

CARBON ORE, RARE EARTH AND CRITICAL MINERAL
WORKFORCE TRAINING:
Challenges. Strategies. and Partnerships

LIVE WEBINAR

TUESDAY, SEPTEMBER 27, 2022
10:00 AM - 12:00 PM (MT)



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UNIVERSITY
OF WYOMING

School of
Energy Resources

NETL Regional Workforce Initiative (NETL RWFI)



A Focus on Appalachia and the
future of Energy and Advanced
Manufacturing Regional
Workforce Readiness and
Economic Development

NETL RWFI Mission Statement



NETL RWFI is a platform for engagement and collaboration with key stakeholders who are critical for the deployment of U.S. DOE and NETL Energy and Advanced Manufacturing technological research.

Supporting Regional Economic and Workforce Development opportunities.

Measuring Our Impact - People First



Key Metrics are Levels of Engagement and Outreach

800+

individual
stakeholders

400+

institutions and
organizations
represented

1100+

registrants to the
NETL RWFI Webinar
Series

290+

subscribed to the
NETL RWFI e-Note
Monthly Newsletter

**Catalyzed over 1M in energy/advanced manufacturing
workforce & economic development funding**



The U.S. Skilled Technical Workforce

Expected Future Challenges to the U.S. Skilled Technical Workforce

Significant shortfall of nearly
3.4 million
skilled technical workers by 2022*

RECOMMENDATION

Build national and regional coalitions and partnerships of stakeholders to address skills gaps and collaborate to harness shared resources

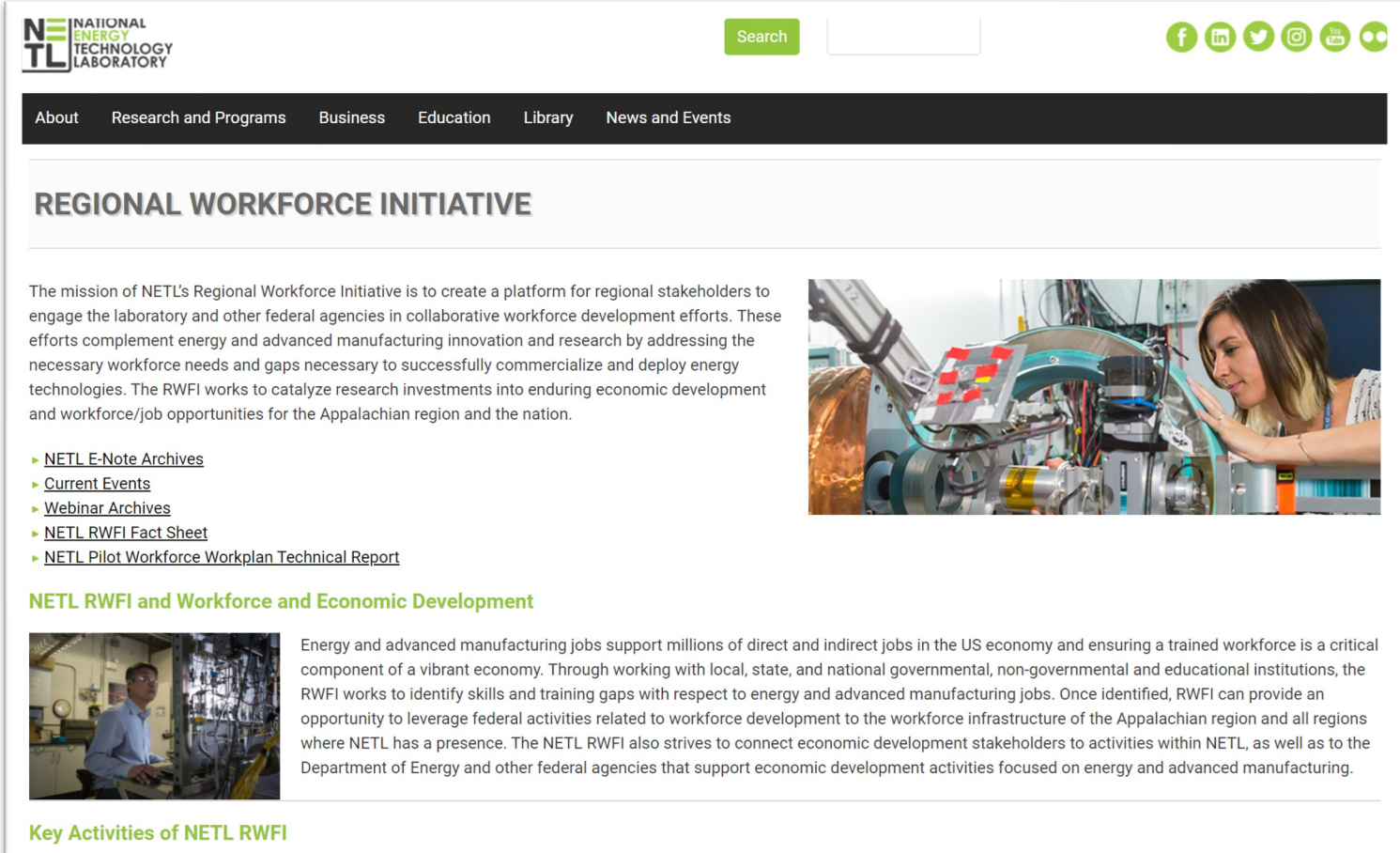
NETL RWFI's Tri-State Energy and Advanced Manufacturing consortium panel on the workforce of the future.



