



Toledo Talent Alignment Strategy

Report 3: Talent Alignment Strategy

May 2019

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01

Introduction

About the Toledo Talent Alignment Strategy

The Toledo Regional Chamber of Commerce is championing the Toledo Talent Alignment Strategy in partnership with the Lucas County Workforce Development Board. The purpose of this Strategy is to ensure education and workforce development efforts are aligned with the needs of employers and to coordinate existing education and workforce development initiatives currently underway throughout the region. Ultimately, the project aims to create the next generation workforce that the Toledo region will need to propel its economy forward.

The strategic planning process is an initiative from the Toledo Regional Chamber of Commerce, with engagement from key funding partners.

CAEL and Avalanche Consulting were engaged to facilitate and prepare the Strategy, to include the following:

Report 1: Talent Analysis determined the makeup of the region's labor force and identify the industries and occupations that are thriving. This report serves to construct a baseline analysis of the Toledo Region's demographics and an analysis of the trends in the workforce and education infrastructure pipeline, including the supply of graduates' in the Toledo region.

Report 2: Supply-Demand Gap Analysis identified what skills the workforce currently has, what skills employers need, and how to fill in gaps in the workforce pipeline. This report reviewed the growing industry and occupation clusters and provided a comprehensive inventory of all education and training assets in the region. Using this inventory, the report included a supply, demand and program gap analysis as it relates to gaps in humans and educational programs.

Report 3: Talent Alignment Strategy will provide recommendations on how to align and improve the region's talent pipeline. The strategy will include high level goals for developing, retaining, and attracting talent within the region. These goals will include several strategy recommendations for action, tactics to be deployed across the region and talent development systems, as well as a high-level implementation plan to guide strategic activity.

Supplemental Research Reports included a Labor Shed Analysis of commuter impacts on available workforce and Occupational Profiles with line-item data on employment, forecasted jobs, and wage levels for individual occupations in target clusters.

Stakeholder Input occurred throughout the project process. Focus groups and interviews were facilitated with stakeholders in the region. A Steering Committee consisting of industry, education, and workforce leaders from throughout the Toledo region served as advisors to the project.



Project Partners and Funders

The Toledo Regional Chamber of Commerce is championing the Toledo Talent Alignment Strategy in partnership with the Lucas County Workforce Development Board. The project was facilitated and developed by CAEL and Avalanche Consulting, Inc.



Toledo Regional Chamber of Commerce

The Toledo Regional Chamber of Commerce, serving a membership of over 2,300 businesses, fosters economic growth and prosperity in the Toledo Region by **ADVOCATING** for a thriving business environment, **LEADING** the charge to attract and retain talent in the region and **CONNECTING** business with resources and opportunities for growth. Our member businesses range in size from small, one-person, operations to large corporations employing thousands. The membership is supported by the Chamber's certified and professional staff, which carries out the organization's initiatives. A volunteer Board of Trustees, representing a cross-section of the business community, guides these initiatives which are determined by our 2019-2021 Strategic Plan.



Lucas County Workforce Development Board

Delivers innovative workforce solutions to businesses and job seekers to accelerate regional economic growth and individual prosperity. Their vision is to create a region with economic prosperity through a diverse, trained, career-ready workforce that addresses the current and future needs of individuals and businesses.



City of Toledo

The City of Toledo is located in the county seat of Lucas County, Ohio at the western end of Lake Erie, bordering the state of Michigan. The first of many glass manufacturers arrived in the 1880s, earning Toledo its nickname as The Glass City.



Inspiring and Connecting Thoughtful Giving

Toledo Community Foundation

The Community Foundation serve the Toledo region, including Northwest Ohio and southeast Michigan. Since 1973, the Foundation has worked with individuals, families, and businesses and assisted them in making effective choices that match their philanthropic interest and needs while creating a better community for generations to come.



Wood County Economic Development Commission

In 1993, private sector business leaders approached the Wood County Commissioners with the idea of a public/private partnership to grow the tax base and employment of Wood County. The WCEDC takes the message of the County onto the worldwide stage through participation in Trade Missions and other events.



Project Partners and Funders



The University of Toledo

The University of Toledo is a student-centered, public metropolitan research university with 20,500 students. Established in 1872, the University has the third-largest public university operating budget in the state and is accredited by the Higher Learning Commission.



Bowling Green State University

Bowling Green State University is one of the top public universities nationwide with a strong commitment to first-year programs that lead to success. Founded in 1910, the university enrolls just over 19,000 students and provides experiences that enhances lives and prepares students for lifelong career growth.



Toledo Lucas County Port Authority

The Port Authority's business focuses on transportation and development. The business is shaped by the Port Authority's mission to move people and cargo through the region while employing innovative programs to stimulate development in the region.



Fulton County Economic Development Corporation

The Fulton County Economic Corporation works with companies of any size and in various industries to support their efforts to grow, invest, and hire in Fulton County. Their teams work in Business Development, Community Outreach and Workforce Development and Education.



Penta Career Center

Penta Career Center is a Career and Technical Education (CTE) school that provides industry-recognized certifications to high school students and adults. Penta provides courses a total of 16 school districts across the northwest Ohio region.



Owens Community College

Owens Community College is a comprehensive community college established in 1965 to provide educational opportunities and training to the residents of Toledo. Their mission is to foster student and community success by providing high quality and affordable education that leads to rewarding careers, personal growth, and regional economic strength.



Technical Team



CAEL (Council for Adult and Experiential Learning)

CAEL is a national, non-profit organization whose mission is to put meaningful learning, credentials and work within reach for every community. Since its founding in 1974, CAEL has been providing colleges and universities, companies, economic development organizations, labor organizations, and state and local governments with the tools and strategies they need for creating practical and effective lifelong learning solutions to address long-term skills needs.



Avalanche Consulting, Inc.

Avalanche Consulting is the nation's premier economic development strategist. Avalanche is deeply driven to make a positive impact and seek clients who are equally inspired to energize their economies. Headquartered in Austin, Avalanche was established in 2005 and its team has a combined 80+ years of experience working with more than 150 cities, counties, and regions across the country.

Steering Committee Members

The Toledo Talent Alignment Strategy project partners and consulting team sincerely thank the members of Toledo Talent's Steering Committee for helping inform and guide the development of this strategy. Members include:

Dr. Cecelia Adams, City of Toledo
Deborah Bubp, Hylant
Keith Burwell, Toledo Community Foundation
Lena Ciminillo, The Andersons, Inc.
Catherine Crosby, City of Toledo
Rashad Delph, Dana, Inc.
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About This Report

This report, the Toledo Talent Alignment Strategy, is the final piece of the Toledo Talent Alignment Strategy. This report is the culmination of gathering intensive stakeholder input, facilitating planning sessions, and collecting in-depth labor market data on industry and occupational trends.

