices Exploration of how to enhance Leadership Duluth</p>

Talent Attraction and Retention	
<b>CHALLENGE OR ISSUE TO BE ADDRESSED:</b>	The region needs to attract and retain vertically mobile, skilled talent to fill existing and future jobs.
<b>GOAL B-4:</b>	Create a more welcoming environment for talent from other countries.
<b>Strategy B-4:</b>	<b>Develop programs to help attract and retain foreign-born residents to the region.</b>
<b>IDEAS FOR ACTIONS:</b>	<ul style="list-style-type: none"> <li>• Develop a cohesive communication plan aimed at area companies focused on educating international students, businesses, staffing agencies, and faculty/staff about the benefits of engaging in earn and learn opportunities               <ul style="list-style-type: none"> <li>○ Create a guide that articulates the visa process and identifies potential resources such as local immigration attorneys</li> <li>○ Document and share success stories of international students and employers</li> <li>○ Articulate the value proposition for employers of international students as a pool for skilled talent</li> <li>○ Highlight internships as an approach for easily engaging with international students</li> </ul> </li> <li>• Design and implement an international student engagement process to be executed by area colleges and universities to support recruitment and retention of foreign-born students.               <p><i>(Resource: <a href="#">American Council on Education Globalization Laboratory</a>)</i></p> <ul style="list-style-type: none"> <li>○ Create a cohort of international students across the region’s multiple colleges and universities by providing university-sponsored international student dinners and supporting multi-university cultural events</li> <li>○ Connect international students to existing area professionals with a similar international background by identifying area residents with international backgrounds who could serve as mentors for local students</li> <li>○ Connect international students to area businesses by supporting dinners with international students (modeled after ‘Dinner with Champions’ conducted for UMD student athletes) and sponsoring lunch and learns with businesses on the visa process                   <p><i>(Resources: US Citizenship and Immigration Service <a href="#">F-1 Student</a> and <a href="#">H1-B Specialty Worker Visas</a>)</i></p> </li> <li>○ Connect international students to the community by expanding UMD’s Friends of International Students program to engage with other area colleges and sponsoring a September community event (perhaps in collaboration with FUSE or with the area Arts and Music scene) to develop a stronger bond with the community</li> </ul> </li> <li>• Develop a network of area international residents to create a more global community.               <p><i>(Potential Model: <a href="#">Greater Louisville International Professionals</a>)</i></p> </li> </ul>
<b>Current Related Activities</b>	N/A
Partners	
<b>CHAMPION ORGANIZATION(S):</b>	APEX and NORTHFORCE
<b>KEY PARTNERS:</b>	Lake Superior College, Wisconsin Indianhead Technical Institute, University of Minnesota at Duluth, College of St. Scholastica, University of Wisconsin Superior
Timeline & Success Measures	
<b>TIMELINE FOR ACTION:</b>	TBD
<b>POTENTIAL METRICS:</b>	TBD