Consistent Engagement & Output

Outreach Tools

- Webinars
- Networking (meetings, lab tours, site visits)
- E-note (monthly) Webinars Archive
- RWFI website and archives
- www.netl.doe.gov/rwfi



The screenshot shows the NETL website's 'REGIONAL WORKFORCE INITIATIVE' page. At the top is the NETL logo and a search bar. A navigation menu includes 'About', 'Research and Programs', 'Business', 'Education', 'Library', and 'News and Events'. The main heading is 'REGIONAL WORKFORCE INITIATIVE'. Below it is a paragraph describing the mission: 'The mission of NETL's Regional Workforce Initiative is to create a platform for regional stakeholders to engage the laboratory and other federal agencies in collaborative workforce development efforts. These efforts complement energy and advanced manufacturing innovation and research by addressing the necessary workforce needs and gaps necessary to successfully commercialize and deploy energy technologies. The RWFI works to catalyze research investments into enduring economic development and workforce/job opportunities for the Appalachian region and the nation.' To the right is a photo of a woman working with a robotic arm. Below the text is a list of links: 'NETL E-Note Archives', 'Current Events', 'Webinar Archives', 'NETL RWFI Fact Sheet', and 'NETL Pilot Workforce Workplan Technical Report'. A sub-heading reads 'NETL RWFI and Workforce and Economic Development'. Below this is another photo of a man in a lab and a paragraph explaining the importance of energy and advanced manufacturing jobs, stating that the RWFI works to identify skills and training gaps and connect stakeholders to activities within NETL.

Regional in Focus, National in Reach



400+ Organizations Representing Multiple Stakeholder Groups

Stakeholder groups include:

- Economic Development Organizations
- Federal, State, & Local Governments
- Community Colleges & Universities
- Philanthropic Organizations
- National Laboratories
- Workforce & Other NGOs
- Industry

Appalachian Regional Commission
America Makes
Belmont College
TEAM Consortium
Benedum Foundation
BRITE Energy Innovators
Catalyst Connection
Carnegie Mellon University
Claude Worthington Benedum Foundation
Energy Futures Initiative
National Association of Workforce Boards
Coalfield Development Corporation
Community College of Allegheny College
Westmoreland Community College
PA Department of Economic Development
University of Pittsburgh

Siemens Corporation
Eastern Community College West Virginia
E2 Network
IACMI
ARM consortium
IN-2-Market, Inc.
Manufacturing Extension Partnership
West Virginia University
WVU Industrial Extension/MEP
Allegheny Conference
Charleston Area Alliance
Electric Power Research Initiative
Pittsburgh Regional Alliance
Robert C. Byrd Institute
Oak Ridge National Laboratories
West Virginia University

Key Outcomes to Date



Establishment of a new network of regional stakeholders



Consistent engagement with key regional partners



Integration of Workforce Workplan



Increased communication of NETL mission



Increased growth for potential collaborative opportunities

NETL RWFI Advanced Manufacturing & Energy (R-AME)

- **5 themes**/questions
- **Engagement platform** for region
- **Network** for regional entrepreneurship and innovation
- **Best practices** in the issue areas
- **Regional funding** opportunities

REGIONAL FOCUS

Supporting
innovation,
entrepreneurship,
and economic
development

Workforce Training 1.0

Advanced Welding Workforce Initiative

- **1st** workforce training funding effort, worked with DOE & ARC to structure
- **\$1M** award for Advanced Welding
- **5 awardees** across Appalachia
- **More women** than ever enrolled in 3 of the 5 tech schools



Pilot Program

- ✓ Available and accessible training programs
- ✓ Ongoing or planned collaborations with education and training providers
- ✓ Identify necessary certifications or other educational attainment involved in technology/activity
- ✓ Identify Economically Distressed Communities or state or federal designated Opportunity Zones or other geographically defined empowerment zones where this activity may occur

Originated from conversations with stakeholders and through ARC workshop participation (2017-18)

Prevalent questions were:

- What are the occupations needed?
- What skills/education is required for those occupations? "Future casting"

NETL technologies 3-5 years from commercialization

Effort to understand occupations and skills necessary for the present and the future

DOE now requires a statement of job creation on FOAs

Workforce Readiness Plan Database



Job/Career Field Name	Skills Needed	Education Requirements	Availability of Training Programs	Any Other Relevant Items Provided?
Big Data Programmer/Analyst	<ul style="list-style-type: none"> • Efficiently extract large scale complex business data (time series data, structured/unstructured) from various data sources and prepare them for data analytics. • Partner with product experts, leverage common open-source machine learning/deep learning packages for identifying data patterns/trends or building predictive models. • Deploy solutions to business units using software technologies to generate measurable values for businesses. • Grasp the application of the latest machine learning and artificial intelligence open-source packages, cloud, and distributed computing technologies to ensure the best technologies are implemented to meet businesses' data challenges. 	<ul style="list-style-type: none"> • Undergraduate degree in Data Science, Computer Science, Math, or Statistics. • For candidates who hold an engineering degree, we require candidates have taken data science classes already. • 7 years of experiences with a minimum of 2 years experiences in extracting the data, using common classification or regression open-source packages through R or Python. 	Yes	
Geologists	<ul style="list-style-type: none"> • Geologists with a passion for subsurface materials and skillsets such as geologic characterization, well log and core analysis, petrophysical calculations, geostatistics, model development, and field work are needed to quantify rock property estimations and integrate subsurface interpretations using different datasets. 	<ul style="list-style-type: none"> • Undergraduate & Professional 	Yes	

Pilot Conclusions

Report Findings: www.netl.doe.gov/rwfi

- ✓ Skilled technical workforce is essential
- ✓ Technical workforce occupations are high paying and in-demand
- ✓ Energy and Advanced Manufacturing industries are rapidly evolving towards high skilled and increased experience
- ✓ The Workforce Workplan is an effective tool in identifying emerging skills and occupations in energy industries = a skills/occupations early warning system