Why is this strategy important?

Toledo is facing a number of challenges when it comes to attracting, developing, and retaining top talent to meet the needs of their regional workforce. This strategy will help key education, workforce, and community leaders to take actionable steps and pursue a comprehensive strategy that will bring the Toledo region closer to solving their workforce and talent challenges.

The subsequent pages include high-level themed goals, with specific strategies and actionable tactics on how to align and improve the region's talent pipeline.

- **Executive Summary** - includes topline findings from the data analysis – both quantitative and qualitative. It puts the findings into a larger context and illustrates the larger intentions and goal structure of the strategy.
- **Strategy Section** - details the larger strategic framework and themes of this report as well as guidance on how to use this report.
- **Goal Breakdown Sections** – provides an overview of each goal, detailing the overall objective, the challenges, the guiding principles and the implementation partners. Following the first page is a further breakdown of the core strategies within the goal and associated specific tactics and best practices to further support.
- **Strategy Implementation Section** - lays out all goals on a matrix and maps each goal based on level of investment and the type and degree of change that would be required for successful implementation of each goal.
- **Best Practices Appendix** – provides a complete listing of all relevant national best practices, associated with each goal detailed in the strategy.



02

Executive Summary

Executive Summary

With today's labor market at near full employment, communities must proactively work to produce a talent pool with the right skills, access and upskilling along high-demand career pathways within a coordinated workforce development and education system. Leadership within the Toledo Region has determined that a focused talent approach and strategy was a critical next step in ensuring economic prosperity for the region's businesses, residents and future growth. This resulting Toledo Talent Alignment Strategy reflects the learning and insights gained from leaders and stakeholders across the region, representing business and industry, education, community-based organizations, economic development and workforce development. In addition, labor market analysis was conducted by the consulting team in **Report 1: Talent Analysis, Report 2: Supply and Demand Gap Analysis and Supplemental Reports: Labor Shed Analysis and Occupational Profiles**. The Talent Strategy lays out a set of priorities, goals, strategies and tactics which will increase Toledo's ability to attract, retain and develop the talent needed to drive economic growth in the region.

Throughout the analysis and information-gathering process, four key goals emerged which guide the resulting Strategy document:

1. The region must increase its efforts to attract and retain talent
2. Career opportunities and pathways must be better known and accessible for students and workers,
3. Education and training programs must be better aligned to current and near-term job demand, and
4. Regional partnerships should be further developed, strengthened and sustained in order to help prioritize workforce investments in the region.

Each of these priorities was identified as a mission-critical need for the region through conversations and research. While much has been done to support talent in the past, regional leadership now recognizes the need to invest in a best-in-class, coordinated talent development system to propel the economy, residents, and companies toward a more prosperous and competitive future.

The following research findings were the driving force behind these strategic goals:

Economic and population trends drive the need for better **talent attraction and retention efforts (Goal 1 Theme: Talent Retention and Attraction)**.

- Overall, the Toledo regional economy is growing and diversifying, creating 23,000 jobs since 2010. New industries like Healthcare, Back Office/Headquarters represent new economic growth outside of the region's traditional manufacturing economy (reference Report 1: Talent Analysis).
- However, over the past ten years the 35-54 year old population has shrunk by 36,000 people causing difficulty for businesses to find experienced talent locally. Out of a review of 100 similar sized metro cities Toledo ranks 97th (worst) in young professional talent attraction (reference Report 1: Talent Analysis).
- The regional higher education system in Toledo produces roughly more than 20% graduates on a per capita basis than the US. This workforce strength points to several current gaps for Toledo: retaining its college graduates and ensuring graduates acquire the skills, degrees and certificates that local employers need. (reference Report 1: Talent Analysis). Assembly workers, technicians, and industrial maintenance workers are clearly undersupplied by local graduate programs. And, in some career areas, students are graduating at a higher rate than local industry demand data reflects, but employers still express trouble filling positions. Examples include Registered Nursing, Supply Chain Managers, IT specialists and select Engineering programs. This indicates students leave the labor market at a higher rate that the market can bear and underscores the need to retain these students (reference Report 2: Supply-Demand Gap Analysis).



Executive Summary

Career opportunities in the region are largely unknown by students and workers, and support services to increase success in education or the labor market are inaccessible for much of the population (**Goal 2 Theme: Career Awareness and Pathways**).

- While there are large, international companies in the Toledo region with significant brand name recognition, very few students and workers understand the breadth and depth of the actual job market in Toledo (reference: focus groups and interviews). Making sure all residents understand the jobs available to them will increase talent retention and improve education decisions aligned to those careers.
- Commuting patterns indicate that roughly 67,000 workers leave the Toledo region for work each day (20,000 commute 45 minutes and 10,000 commute over an hour). This population reflects some additional capacity that could be pulled into the regional labor market if they know about the variety of careers available within their home area (reference: Supplemental Reports – Labor Shed).
- There is a population in the region which has fallen out of the job market or is not prepared to progress onto a sustained career pathway. In many cases this population will need significant support to access education and be prepared for the labor market through community- and city-based services which are not always accessible or supportive of populations with high barriers to success (reference: focus groups and interviews). Focusing on increasing accessibility, equity and inclusion for services, education and employment will be a critical strategy for the region to support its workforce over time.

Education systems in the region need to **increase their collaboration and connection** to industry to address skills mis-match and expand opportunities for working adult learners (**Goal 3 Theme: Talent Development**).

- With relatively new leadership in place at most of the Higher Education systems and at Toledo Public Schools there has been renewed partnership in the region with a core focus on supporting the regional economy (reference Report 1: Talent Analysis).
- Regionally there is an increased focus on Career and Technical Education. This is a great foundation from which to continue building and aligning programs related to regional jobs to prepare the workforce of the future and address current talent needs (reference: Report 1: Talent Analysis).
- Degree completion and access to stackable education pathways is critical to upskill the workforce in Toledo. There are mis-matches on graduates to career needs and in some cases, there is a lack of education programming to allow for upward progression within core career pathways in the Toledo economy (reference Report 2: Supply-Demand Gap Analysis).



Executive Summary

Increasing system alignment, i.e. creating **coordination across all systems** and integrating talent investments into a single, regional economic development strategy, will be key to Toledo's ability to create a robust workforce and world-class education system (**Goal 4 Theme: Collaboration and Leadership**).

- Further development and expansion of Northwest Ohio's sector partnerships is a key strategy for the region. The Northwest Ohio Manufacturing Association's recent adoption of this model is a best practice to be supported and modeled for other core industries (reference: Focus Groups and Interviews).
- There is, and will continue to be, a lot of great programs focused on workforce development or social services in the region which will underpin job and career success for many people in Toledo. Ensuring that these efforts are better integrated and coordinated will create more impact and a greater ability to serve Toledo residents and businesses (reference: Focus Groups and Interviews).