ADDITIONAL INFORMATION REQUIRED TO MOVE FORWARD

Leverage underutilized talent	
<b>CHALLENGE OR ISSUE TO BE ADDRESSED:</b>	The region can better leverage underutilized talent pools to meet workforce needs.
<b>GOAL C-1:</b>	Targeted cohorts of workers are learning more about career options in the region.
<b>Strategy C-1:</b>	<b>Provide more students and young adults with exposure to careers in targeted industries.</b>
<b>IDEAS FOR ACTIONS:</b>	<ul style="list-style-type: none"> <li>• Advocate for more resources for career exploration programs such as <a href="#">Construct Tomorrow</a> and <a href="#">Scrubs Camp</a> programs</li> <li>• Leverage existing toolkits to promote awareness about career opportunities in key industries of importance to the region. (Resource: <a href="#">ACTE Sector Sheets</a>, <a href="#">Career and Education Explorer</a>, Apprenticeship Explorer)</li> <li>• Develop a mechanism (e.g., a Regional Advisory Board that brings together leaders from across Northeast Minnesota and Northwest Wisconsin) to align resources targeted to young adult ‘career access programs’ with identified regional economic development priorities for talent.</li> <li>• Provide opportunities for middle school kids to begin career exploration (through job shadowing and career fairs)             <ul style="list-style-type: none"> <li>○ Continue hosting and expanding the reach of area career exploration events (including high school and career fairs manufacturing month).</li> <li>○ Provide greater access to hands-on exploration and high-impact learning using simulations.</li> </ul> </li> <li>• Improve accessibility of programs for young adults             <ul style="list-style-type: none"> <li>○ Adapt education scheduling and expand online learning options to reflect working students’ needs.</li> <li>○ Provide grant funding for transportation and substitute teachers so more students can attend career events (especially students living in remote area)</li> <li>○ Provide career staff at local libraries once per month</li> </ul> </li> <li>• Collaborate to offer professional development training for regional one stop job services staff on how to direct clientele to entry level jobs or entry level training opportunities. (Resource partners: <a href="#">National Association of Workforce Development Professionals</a>, <a href="#">National Association of Workforce Boards</a>, and state labor market information agencies)</li> <li>• Improve efforts to connect traditionally disadvantaged students to online career and post-secondary training resources (e.g., the <a href="#">Pathways to Prosperity</a> (P2P) offered in Minnesota).</li> </ul>
<b>Current Related Activities</b>	<p><b>NE Minnesota</b></p> <ul style="list-style-type: none"> <li>• The Duluth and Northeast workforce board healthcare working groups are organizing a hands-on healthcare career fair for high school students</li> <li>• Career EdVenture initiative through NEMOJT provides career exploration and planning resources to 40 districts in the region;</li> <li>• IASC Career Pathways initiative through STEM grant from the DIRRR</li> <li>• Hibbing ‘Academies’; upcoming Eveleth-Gilbert and Virginia collaboration on academy school</li> <li>• YES Duluth developing more work experience sites with a focus on career pathways YES Duluth staff embedded at local high schools to provide one-on-one and group career exploration and counseling</li> </ul>
Partners	
<b>CHAMPION ORGANIZATION(S):</b>	<ul style="list-style-type: none"> <li>• CareerForce, NEMOJT, YES Duluth</li> <li>• National Retail Federation (NW Wisc.)</li> </ul>

<b>KEY PARTNERS:</b>	<ul style="list-style-type: none"> <li>Area colleges, Wisconsin Job Center, Minnesota DEED and Wisconsin Dept of Workforce Development, SOAR, Career Solutions, Community Action Duluth, high schools (education counselors), labor unions, Boys and Girls Club, county social services, education opportunity center, food shelf, tribal representation</li> </ul>
<b>Timeline &amp; Success Measures</b>	
<b>TIMELINE FOR ACTION:</b>	TBD
<b>POTENTIAL METRICS:</b>	<ul style="list-style-type: none"> <li>Increased participation in career exploration activities</li> <li>Increase % of youth employed</li> <li>Youth with better understanding of local career options</li> </ul>
<b>ADDITIONAL INFORMATION REQUIRED TO MOVE FORWARD</b>	TBD

<b>Leverage Underutilized Talent</b>	
<b>CHALLENGE OR ISSUE TO BE ADDRESSED:</b>	The region can better leverage underutilized talent pools to meet workforce needs.
<b>GOAL C-2:</b>	Workers are staying in the labor force longer.
<b>Strategy C-2:</b>	<b>Scale up and improve access for senior workers wanting to remain engaged with the labor market.</b>
<b>IDEAS FOR ACTIONS:</b>	<ul style="list-style-type: none"> <li>Provide resources to help workers 55+ adapt their work experience to new careers and help with job counseling and placement. <i>(Resources: <a href="#">AARP Back to Work 50+</a>, <a href="#">Plus 50 Encore Completion Program</a>, and DOL's <a href="#">Senior Community Service Employment Program</a>)</i></li> <li>Offer workshops targeted to corporate human resource staff on leveraging senior talent through changes in work requirements, benefits, and workplace culture. <i>(Resources: <a href="#">AARP training resources</a>; <a href="#">AARP: Life Reimagined for Work</a> and <a href="#">American Society for Aging's Career Advantage</a>)</i></li> <li>Enhance area programs targeted to the specialized needs of the region's unemployed older males with limited technology skills.</li> </ul>
<b>Current Related Activities</b>	<p><b>NE Minnesota</b></p> <ul style="list-style-type: none"> <li>Duluth and AEOA older workers program offers paid work experience placements for those 55+, access to training, and one on one career counseling. This includes working with employers to develop work opportunities supportive of older workers.</li> </ul> <p><b>NW Wisconsin</b></p> <ul style="list-style-type: none"> <li>AARP 50+ curriculum</li> </ul>