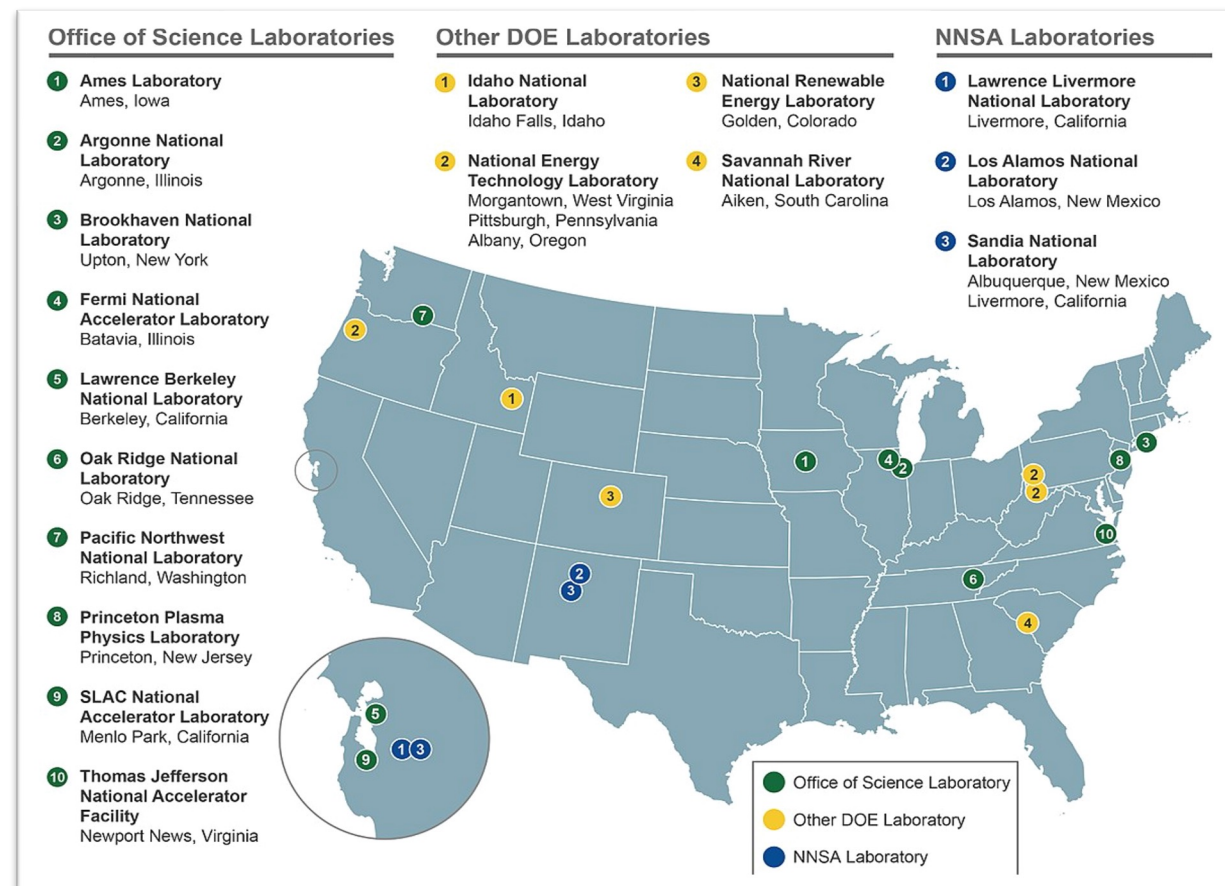


Opportunity?

Report Findings: www.netl.doe.gov/rwfi



- **What if the Workforce Readiness Plan could be implemented at other labs?**
- Indirect benefits and support of occupations and skills being supported by DOE funding
- Clearer picture of future industry sector needs



Conclusions

Let's Connect, Communicate and Collaborate!

- NETL RWFI relies on our being consistent, communicative, and collaborative with stakeholders
- Substantive engagement and results – Webinars, E-Note, R-AME, Workforce Readiness Pilot, NETL/ARC AWWI



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UPTON, WYOMING

The sky is the limit



ATTRACTING, DEVELOPING & RETAINING A SKILLED WORKFORCE IN UPTON, WYOMING

**Supporting Developing U.S. Industries - Carbon Ore, Rare Earth,
and Critical Minerals**

Upton Municipal Airport





A rail-served business park, FAA municipal airport, regional high school sports facility, 9-hole golf course, regional competition gun club facility – these are *typical amenities* in many communities, but **Upton volunteers** build, improve, maintain and manage theirs. Take a closer look at the Town of Upton and you will see that this small town is *anything but typical!*

POPULATION 1,100

INDUSTRIES Transportation & logistics, energy, mining, manufacturing, ranching, and *coming soon* - rare earth elements.

LOCATION The beautiful Black Hills of northeast Wyoming at US Hwy 16 and Hwy 116, 15 miles southeast of Interstate 90, and 29 miles northwest of Hwy 85, the *Heartland Express* from Canada to Mexico.

Rare Earth Elements

Upton, Wyoming is home to *Rare Element Resources* (RER), which is developing a demonstration plant for processing rare earth elements at the **Tiger Transfer** business park, with access to BNSF dual mainline rail. The project is expected to last 3 ½ years, and a commercial plant will be designed during demonstration plant operations. Property adjacent to Tiger Transfer, which is accessible to rail, has been secured by RER for subsequent development of a commercial plant. The Upton Economic Development Board (UEDB) and Tiger Transfer are working together to achieve the vision for a Rare Earth Elements Industry Center in Upton.