This strategy document includes a deep set of goals, strategies, and tactics, as well as examples of best practices that can be implemented to guide the action planning and implementation of these efforts. Below is a summary of the overall goals and strategies further detailed in this report:

Goals	Themes	Strategies
#1 – Aligned efforts support increased talent availability in the Toledo region	Talent Retention and Attraction	<ol style="list-style-type: none"> 1. Highlight Toledo's diversity of people, industries, jobs and education opportunities 2. Coordinate regional messaging and embed career opportunities within 3. Support and expand EPIC (Young Professional Network) for the region 4. Create regional mentorship program for early and mid-career cohorts
#2 – Career opportunities are well-known, accessible and offer pathways for students and workers of all skill levels	Career Awareness and Pathways	<ol style="list-style-type: none"> 1. Equitable career pathways are created and expanded for working learners 2. Create Employer-led messaging campaigns about career pathways, investments in the workforce, and support for the Toledo community 3. Increase accessibility of wrap-around and supportive services for the populations in need 4. Expand Cradle-to-Career efforts and approach to better serve Adult workers and learners
#3 – Education, training and development opportunities are matched and connected to Toledo's job market	Talent Development	<ol style="list-style-type: none"> 1. Create regional Degree Attainment Initiative focused on high growth, in-demand industries and occupational clusters 2. Support and develop more non-traditional learn and earn skill development opportunities 3. Expand access for adults and working learners for job search, skill development and other education/career focused programs 4. Increase employer connection to the general population
#4 – Regional partnerships and collaboration are established, strengthened and sustained	Collaboration and Leadership	<ol style="list-style-type: none"> 1. Identify, assess system initiatives focused on talent and workforce development 2. Support, promote and expand sector partnerships 3. Create Education Leadership Forum for system decision makers 4. Develop and sustain an annual State of Toledo Region's Talent Forum



Executive Summary

The strategy is intended to be a living document that the stakeholders and regional leadership should use to guide investments, programmatic solutions, and coordinated and collaborative efforts to achieve a world-class workforce system in the Toledo region. In addition to new investments and approaches, the strategy encompasses efforts and activities that are currently underway or in the process of being deployed by stakeholders in the region. The Toledo Talent Alignment Strategy lays out a comprehensive plan that will increase coordination among employers, educators, workforce development leaders, economic development organizations, and other regional skill development efforts to create a highly skilled, highly competitive workforce that will spur and drive economic growth. This strategy is a collective effort to be driven by leaders across the region as opposed to one entity managing all the moving pieces. This is an ambitious but achievable plan which will drive better coordination, communication and overall system collaboration in the region.



03

Strategy

Strategic Framework

The goals developed for the Toledo Talent Alignment Strategy are the result of four workshops with the Talent Alignment Steering Committee, seven focus groups, 15 individual stakeholders, and in-depth labor market data analysis. During these focus groups and conversations, the consulting team asked participants about their perception of the workforce pipeline, available regional talent, ideas for improvement, and their biggest challenges within the workforce system.

Much of what the consulting team heard from Toledo leaders in this space is a strong need attract the top talent demanded by the region's employers and retain the current talent, including those graduating from the Toledo educational system. Others spoke of inefficiencies in organizational collaboration and aligning educational programs to meet employers' demand.

Toledo's Strategic Framework, illustrated to the right, reflects key learning, goals and objectives gathered during the overall information gathering process. Each of the quadrants represent a key theme associated with the four goals of the Workforce Strategy. No quadrant is more important or pressing than the other. Within this strategy, each goal has detailed tactics, best practices, and suggested implementation partners.

The following pages will detail the high-level strategic goals for Toledo as they begin to implement the Toledo Talent Alignment Strategy. Each goal is associated with a specific theme, overall objective, guiding principles, implementation partners, and specific tactics to reach these goals. For each goal, there is a national best practice associated with that goal listed.

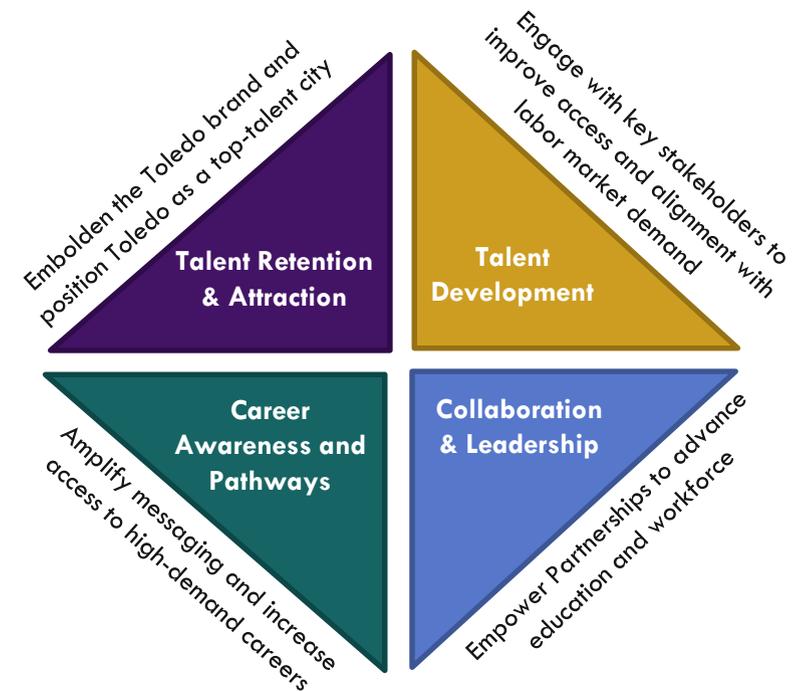
How to take this Strategy from planning to action:

Drive ongoing conversations with key education, workforce, and community stakeholders as you develop and build on the strategy.

Build support, engagement, and buy-in from additional stakeholders in the region and larger parts of the state.

Utilize the framework, strategies, tactics and high-level implementation plan to set working groups and priorities for each year for the next 3-5 years to achieve impact on each of the four goals. Refine activities and success metrics as work is implemented.

Use the goals and strategies to promote, develop and sustain partnerships and investments which address talent alignment across the region.



Overall Goals & Themes of the Strategy

Below are the primary goals identified for this strategy as a result of several steering committee meetings, interviews, and in-depth labor market research. For each goal, there is an associated theme.