<b>Partners</b>	
<b>CHAMPION ORGANIZATION(S):</b>	City of Duluth, AEOA, NEMOJT
<b>KEY PARTNERS:</b>	TBD
<b>Timeline &amp; Success Measures</b>	
<b>TIMELINE FOR ACTION:</b>	TBD
<b>POTENTIAL METRICS:</b>	TBD

**ADDITIONAL  
INFORMATION REQUIRED  
TO MOVE FORWARD**

TBD

Leverage Underutilized Talent	
<b>CHALLENGE OR ISSUE TO BE ADDRESSED:</b>	The region can better leverage underutilized talent pools to meet workforce needs.
<b>GOAL C-3:</b>	Traditionally discouraged and marginal workers contribute more consistently to the labor market.
<b>Strategy C-3:</b>	<b>Address the effects of the social service “benefits cliff” on labor force participation.</b>
<b>IDEAS FOR ACTIONS:</b>	<ul style="list-style-type: none"> <li>• Develop more information and greater awareness about the issue and its impact on potential workers among businesses and potential champions.               <ul style="list-style-type: none"> <li>○ Document the work of local intermediaries providing help to those in transition.</li> <li>○ Conduct training for job counselors and medical/mental health professionals through case reviews, a learning forum, and quarterly best practice exchanges</li> <li>○ Provide (and promote availability of) “life coaches” that employers can tap to help workers in crisis through their challenges</li> </ul> </li> <li>• Develop consensus among area leaders (including business leaders) about a definition for financial self-sufficiency for Talent Forecast area residents. <i>(Resources: <a href="#">MN DEED Cost of Living</a>, <a href="#">Washington Self Sufficiency Standard</a>, <a href="#">MIT Living Wage</a>)</i></li> <li>• Create a counseling tool for jobseekers and career counselors to use in setting self-sufficiency targets. <i>(Resource: <a href="#">Washington Self Sufficiency Standard Counseling Resources</a>)</i></li> <li>• Review Minnesota and Wisconsin social benefit policies on program eligibility levels and phase-outs to see how well they align with the region’s consensus on achieving financial self-sufficiency.</li> <li>• Advocate for state policy changes to align eligibility determination procedures, documentation requirements, and timelines across programs to minimize sudden impact on benefits.               <ul style="list-style-type: none"> <li>○ Engage professional organizations of state human service workers, social work professional organizations, and employers in educating them about potential</li> <li>○ Work with policymakers and employers to adjust benefits to self-sufficiency target and raise wages/provide benefits</li> </ul>  <i>(Potential Models: <b>Colorado’s Child Care Assistance Cliff Effect Pilot Program</b> redesigned 2016 to be “revenue-neutral” as family income rises. Maryland’s <b>Two-Generation Family Economic Security Commission and Pilot Program</b> links early-childhood and elementary education, economic stability, and family engagement.)</i> </li> </ul>
<b>Current Related Activities</b>	<b>Iron Range</b> <ul style="list-style-type: none"> <li>• NEMOJT and DEED Project. Identifying local thresholds for wages required to exit and stay off public assistance. (The purpose is to give public assistance recipients a better idea of what their financial goals need to be in order to be successful without assistance and to educate employers about how their wage structure might prevent public assistance recipients from applying for their entry level positions or keep employees who are also on public assistance from accepting more work hours.)</li> </ul>
Partners	
<b>CHAMPION ORGANIZATION(S):</b>	<ul style="list-style-type: none"> <li>• Northeast Minnesota Office of Job Training, Northwest Wisconsin Workforce Investment Board, Duluth Workforce Development</li> </ul>
<b>KEY PARTNERS:</b>	<ul style="list-style-type: none"> <li>• LISC, Homes for All Coalition, Data analysts at DEED, Religious Orgs, TANF employment providers, Community Action Duluth, area schools Collaborative</li> </ul>