Facing the Challenge of Growing a Skilled Workforce in a Rural Community

Attracting, developing and retaining a skilled workforce is a challenge faced by almost every community across the United States. Rural communities can face even more challenges, such as:

1. Fewer local employers offering well-paying jobs with benefits
2. Longer commutes to jobs
3. Access to education and training
4. Available lodging and housing
5. Affordable daycare
6. Healthcare
7. Lifestyle amenities
8. Industry sector volatility

Strategic Planning: Addressing the Challenge in Upton, Wyoming



1. Who are workers and what do they need?
2. What resources and assets are needed in Upton, WY to complement what is already available in Northeastern Wyoming?
3. How do we promote and deliver existing resources to employers and workers?
4. What partnerships are key to creating and delivering education and training?
5. Why it is important to communicate and promote industry activities and advances, *Locally, Regionally and Nationally*, to workers and prospective workers --
 - Who have transferrable skills
 - Who attend college and university in relevant degree programs
 - K-12 students
 - Unemployed

WORKFORCE

WY WE DO DISTANCE -- FOR GOOD JOBS!

COMMUTING IS A WAY OF LIFE IN WYOMING AND SOUTH DAKOTA, AND EMPLOYERS ACCESS A SIZEABLE WORKFORCE.

Upton Workforce Area Population – 244,448	
Workforce Area: NE Wyoming + SE South Dakota	
Northeast Wyoming	Southwest South Dakota
Cities: Gillette, Moorcroft, Sundance, Newcastle, Upton	Cities: Rapid City, Summerset, Sturgis, Spearfish, Belle Fourche, Lead-Deadwood, Custer
Northeast Counties: Campbell (47,026), Crook (7,181), Weston (6,838)	Southwest Counties: Pennington (109,222), Meade (29,852), Lawrence (25,768), Butte (10,243), Custer (8,318)

US Census Data 4/1/2020



WORKERS – WHO ARE THEY, AND WHERE ARE THEY?

Classrooms – K-12, colleges, technical colleges, universities

Seniors

Veterans

Honor camps

Retired military

At-home parents

Home based workers

Remote workers

Part-time workers

Out of state looking for a better quality of life





UPTON'S PRIMARY EMPLOYMENT CENTER

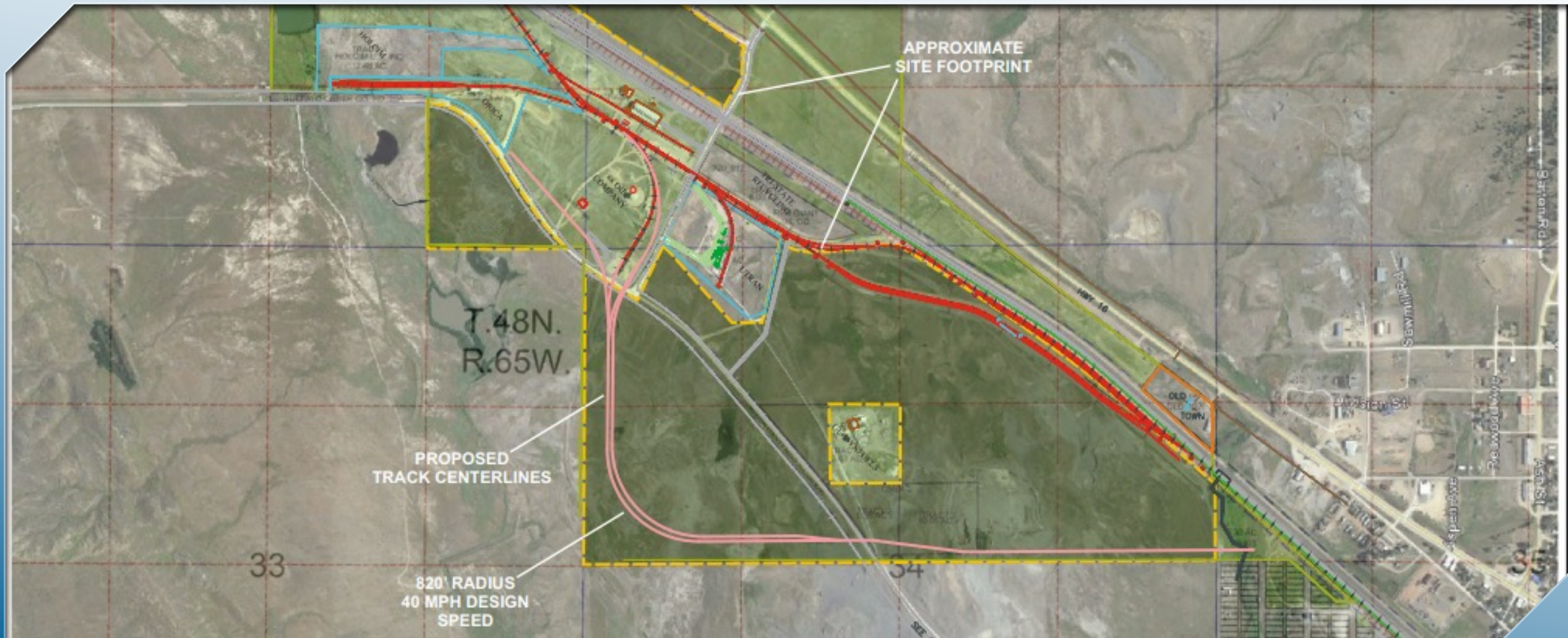
121 WEST MERINO STREET, UPTON, WY 82730

BNSF CERTIFIED PREMIER TRANSLOAD FACILITY

- ✓ Zoned Industrial
- ✓ Operated since 2006 under current management
- ✓ Located on BNSF Railway's (Black Hills Sub) double mainline track with 3 mainline switches
- ✓ Only rail park located on the BNSF double mainline route through Wyoming
- ✓ 44,000 feet of private rail and constant construction of new track
- ✓ Acres of "shovel ready" land for building development, outdoor storage, or rail
- ✓ Over 1,000 acres adjacent greenfield land available for expansion
- ✓ One-stop for transloading, manufacturing and distribution
- ✓ Full-service transloading, and tailored solutions to meet customer needs