**GOAL
1**

**Aligned Efforts Support Increased Talent Availability
in the Toledo Region**

Theme: Talent Retention and Attraction

**GOAL
2**

**Career Opportunities are Well-Known, Accessible and
Offer Pathways for Students and Workers of All Skill Levels**

Theme: Career Awareness and Pathways

**GOAL
3**

**Education, Training, and Development Opportunities are
Matched and Connected to Toledo's Job Market**

Theme: Talent Development

**GOAL
4**

**Regional Partnerships and Collaboration are Established,
Strengthened, and Sustained**

Theme: Collaboration and Leadership

Strategy

**Goal #1: Aligned Efforts
Support Increased Talent
Availability in the Toledo
Region**

Goal #1: Aligned Efforts Support Increased Talent Availability in the Toledo Region

OBJECTIVE

This goal addresses strategies to overcome challenges to increase talent retention and enhance talent attraction.

CHALLENGES

Talent analysis data determined that Toledo is a big exporter of talent, Millennial growth is low compared to 100 other comparable metros, the mid-career population (35-54 years of age) has declined by 36,000 people over the last ten years, creating a challenge finding experienced talent locally.

GUIDING PRINCIPLES

Talent made in Toledo stays in Toledo. The region is better positioned to attract, and retain, the talent required and demanded by the labor market.

KEY IMPLEMENTATION LEADERS / ORGANIZATIONS

Primary Partners: Toledo Regional Chamber of Commerce; Regional Growth Partnership

Supporting Partners: Community Leaders; Education Leaders; Industry Partners

Goal #1: Aligned Efforts Support Increased Talent Availability in the Toledo Region

Core Strategies

1.1 Highlight Toledo's diversity of people, industries, jobs and opportunities.

1.2 Coordinate regional messaging and embed career opportunities.

1.3 Support and expand EPIC (Young Professional Network) for the region.

1.4 Create regional mentorship program for early and mid-career cohorts.

Goal #1: Aligned Efforts Support Increased Talent Availability in the Toledo Region

CORE STRATEGIES

1.1 HIGHLIGHT TOLEDO'S DIVERSITY – OF PEOPLE, INDUSTRIES, JOBS AND OPPORTUNITIES

Promoting the diversity of Toledo's people and career pathways will help change antiquated images of Toledo that are no longer true. The region is not just an automotive-focused economy, there are new and innovative education options focused on leadership, entrepreneurship and new STEM opportunities. Toledo has a diverse workforce which should be promoted and supported to drive inclusive economic growth.

SUPPORTING TACTICS

- Contextualize regional messaging on Toledo diversity – where and how diversity exists – with people, pathways, opportunities. These are important messages to push to residents, embed within economic development talking points and use to leverage talent retention and attraction strategies.
- Elevate and continue to invest and develop in the work of organizations such as Welcome TLC, Toledo LISC (Local Initiative Support Corporation), JumpStart Northwest Ohio expansion, Her Hub and other initiatives focused on cultural competency, community outreach and the value of diverse neighborhoods, a diverse workforce and diverse career pathways.
- Coordinate a common approach with business talent recruitment efforts to highlight the diversity of Toledo.

BEST PRACTICES

CINCINNATI, OHIO – USA REGIONAL CHAMBER'S DIVERSE BY DESIGN

A regional initiative to attract, develop, and retain diverse, high-potential talent and move Greater Cincinnati and Northern Kentucky to full inclusion. The initiative hosts Diversity Leadership Symposiums, Multicultural Networking Receptions, and literature on inclusion and diversity principles.



IMPLEMENTATION ACTIVITIES

- Toledo Regional Chamber of Commerce (TRCC) and EPIC Young Professional group to gather stories of regional diversity of the Young Professional community to create marketing content.
- Major employers to create short vignettes on their diversity hiring initiatives and variety of career pathways to publicly market.

Goal #1: Aligned Efforts Support Increased Talent Availability in the Toledo Region

CORE STRATEGIES

1.2 COORDINATE REGIONAL MESSAGING AND EMBED CAREER OPPORTUNITIES

The better Toledo residents understand the industries in the region, and therefore the jobs and career opportunities, the more inclined they will be to seek employment within the region as opposed to out of market. The average Toledoan does not necessarily understand the breadth and depth of the regional economy. The stereotype of the region is that Toledo is still the rust belt city focused solely on Auto Manufacturing. Labor Market data revealed that the Toledo economy is diversifying and growing, not just in manufacturing.

SUPPORTING TACTICS

- Connect regional marketing campaigns – It Matters Where You Make It and You'll Do Better In Toledo to include information about the industries, business, jobs and career pathways.
- Actively market to Toledoans who have left the region about career opportunities, downtown renaissance, quality of life and cost of living.
- Tailor specific marketing campaigns to target diverse talent that have left Toledo about how the city is increasing it's focus on diversity and inclusion.
- Utilize public television programming for Toledo to highlight major companies, their careers and their work cultures (consider working with Toledo Places and Spaces – upcoming show on public access highlighting things to do and places to see in Toledo – to showcase career pathways).

BEST PRACTICES

STATE OF TENNESSEE: WORK LEARN EARN

The state's Work Learn Earn website is a comprehensive, interactive guide for job seekers, counselors, and parents to research specific occupations in the high-demand industries in Tennessee. The website includes information about skills and education needed, potential career pathways, and currently available jobs through Indeed.



IMPLEMENTATION ACTIVITIES

- City and TRCC marketing efforts to work on coordination of common marketing messages to highlight career opportunities.
- TRCC to work with employer groups to embed career pathway vignette messages for social media, television, radio and print advertisements.



Goal #1: Aligned Efforts Support Increased Talent Availability in the Toledo Region

CORE STRATEGIES

1.3 SUPPORT AND EXPAND EPIC (YOUNG PROFESSIONAL NETWORK) FOR THE REGION.

Respected, active and engaging Young Profession (YP) groups can be a key driver in supporting talent retention and improve talent attraction efforts. The more activities and ways to engage with the community this group can offer, the more impact the region will see from an actively engaged, culturally competent YP group that is reflective of Toledo's diversity so that people of color, LGBTQ talent, etc. feel welcomed and included in all committees.

SUPPORTING TACTICS

- Reorient EPIC committees around issues and goals as opposed to events. Have these groups create more diversity-oriented and inclusive events focused on community engagement and various topics like Arts & Entertainment, Diversity, Business Development, Leadership, etc. Determine feasibility of creating an EPIC foundation to provide strategic funding on projects that focus on placemaking, innovation, community engagement, etc.
- Increase member activity and engagement – consider awards programs as incentives to participate (Toledo's 30 under 30, 40 under 40, for example)
- Promote, engage and activate ambassador program with talent attraction efforts of regional businesses

BEST PRACTICES

TULSA, OKLAHOMA - TYPROS (TULSA'S YOUNG PROFESSIONALS)

TYPros' mission is to attract and retain young, creative talent in the Tulsa region while also developing the next generation of leaders and enhancing Tulsa's sense of place.