Timeline & Success Measures	
<b>TIMELINE FOR ACTION:</b>	<ul style="list-style-type: none"> <li>Determine area’s self-sufficiency standard; train job counselors on how to implement it – 1yr</li> <li>Identify publish success stories – 1yr</li> <li>Identify policy changes needed -2 yrs</li> <li>Find advocacy org to work with to push policy changes -2 yrs</li> <li>Start to sketch out 2-gen approach for region – 18 months</li> </ul>
<b>POTENTIAL METRICS:</b>	<ul style="list-style-type: none"> <li>Work participation rate</li> <li>Self-sufficiency index</li> <li>Number of new applicants for assistance whose parents were/are benefits recipients</li> </ul>
<b>ADDITIONAL INFORMATION REQUIRED TO MOVE FORWARD</b>	Effective models of wraparound services (Resource: <a href="#">National Wraparound Initiative</a> , Portland State University Regional Research Institute)

Leverage Underutilized Talent	
<b>CHALLENGE OR ISSUE TO BE ADDRESSED:</b>	The region can better leverage underutilized talent pools to meet workforce needs.
<b>GOAL C-4:</b>	Workers struggling with criminal pasts or substance abuse disorders have options for recovery that include preparing for meaningful work.
<b>Strategy C-4:</b>	<b>Provide job training and related wrap-around services linked to community re-entry and/or addiction recovery efforts.</b>
<b>IDEAS FOR ACTIONS:</b>	<ul style="list-style-type: none"> <li>Inventory the region’s existing community re-entry efforts and addiction recovery treatment programs to identify their linkages to job placement and training.</li> <li>Develop re-entry programs for ex-offenders               <ul style="list-style-type: none"> <li>Provide high value training to ex-offenders</li> <li>Provide support services to help ease transition</li> </ul> </li> <li>Develop and enhance job training programs paired with treatment centers geared toward addressing common substance abuse disorders. <i>(Potential Model: <a href="#">Addiction Recovery Care</a>, Kentucky, <a href="#">Fruits of Labor</a>, Rainelle, WV)</i></li> <li>Provide employer orientation, counseling, and related support services to companies willing to hire ex-offenders or recovering addicts to ensure that they are “ready” to accept workers from these cohorts <i>(Resources (Recovery): <a href="#">Substance Abuse and Mental Health Services Administration</a>, <a href="#">American Addiction Centers</a>; (Re-entry): <a href="#">Rand</a>, <a href="#">Society of Human Resource Managers</a>)</i></li> </ul>
<b>Current Related Activities</b>	<p><b>NE Minnesota</b></p> <ul style="list-style-type: none"> <li>NEMOJT provides job search workshops in local jails; the CareerForce system provides the New Leaf workshop for ex-offenders through DEED; existing WIOA Adult programs provided by NEMOJT and the City of Duluth serve individuals with criminal backgrounds</li> <li>SOAR and HDC Programs.</li> </ul> <p><b>NW Wisconsin</b></p> <ul style="list-style-type: none"> <li>Re-entry work already in retail, manufacturing, retail, hospitality, and culinary</li> </ul>
Partners	
<b>CHAMPION ORGANIZATION(S):</b>	NEMOJT, City of Duluth, AEOA
<b>KEY PARTNERS:</b>	SOAR, Human Development Center



Timeline & Success Measures	
<b>TIMELINE FOR ACTION:</b>	TBD
<b>POTENTIAL METRICS:</b>	TBD
<b>ADDITIONAL INFORMATION REQUIRED TO MOVE FORWARD</b>	TBD