TIGER TRANSFER, LLC - UPTON'S LOGISTICS CENTER



TRANSPORTATION

...Access to work, live and play

HIGHWAYS TO RAIL



Tiger Transfer, LLC and Black Hills West are located at Buffalo Creek Road on US 16, 1.6 miles west of WY Hwy 116 S with access to:

- Interstate 90, at Moorcroft, WY – west 15 miles on US 16
- Interstate 90, at Hwy 585 Sundance, WY -- north 28 miles on Hwy 116 N.
- State Highway 85, at Newcastle, WY – 29 miles southeast on US 16
- Transportation to and from the park is accessed via the Buffalo Creek 20 and 20A county roads within the park. Tiger Transfer has several miles of all season, gravel roads in place for heavy trucks and other vehicle traffic.

TRANSPORTATION

...For business and recreation

AIRPORTS

General Aviation

Upton Municipal Airport, Upton, WY – at the south boundary of Tiger Transfer

Mondell Field Airport, Newcastle, WY – 27 miles

Commercial

Northeast Wyoming Regional Airport, Gillette, WY – 45 miles

Rapid City Regional Airport, Rapid City, SD – 78 miles





AFFORDABLE DAYCARE IN UPTON

Weston County Children's Center, Upton is subsidized by the State of Wyoming, Upton Economic Development Board and other nonprofit agencies to support attendance by pre-school children who would otherwise be unable to attend school or daycare.

Little Safari Daycare is a private daycare facility that opened in 2020, and is reasonably priced.

Both Facilities have waiting lists.

UPTON STUDIES – A PLACE TO VISIT AND LIVE

The Upton Economic Development Board (UEDB) developed a strategic plan, had a hotel feasibility study prepared, and then had two USDA Rural Development-funded feasibility studies created for implementation.

2019 - 2022 Strategic Plan, by UEDB

2019 Hotel feasibility study, by Core Distinction Group



2020 Upton Futures, by Ayres Associates; and Black Hills West Master Plan, by Wyss Associates, Inc. – small business and workforce development studies to support economic growth in Upton

2021 Upton Development Opportunities, by Wyss Associates, Inc. opportunities and conceptual plans for housing and workforce development



Workforce Housing – a priority



Housing concepts -
single & multi-family

UPTON HOUSING TASK FORCE

During the 2020 USDA RD-funded Feasibility Study, much of the discussion surrounding workforce development centered on the availability of reasonable housing opportunities.

Since then, Upton formed a *Housing Task Force* to develop a working plan for new housing development, with workforce housing at the top of the list.

BLACK HILLS WEST

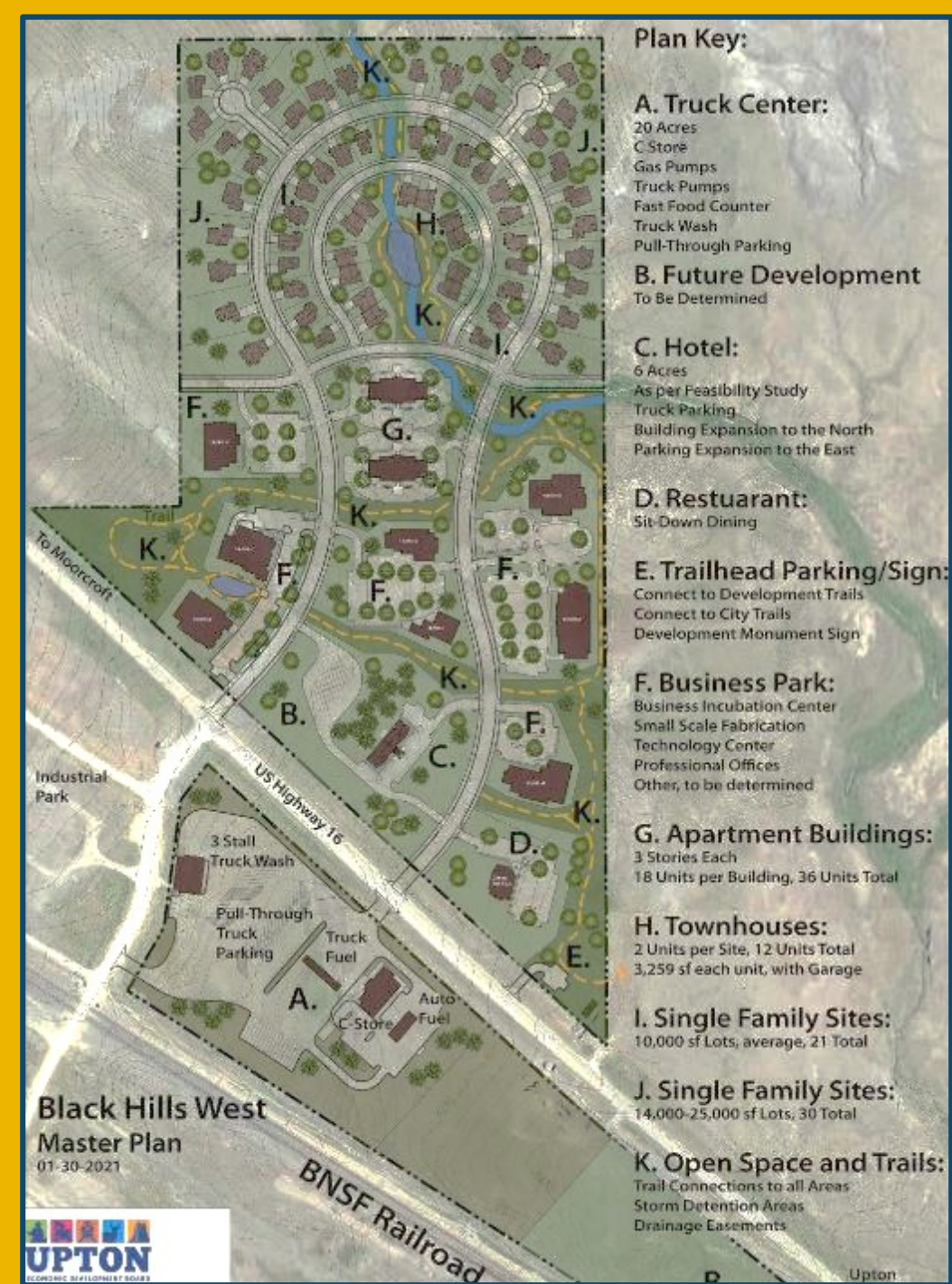
a Mixed-Use Planned Development for work, life and play