TULSA, OKLAHOMA - TYPROS FOUNDATION

Provides strategic funding to projects that engage young Tulsans in placemaking, innovation and community engagement.



IMPLEMENTATION ACTIVITIES

- Toledo Community Foundation and TRCC to determine feasibility of EPIC Foundation to drive Young Professional engagement around cultural investments.
- EPIC Leadership to determine reorientation of committee structure and focus on diversity and inclusion of underrepresented populations.

Goal #1: Aligned Efforts Support Increased Talent Availability in the Toledo Region

CORE STRATEGIES

1.4 CREATE REGIONAL MENTORSHIP PROGRAM – FOR EARLY AND MID-CAREER COHORTS

Talent retention is a key challenge for the Toledo and strategies which support workforce retention will be critical to economic growth and the ability to fill mid to senior level positions needed by regional employers. In many cases employers are creating their own mentorship programs as a way to positively drive their own corporate culture and increase workforce retention.

SUPPORTING TACTICS

- Consider creating a “Beyond Young Professionals” group for the region as an extension of EPIC which creates an inclusive space for diverse middle career workers to find community, mentorship, learning opportunities, and activities that will allow them to continue to be active in the workplace and engaged with the community.
- Coordinate mentorship, leadership and succession programs across the region to gain scale. Many companies do not have the capacity or funding to create these programs from the ground up so offering a Toledo Mentorship/Leadership academy for the early to mid-career professionals.
- Determine structure and funding to support a Toledo Fellows program (see Detroit best practice) as a way to get more working professionals connected to the regional labor market.

BEST PRACTICES

DETROIT, MICHIGAN – DETROIT REVITALIZATION FELLOWS PROGRAM

This program was designed for talented mid-career leaders in the Detroit region who are stimulating progress within Detroit's civic, community, and economic development landscape. The selected group engages in a rigorous two-year leadership development program while serving full time at organizations working to further key programs and initiatives across the region.



IMPLEMENTATION ACTIVITIES

- Toledo Public Schools to work with the City (and/or TRCC) and major employer partners to share Leadership Academy model and determine approach to potentially scale this strategy to the working adult population.

Strategy

Goal #2: Career opportunities are well-known, accessible, and create pathways for students and workers of all skill levels

Goal #2: Career opportunities are well-known, accessible, and create pathways for students and workers of all skill levels

OBJECTIVE

This goal addresses strategies to increase awareness of regional career pathways and improve access to and success within the labor market.

CHALLENGES

Many residents do not see the full spectrum of career opportunities, do not connect the right education opportunities with the regional labor market and in some cases need wraparound services to increase their success on an education or career pathway.

GUIDING PRINCIPLES

Students, residents, and workers know what careers are available to them in Toledo and are connected to education and training that can prepare them for these opportunities.

KEY IMPLEMENTATION LEADERS / ORGANIZATIONS

Primary Partners: Toledo Regional Chamber of Commerce; Industry Partners

Supporting Partners: Supportive Service Providers

Goal #2: Career opportunities are well-known, accessible, and create pathways for students and workers of all skill levels

Core Strategies

2.1 Equitable career pathways are created and expanded for working learners.

2.2 Create employer-led messaging campaigns about career pathways, investments in the workforce, and support for the Toledo community.

2.3 Increase accessibility of wraparound and supportive services for populations in need.

2.4 Expand Cradle-to-Career efforts and approach to better serve Adult workers and learners.

Goal #2: Career opportunities are well-known, accessible, and create pathways for students and workers of all skill levels

CORE STRATEGIES

2.1 *EQUITABLE CAREER PATHWAYS ARE CREATED AND EXPANDED FOR WORKING LEARNERS*

Inclusive economic growth is imperative for the health of Toledo's future. Ensuring that all residents, specifically those in underserved neighborhoods, people of color, and LGBTQ can access, and be successful within, the labor market needs to be top of mind in any program supporting skill development, career training and other incumbent worker efforts.

SUPPORTING TACTICS

- Connect ASPIRE focus of "Career Ready" to regional career pathways that target specific populations, including people of color and underserved communities to drive partnership with regional businesses, TRCC committees and Workforce Board support for skill development and job placement.
- Continue to support and expand "Express" programs through Owens Community College. Determine how these programs can bridge Industry Certifications to Applied Associate degrees to Baccalaureate transfer pathways.
- Determine feasibility of creating working learner scholarship program for residents who have either some college but not degree, or that are considering postsecondary education for the first time.
- Pilot competency-based hiring practices among regional employers to mitigate unnecessary credential barriers.

BEST PRACTICES

KANSAS CITY, MISSOURI

KC Scholars' mission is to provide the means – through scholarships, financial incentives to promote college savings, and support services – for low- and modest-income students and adults needing access to pursue and complete a postsecondary credit-bearing credential or degree.



IMPLEMENTATION ACTIVITIES

- Nonprofit and workforce systems to coordinate skill training and job placement around key industry needs and entry to mid level occupational clusters (consider working within manufacturing and healthcare, as an example of growing industries with low skilled workforce needs).

Goal #2: Career opportunities are well-known, accessible, and create pathways for students and workers of all skill levels

CORE STRATEGIES

2.2 CREATE EMPLOYER-LED MESSAGING CAMPAIGNS ABOUT CAREER PATHWAYS, INVESTMENTS IN THE WORKFORCE, AND SUPPORT FOR THE TOLEDO COMMUNITY

While there are many large corporations in Toledo, some with their global headquarters located in the region, many residents do not understand the diverse nature of their employment opportunities. Furthermore, many of these employers are making significant investments not just in Toledo to increase community engagement and drive quality of life, but also in their workforce itself. Having major regional employers drive these messages to the public will create more inroads to these jobs and highlight the value they see in their people and the community within which they operate.

SUPPORTING TACTICS

- Utilize a multi-modal approach to communicating employer career opportunities to speak to different sections of the talent pipeline. Messaging for high school students as different from college students and different from adult population. Coordinate employer messaging for each audience.
- Drive messaging on public access to highlight specific employers. Tour their facility, highlight early, mid and senior level career people, focus on the variety of job opportunities and the regional education offerings aligned to these pathways.
- Target the commuting population with radio advertisements and billboard messages. Focus on lower commute times and career opportunities in Toledo.

BEST PRACTICES

STATE OF WISCONSIN

A website promoting Wisconsin working and living in the region with statistics on key industries, global reach, and business climate as well as livability stats like low costs of living, low childcare costs and short commute times. Also includes testimonials and news updates.



IMPLEMENTATION ACTIVITIES

- Major employer and business roundtable groups to coordinate with TRCC on messaging campaigns focused on career opportunities and community investments directed at three major audiences: youth, college students and adults.

Goal #2: Career opportunities are well-known, accessible, and create pathways for students and workers of all skill levels

CORE STRATEGIES

2.3 INCREASE ACCESSIBILITY OF WRAPAROUND AND SUPPORTIVE SERVICES FOR POPULATIONS IN NEED

Supportive job focused, and other social wrap-around services are critical supports for many residents to get the skills they need to access and sustain career pathways. Ensuring that these services are available across the region, and not just in one location, will create a greater impact for unemployed, underemployed or otherwise disengaged residents that could participate in the labor force.

SUPPORTING TACTICS

- Inventory services being provided and where they're located against census tracts with high unemployment and low median household incomes – identify gaps in terms of services provided, location and accessibility of services and determine ways to coordinate services and sustain funding.
- Coordinate regional approach and funding streams to supplement public transportation services, affordable child care and other critical services which prevent residents from participating in the labor market or increasing their employment standing and pathway potential.

BEST PRACTICES

KANSAS CITY, MISSOURI – RIDESHAREKC

RideshareKC is a publicly funded program that provides commuter resources to individuals and employers in the Kansas City region — helping to create transportation options for area workers that normally do not have reliable access to transportation to and from work and elsewhere.



IMPLEMENTATION ACTIVITIES

- Workforce system to review and map all community-based services and assess system gaps in terms of service and location accessibility along public transportation routes.
- Philanthropic community to determine coordinating funding strategy and agenda to financial support programs ability to scale and ways to address system gaps.

Goal #2: Career opportunities are well-known, accessible, and create pathways for students and workers of all skill levels

CORE STRATEGIES

2.4 EXPAND CRADLE-TO-CAREER EFFORTS AND APPROACHES TO BETTER SERVE ADULT WORKERS AND LEARNERS

There are many initiatives in Northwest Ohio which specifically focus on the youth end of the talent pipeline spectrum. Expanding these efforts, or creating complementary efforts, which focus on the adult population will create more support for your working population to access services, get connected to education opportunities and better progress through the regional career pathways.

SUPPORTING TACTICS

- Create or expand/connect programs and resources to support adult workers and learners and focus on the Career end of the Cradle to Career spectrum in Toledo.
- Develop a common space, in several areas across the region, for working adults or those disengaged from the labor market to connect with career supports available to them. Utilize trusted places to engage with this population, such as libraries and faith-based settings.

BEST PRACTICES

STATE OF TENNESSEE – TENNESSEE RECONNECT

Tennessee Reconnect is an initiative to help more adults return to higher education to gain new skills, advance in the workplace, and fulfill lifelong dreams of completing a degree or credential.



SAN ANTONIO, TEXAS – CAFÉ COLLEGE

Funded by the City of San Antonio and managed by the San Antonio Education Partnership, Café College serves as a “one-stop-shop” for college access, advice, guidance, and other workshops focused on the population either re-engaging with a college pathway or starting that journey for the first time.



IMPLEMENTATION ACTIVITIES

- Workforce and community-based providers and initiatives to determine expansion of programs, investments and initiatives to better address needs of adults and working learners.

Strategy

**Goal #3: Education,
Training, and
Development
Opportunities are
Matched and Connected
to Toledo's Job Market**

Goal #3: Education, Training, and Development Opportunities are Matched and Connected to Toledo's Job Market

OBJECTIVE

This goal addresses strategies around developing skills and education programs that align with and are connected to the needs of Toledo's industries.

CHALLENGES

The current talent pool needs to have more opportunities to build right skills, obtain the right credential and get access to new and growing career pathways in the region.

GUIDING PRINCIPLES

Toledo's labor market has significant opportunities along an education spectrum. Highlight the value of shorter-term credentials as a key stepping stone to sustainable career pathways in addition to more traditional college degrees.

KEY IMPLEMENTATION LEADERS/ORGANIZATIONS

Primary Partners: Education Leaders; Workforce Board

Supporting Partners: Elected Leadership, Toledo Regional Chamber of Commerce

Goal #3: Education, Training, and Development Opportunities are Matched and Connected to Toledo's Job Market

Core Strategies

3.1 Create a regional degree attainment initiative focused on high growth, in-demand industries and occupational clusters.

3.2 Support and develop more non-traditional learn and earn skill development opportunities.

3.3 Expand access for adults and working learners for job search, skill development and other education/career focused programs.

3.4 Increase employer connection to the general population.

Goal #3: Education, Training, and Development Opportunities are Matched and Connected to Toledo's Job Market

CORE STRATEGIES

3.1 CREATE A REGIONAL DEGREE ATTAINMENT INITIATIVE FOCUSED ON HIGH-GROWTH, IN-DEMAND INDUSTRIES AND OCCUPATIONAL CLUSTERS

Bachelor degree attainment levels in the Toledo region trail trends at the state and national levels. Creating a specific focus around increasing degree and credential completion, targeted to high growth clusters of the regional labor market, will increase the resilience of the workforce to transition onto career pathways and create a stronger talent pipeline from which regional employers can recruit.

SUPPORTING TACTICS

- Identify founding board members to drive regional programmatic investments and messaging on the importance of degree/credential attainment in the Toledo region.
- Partner with Higher Education leadership to determine coordinated strategies they can deploy to support working adult learners. Policy and practice modifications to assess learning from within the workplace, for example.
- Reorient messaging through K-12 that a 4-year baccalaureate degree is NOT the only pathway of value and context messaging, program support around baccalaureate and sub-baccalaureate pathways, including internships and apprenticeships.

BEST PRACTICES

DETROIT, MICHIGAN

Detroit Drives Degrees is an initiative through the Detroit Regional Chamber that drives to improve the talent pipeline in the region with three areas of focus: advancing access to postsecondary opportunities, boosting student success, and retaining local talent and attracting new talent.



IMPLEMENTATION ACTIVITIES

- TRCC to work directly with Detroit Chamber leadership to potentially replicate Detroit Drives Degrees program for the greater Toledo region.
- County and City officials to work with state leadership to support and fund degree completion activities.

Goal #3: Education, Training, and Development Opportunities are Matched and Connected to Toledo's Job Market

CORE STRATEGIES

3.2 SUPPORT AND DEVELOP MORE NON-TRADITIONAL LEARN AND EARN SKILL DEVELOPMENT OPPORTUNITIES

Expanding and creating more opportunities for work and learn opportunities will allow for students and adults to gain industry related skills, get exposure to real world working scenarios and allow employers to develop their workforce while addressing their hiring needs. Creating more flexible learning opportunities and focus on incentivizing employer involvement and regional championing of career exposure through flexible skill development models.