Black Hills West South

- 36.27 acres Zoned Industrial
- Planned for semi-truck and rail support services
- Located on the north boundary of Tiger Transfer, at the southeast corner of US Hwy 16 and Buffalo Creek Road in Upton, WY
- Utilities are onsite

Black Hills West North

- 67.68 acres planned Mixed-Use Development
- Light industrial, commercial, and multi and single family housing
- Located at US Hwy 16 and N Buffalo Creek Road in Upton, Wyoming
- Utilities are onsite



EDUCATION & TRAINING



Weston County School District #7

K-12 in Upton is ranked 4th out of 48 Districts in Wyoming in Cohort Graduation Rate, January 2022

The district emphasizes a Personalized Learning Model of Instruction to meet the needs of all students, supported with a low student teacher ratio.

Upton High School provides Career and Technical Education Tracks in Industrial Technology (Woods & Welding), Family and Consumer Science, Agriculture, and Health Careers.

College accredited courses are available to freshman through senior high school students.

Graduates in the last four years include attendees of the United States Military Academy at West Point, the University of Notre Dame, and a University of Wyoming Trustees Scholar.

WCSD#7 is the recipient of \$875,000 in grant money to establish a 21st Century Community Learning Center program for students Pre-K through 5th grade, and for after school programming.

Beyond academics and career development, WCSD#7 offers many extra-curricular activities for students including statewide robotics competitions, and the Future Business Leaders of America, Family Career and Community Leaders of America, and Future Farmers of America clubs.

WCSD#7 is truly the center of the community!

EDUCATION & TRAINING



Higher Education

University of Wyoming – Laramie, WY

Eastern Wyoming College – Torrington, WY

Gillette College – Gillette, WY

Sheridan College – Sheridan, WY

Black Hills State University – Spearfish, SD

South Dakota School of Mines and Technology – Rapid City, SD

Sanford Underground Research Facility – International science laboratory in Lead, SD

Technical & Vocational Education

Mitchell Technical College – Mitchell, SD

WyoTech – Laramie, WY

Western Dakota Technical College – Rapid City, SD



HEALTHCARE



- Monument Health Upton Clinic
 - Weston County Hospital, Newcastle, WY
 - Campbell County Memorial Hospital, Gillette, WY
 - Black Hills Urgent Care, Gillette, WY
 - Monument Health Hospital and Clinics, Spearfish, SD
 - Medical Center of Spearfish, SD

Collaboration + Commitment + Expertise + Innovation & Inspiration



Conceptual Business Innovation Center

Workforce Training is a Team Sport, on a different field



*Upton High School
Patriot Stadium*



Schiller Baseball Complex

EDUCATION & TRAINING FUNDING RESOURCES FOR STUDENTS, EMPLOYEES AND EMPLOYERS



Training Grants



Scholarships

These are just a couple of the education and training grants utilized in Upton, WY over the past 3 ½ years.



Scholarships and Grants



WORKFORCE TRAINING GRANTS WORKSHOP FOR UPTON EMPLOYERS HELD FEBRUARY 7, 2022

50 + Employers attended the workshop
UEDB provided assistance to 12 employers,
to date
Upton businesses continue to contact UEDB
for assistance with the training grant
applications

Get a Grant for Employee
Wages & Training!



**Workforce Training Grants
Workshop for Employers**

Join us for an employee training grants workshop on Monday, February 7, from 12 to 1:30 a.m., presented by the Wyoming Department of Workforce Services. One of the grants reimburses employers up to \$12 per hour and up to 1,040 hours per year. RSVP below to reserve your spot in this exclusive training.

RSVP



**Workshop hosted by the Upton
Chamber of Commerce**

Food will be provided



Key Partnership

#1 Key Partnership – essential to developing a skilled and trained workforce, ready to fill positions in new and growing industries.

C-Level Business Industry Leaders: Decision Makers

And

Senior Administrators for Education Institutions: K-12, Colleges, Technical Colleges, Universities, Apprenticeship Programs

Example: Vestas opening a revitalized plant in Pueblo, CO with 1,500 retrained workers



2021 INYAN KARA ENDURO, UPTON, WY

YEAR-ROUND FUN & AMENITIES

UPTON IS SURROUNDED BY THE BEAUTIFUL BLACK HILLS -- DEVILS TOWER NATIONAL MONUMENT, KEYHOLE STATE PARK AND RESERVOIR, INYAN KARA MOUNTAIN, AND THUNDER BASIN NATIONAL GRASSLAND IN NORTHEAST WYOMING; AND TERRY PEAK, SPEARFISH CANYON, CUSTER STATE PARK AND DEADWOOD IN SOUTHWEST SOUTH DAKOTA. THERE ARE A VARIETY OF RECREATIONAL AND ENTERTAINMENT ACTIVITIES TO ENJOY YEAR-ROUND.



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UEDB.ORG



The Workforce Development Training Fund (WDTF)

Shaye Moon - Business Training and Support Unit Program Manager
Sharon Geissler - Workforce Development Training Fund Lead
Ivie Moore - State Apprenticeship Program Lead



WDTF Program Information

- Established in 1997 through legislative statute
 - Comprised of State General Funds and Unemployment Trust Fund Earnings
 - Appropriation of approximately 4 mil total per biennium
 - Funds may be used to fund workforce development programs to train, retrain or upgrade work skills for existing Wyoming workers
 - Grants can be accessed by Wyoming- based businesses and training providers in collaboration with economic development entities



WDTF Grants

- **Business Training Grants**
 - Available to Wyoming businesses who need a skill upgrade or re-training in their current occupations
- **Pre-Hire Economic Development Grants**
 - Wyoming training entities may apply based on workforce need identified by businesses to develop an industry specific workforce when there is a shortage of skilled workers
- **Pre-Obligation Grants**
 - Available to economic development entities to apply with a collaborating business to incentivize relocation and/or expansion in Wyoming
- **Apprenticeship Grants**
 - Available to Wyoming-based sponsor(s) with U.S. DOL Office of Apprenticeship Registered Apprenticeship Programs or the partnering training provider
- **Internship Grants**
 - Available to Wyoming businesses and requires a structured learning experience designed to offer interns the opportunity to more fully explore career interests



Engaging Wyoming's Youth

- Partnering and collaborating with CTE Teachers/HS Counselors across Wyoming to grow industry led education (hands on training)
 - High School Youth Apprenticeship development, Pre-Apprenticeship education
- Engaging high school youth through career fairs, vendor booths, and informational sessions during class time
- Participation and involvement in various workforce groups state-wide and participation with internal DWS programs to share information



Contact Us

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- **Ivie Moore**, State Apprenticeship Program Lead
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More information available at: <https://dws.wyo.gov/dws-division/business-training-support-unit/workforce-development-training-fund/>

Workforce Training: A Community College Perspective

Amy Murphy

Dean, Outreach & Workforce Development



Objectives of Workforce Development

- Build talent pipelines
- Remove barriers to employment
- Expand labor force
- Support job retention & career advancement
- Prepare workforce with necessary skills
 - *Job-specific, soft, and life skills*
 - *Current & anticipated labor needs*
- Connect workers & employers
- Customized and traditional training
- Customer service approach
- Partnerships! Partnerships!! Partnerships!!!

*Enter With **Passion**, Leave With **Purpose**.*

Workforce Matters...



Human capital is the key asset...

where developing, keeping, attracting, and maximizing the potential of people – from infancy through elderhood – is the *community difference maker* for economic development.

Enter With Passion, Leave With Purpose.

Challenge: Concern Regarding Quality & Quantity of Workforce

- Labor pipeline is changing
 - Older, highly skilled “Baby Boomers” are retiring
 - New effect of the millennial generation
- Mismatch in worker training
 - 60% of all new jobs created will require skills that only 20% of the current workforce possess
 - Flow of the labor pipeline
 - Decreased birth rates



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Existing and Future Workforce

- Many young people lack hard, soft, and life skills.
- Educational achievement strongly linked to home environment and societal issues.
- Greater career counseling and coaching needed.
- Financial funding for individuals to upgrade skills or train for the in-demand skills.

Specific Challenges for Individuals

- Displaced persons with non-transferrable skill sets
- Workforce age persons who have not participated in the workforce for a significant length of time
- People dealing with significant socioeconomic disparities
- People facing cultural barriers
- People with disabilities who wish to participate in the workforce
- Persons with criminal records
- Underemployed, unemployed due to business closures
- Geographic and mobility challenges

What Does This Mean for Workforce Development?

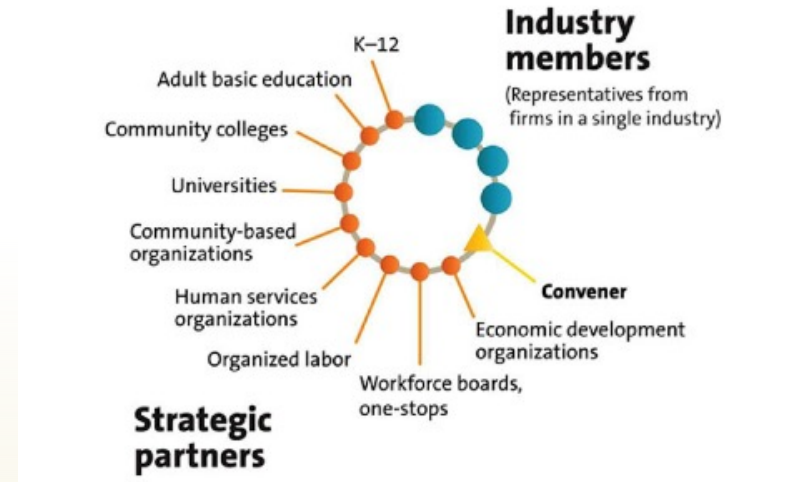


- Mismatch between jobs and workers
- Communities without a talented workforce

Sector Strategy Approach

“Sector Partnerships”

- Innovative programs link needs of targeted industry with educational and workforce development.
- Ongoing dialogue leads to trust, mutual understanding, and eventually, partnership among Workforce Boards, businesses, schools, and other regional workforce partners, such as economic development associations.