SUPPORTING TACTICS

- Create apprenticeship programs for the region focused on the main industry areas: Advanced Manufacturing, Professional Services and Healthcare.
- Identify employers who would benefit from On-the-Job (OJT) training wage supplements and create a simple process through which they can apply for these subsidies through the workforce system (i.e. Lucas County Workforce Board).
- Work with “champion” employers to track and communicate the return on investment from innovative hiring and skill development practices like apprentices, OJT, cooperative programs.
- Work with employers to expand internship and cooperative programs to both postsecondary level students and working learners.

BEST PRACTICES

SOUTH SEATTLE COMMUNITY COLLEGE APPRENTICESHIP AND EDUCATION CENTER

The Apprenticeship and Education Center at the Georgetown Campus at South Seattle College trains more than 4,000 apprentices and journey-level workers annually in 20 different trades. Each program has certificate and Associate degree options and the curriculum is developed in collaboration with business, labor, industry, and government.



IMPLEMENTATION ACTIVITIES

- Northwest Ohio Manufacturing Association, and other sector partnerships to be development, to work with education partners to develop and expand apprenticeship model for manufacturing and other growth career areas.

Goal #3: Education, Training, and Development Opportunities are Matched and Connected to Toledo's Job Market

CORE STRATEGIES

3.3 EXPAND ACCESS FOR ADULTS, WORKING LEARNERS FOR JOB SEARCH, SKILL DEVELOPMENT

Access to workforce services is a critical resource for adults with skill development needs who would benefit from effective case management and job search support. Currently, these services are focused in specific areas (mostly downtown Toledo) which limits access to adults and working learners with limited transportation. Mobilizing these services would create more access to residents which might not know about services available to them and how to take advantage of career focused support.

SUPPORTING TACTICS

- Determine feasibility of mobile or rotating Ohio Means Jobs service centers to bring job search support and skill development opportunities to more areas in the region beyond downtown.
- Assess service distance from census tracts with high unemployment to determine geolocated deployment of resources
- Continue to explore and expand work with trusted institutions such as the Toledo-Lucas County Public Library to expand access and provide services to in-need Toledoans.

BEST PRACTICES

NC WORKS MOBILE CAREER CENTER – STATE OF NORTH CAROLINA

North Carolina's Mobile Career Center provides access to career counseling, resume preparation, and internet access to populations in need all over the state. The mobile factor allows career services to reach out to underserved populations and those without reliable access to transportation.



IMPLEMENTATION ACTIVITIES

- Workforce system, and City officials, to work with regional library systems, faith-based communities to expand job search and career advising access to underserved neighborhoods. Determine collocation of services at libraries and other public oriented meeting places.

Goal #3: Education, Training, and Development Opportunities are Matched and Connected to Toledo's Job Market

CORE STRATEGIES

3.4 INCREASE EMPLOYER CONNECTION TO THE POPULATION AND STUDENT INFLUENCERS

Traditional employer connections are in place in the region, largely student career fairs. Expanding ways in which businesses can engage with diverse sectors of the population, communicate their career opportunities and provide avenues through which students, parents, working learners and other student influencers (advisors, teachers) can develop a greater understanding of regional employers and their career pathways will further support aligned talent development and career awareness.

SUPPORTING TACTICS

- Expand engagement with students, workers beyond job fairs. Host industry nights and continue to support local community events. Encourage employer sponsorship and presence at community events. Support afterwork and weekend arts, entertainment and cultural events downtown.
- Deploy a two-generation approach when working with students in K-12 so parents can better connect with education and career resources. For example, offer parent tracks at job fairs or on industry tours.
- Create externship opportunities for teachers to get exposure to industries and their workforce needs.

BEST PRACTICES

STATE OF TENNESSEE – PATHWAYS TENNESSEE TEACHER EXTERNSHIP GUIDE

Through a series of focus groups and community input, the state of Tennessee determined that there was not enough connection between the employers and the populations outside of them such as teachers, educators and other adults. The state developed a Teacher Externship Guide in order for teachers to observe, explore, or ask questions about a given industry or occupation.



IMPLEMENTATION ACTIVITIES

- Education leadership to work on coordination of career exploration activities for students, teachers and parents on regional career pathways.

Strategy

Goal #4: Regional Partnerships and Collaboration are Established, Strengthened, and Sustained

Goal #4: Regional Partnerships and Collaboration are Established, Strengthened, and Sustained

OBJECTIVE

This goal addresses strategies around increasing connections across systems (industry, education, economic and workforce development) to enhance collaboration, capacity, and system efficiency.

CHALLENGES

Currently, there are limited ways to leverage the full power of regional efforts. Increased system transparency and revolving doors of access will increase employer partnership and resident engagement as well as diminish duplicated efforts.

GUIDING PRINCIPLES

A coordinated system is a high functioning system. The impact and scale talent-focused programs can make is improved by moving to a one-to-many, and not one-to-one, focused system.

KEY IMPLEMENTATION LEADERS / ORGANIZATIONS

Primary Partners: Workforce Focused Leaders and Providers; Toledo Regional Chamber of Commerce; Regional Growth Partnership

Supporting Partners: Education Leaders; Industry Partners, Elected Leadership

Goal #4: Regional Partnerships and Collaboration are Established, Strengthened, and Sustained

Core Strategies

4.1 Identify and assess system initiatives focused on talent and workforce development.

4.2 Support, promote, and expand sector partnerships.

4.3 Create Education Leadership Forum for system decision makers.

4.4 Develop and sustain an annual State of the Toledo Region's Talent Forum.

Goal #4: Regional Partnerships and Collaboration are Established, Strengthened, and Sustained

CORE STRATEGIES

4.1 IDENTIFY AND ASSESS SYSTEM INITIATIVES FOCUSED ON TALENT AND WORKFORCE DEVELOPMENT

There are many current workforce, career and skill development efforts underway in the Toledo region. It will be critical as this strategy is deployed to have a foundational understanding of the objectives and activities supported through these initiatives and programs. The goal would be to identify areas where greater collaboration, and therefore impact, could happen and, conversely, where there is a gap in service or system access.

SUPPORTING TACTICS

- Identify and support key regional conveners which focus on connecting talent focused initiatives, activities, projects.
- Inventory program areas, services provided, population served, etc. to identify system gaps, drive collaboration and create drive toward a regional funding approach.
- Create data sharing agreements and partnership charters to increase services provided to participants, students, workers and streamline their case management.