Defining Sector Strategies

- Sector Partnerships known by many names:
 - industry partnerships
 - industry training consortiums
 - skill panels
 - regional industry strategies
 - regional cluster strategies
- Sector strategies as targeted programs to meet the needs of specific industries.



Partnerships Provide Engagement

- Community colleges were the most frequently cited partners to *conduct regular meetings on workforce development issues and convene meetings with business to align skills needs.*
- Private business and Workforce Boards were other partners cited.
- Partnering with community colleges, private businesses, Workforce Boards for *joint training or skills development programs.*
- Partners often a source of economic development funding for conducting programs.



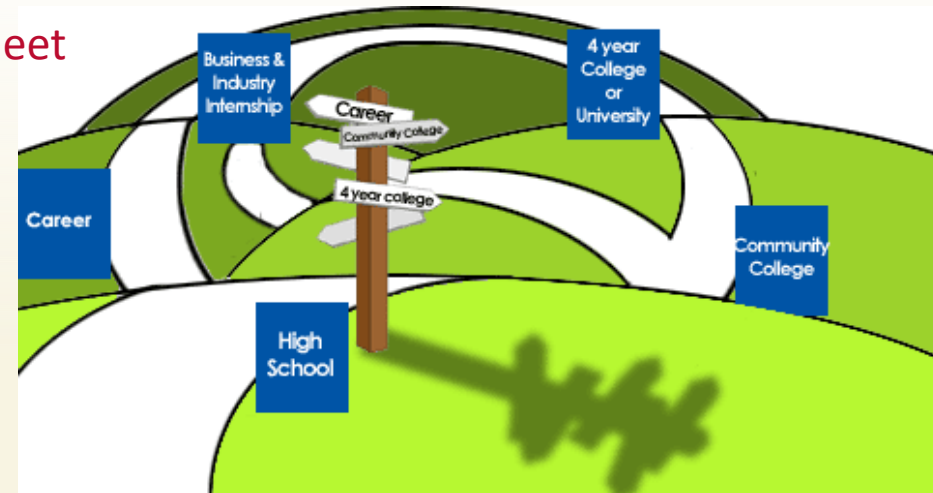
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Trends

- Increased discussion about workforce development in the public and private sectors
- Greater focus on long term workforce planning and recruitment
- Proactivity from primary/secondary educational institutions in the area of workforce development
- A sense of urgency about the need for future workers
- Enhanced emphasis on vocational training and skills development
- Greater emphasis on technical training for advanced manufacturing

Increases in Collaboration Among Partners

- Workforce Investment Board (WIB) partnering with industry and education to provide grant funding for workforce training, internships and/or apprenticeships
- Four-year universities working with community colleges, private business and thinking outside the box
- Partnering with middle and high schools to encourage vocational training as an alternative to college – skill-based training
- Public schools being more willing to meet with businesses to align their training programs to the industry needs
- Engagement between partners



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Regionally Focused

- As sector-focused programs are started, engaging all partners across a region can be a challenge. In that case, starting small—by engaging just one or two important partners—can be a good strategy.
- Once results of this smaller program have been proven, then other partners can be engaged, thus growing the small program into a true partnership. In many of the case studies, small programs instigated by one sector partnership have grown into regional or even state programs.



*Enter With **Passion**, Leave With **Purpose**.*

Regional Approach to Industry



- Engaging businesses in sector strategies is essential, but the focus must be on regional industry groups or clusters, rather than on individual companies.
- Building training programs around industries ensures that graduates of the programs are prepared for a range of jobs and more adaptable to industry changes.

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Seek Regional Partners



- Cast your net wide!
- Partnerships can be sought with workforce intermediaries, community organizations, faith-based organizations, business groups, industry associations, community colleges, vocational schools, social services, local governments, and worker advocacy groups such as unions.
- Strong, multilateral partnerships increase community buy-in and lead to better program design.

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Tactics for Developing Regional Sector Partnerships

- Plan for cross-jurisdictional engagement;
- Start small, prove results, and ramp up by engaging regional and/or state partners;
- Concentrate on industry, rather than individual companies; and
- Seek a broad range of partners.



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More Tactics for Developing Regional Sector Partnerships

- Identify Business Needs
- Engage Partners
- Utilize National Data Sets
- The Potential of Big Data
 - BLS, U.S. Census, and O*Net have limitations
 - Utilize enhanced data from EMSI, ESRI, and others
 - Use data analysis to gauge workforce demand



Workforce Development Activities

- *Vocational training*
- *Job search assistance*
- *Training for the unemployed/underemployed*
- *Incumbent worker training*
- *Job programs for the disadvantaged*
- *Post-secondary training*
- *Recruitment and retention visits*
- *Internships and co-ops*
- *Apprenticeships*



*Enter With **Passion**, Leave With **Purpose**.*

Wrap-Up on Workforce Development & Training

- Build talent pipelines
- Remove barriers to employment
- Expand labor force
- Support job retention & career advancement
- Prepare workforce with necessary skills
 - *Job-specific, soft, and life skills*
 - *Current & anticipated labor needs*
- Connect workers & employers
- Customized and traditional training
- Customer service approach
- Partnerships! Partnerships!! Partnerships!!!

*Enter With **Passion**, Leave With **Purpose**.*



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*Enter With **Passion**, Leave With **Purpose**.*

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