BEST PRACTICES

URBAN INSTITUTES – A BLUEPRINT FOR INTERAGENCY AND CROSS JURISDICTIONAL DATA SHARING

The Urban Institutes' report was written to inform researchers and analysts in local government/research settings and offer strategies for executing successful data integration and sharing projects across agencies and jurisdictions. The goal of the report is to encourage similar projects by identifying that cross-sectional analysis offers and suggesting strategies to overcome common barriers.



IMPLEMENTATION ACTIVITIES

- Chamber, Economic Development, Workforce Development and Education partners to determine regional data needs and parameters for regional data sharing agreement on labor market data and program enrollment to drive coordinated investments which address regional talent pipeline and skill gaps.

Goal #4: Regional Partnerships and Collaboration are Established, Strengthened, and Sustained

CORE STRATEGIES

4.2 SUPPORT, PROMOTE, AND EXPAND SECTOR PARTNERSHIPS

Sector partnerships are a great best practice which drive collaboration and engagement between industry, education, workforce, and economic development across a labor shed and within the specific needs of a particular industry sector. These groups are industry led and aim to close the skill gap and create talent alignment for the health and long-term growth on industries by focusing needs around sector needs as opposed to the needs of the economy as a whole.

SUPPORTING TACTICS

- Expand and further develop the Northwest Ohio Manufacturing Sector Partnership. Drive the importance of sector partnerships including its relevance and an overall value proposition to disseminate throughout partners and the larger region.
- Use the sector Northwest Ohio Manufacturing Sector Partnership to gather input and feedback from industry representatives about contextualized learning and workplace principles that can be embedded within current or new program offerings in the region.
- Develop a wide range of incentives for regional participation. Currently, participation is optional and often sub-leadership is represented as a proxy for a full-fledged regional convening.

BEST PRACTICES

STATE OF IOWA; SECTOR PARTNERSHIP TOOLKIT

The state developed a comprehensive toolkit for the key milestone stages of developing a successful sector partnership, starting with Planning, Emerging, and then Sustaining. Each stage includes detailed toolkits with training materials to help guide and assist growing sector partnerships.



IMPLEMENTATION ACTIVITIES

- Chamber and Economic Development to collectively support and expand Northwest Ohio's Sector Partnership model beyond manufacturing. Determine model to create inclusion in the Sector Partnership both a Chamber member benefit and an integrated strategy for driving business retention and attraction to the Toledo Region.

Goal #4: Regional Partnerships and Collaboration are Established, Strengthened, and Sustained

CORE STRATEGIES

4.3 CREATE EDUCATION LEADERSHIP FORUM FOR SYSTEM DECISION MAKERS

New education leadership in the region presents an opportunity to better coordinate their ideas, strategies and investments across the education and training ecosystem in Toledo. Creating a space through which these leaders consistently engage, set annual agendas, increase opportunities to collaborate and leverage their investments, industry partnerships, programs with students, etc. will drive more alignment and less program duplication in the region.

SUPPORTING TACTICS

- Develop and host Regional Education Leadership Forum that convenes all academic, education and skill development stakeholders (from economic and workforce developers, talent stakeholders, service providers, community foundations, industry, and all levels of education providers).
- At these forums, include community partners, continue to drive programmatic investment, recognize and award business engagement, and collectively drive regional talent alignment initiatives across the Toledo region.
- Extensively promote and market the Forum publicly and across multiple channels to increase the transparency of the collaboration, strategies, and developing and established partnerships for the region.

BEST PRACTICES

MIAMI DADE ACADEMIC LEADERS COUNCIL

Miami-Dade Academic Leaders Council (ALC) was developed to address skills gaps in target industries by aligning curriculum with target industry needs, advancing internship programs that retain college graduates in Miami-Dade County, and collaborating on universal educational issues.



IMPLEMENTATION ACTIVITIES

- TRCC to coordinate regional education leadership and model the Miami-Dade Academic Leaders Council approach to collectively set priorities for the region for talent development strategies.

Goal #4: Regional Partnerships and Collaboration are Established, Strengthened, and Sustained

CORE STRATEGIES

4.4 SET AN ANNUAL REGIONAL STRATEGIC AGENDA FOR PROGRAM DEVELOPMENT AND INVESTMENTS

As a way to drive strategy implementation momentum, provide updates, set annual agendas and refresh approaches the region can hold an annual State of the Toledo Region's Talent summit/forum focused on talent development. Common updates on sharing lessons learned, best practices and talent data trends can be used as the core of these forums and create a call to action each year for prioritized activities related to talent alignment.

SUPPORTING TACTICS

- Annual Forum – using the Talent Summit as the inaugural gathering.
- Creating working taskforces and committees to drive work throughout the year.
- Produce a state of the workforce report.
- Update labor market data each year to inform educational programming, career decisions, and the plan's implementation performance.

BEST PRACTICES

STATE OF NEW YORK – LMI PUBLIC DASHBOARD

Monroe Community College's Economic & Workforce Development Center developed a Labor Market Information Public Dashboard that allows economic developers, workforce practitioners, and educators to analyze recent data on occupational clusters by industry in their region in an easy-to-read format.



**Economic & Workforce
Development Center**
MONROE COMMUNITY COLLEGE

IMPLEMENTATION ACTIVITIES

- Leverage Bowling Green State University's Center for Regional Development to manage and produce an annual report on the state of the regions economy, workforce and strategic investment impacts.

08

**Best Practices
Appendix**

Best Practices Appendix Overview

The following is a collection of best practices, categorized by the strategic goals. These initiatives and programs can be useful for stakeholders to replicate, connect with project leaders, and draw ideas from as they develop and build on the Toledo Talent Alignment Strategy.

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Best Practices Appendix Overview

Best Practices for Goal #1

THEME: TALENT RETENTION AND ATTRACTION

Goal 1.1- Highlight Toledo's Diversity of People and Industries, Jobs and Education Opportunities

BATON ROUGE, LA – LIVE CAPITALIZED: CONVERSATIONS AROUND THE TABLE

The Baton Rouge Area Chamber developed a program called Around the Table, presented by the East Baton Rouge School System. The program places 225 participants in 20 different homes for conversations with community connectors, such as CEOs, University Presidents, and creative entrepreneurs. The design is intended to connect newcomers with long-time locals and encourage engaging conversations.

<https://brac.org/around-the-table/>



TULSA, OKLAHOMA – TULSA MOSAIC

Tulsa Mosaic is an innovative initiative that works to elevate and encourage diversity in the workplace by educating, leading, and influencing business to create diverse and inclusive workforce cultures to enhance their competitive advantage.

<https://tulsachamber.com/programandservice/mosaic/>



DES MOINES, IOWA – RELOCATION GUIDE

In an effort to increase talent attraction to the area, the Greater Des Moines Partnership developed a Relocation Guide to showcase the region. The content is available online and in-print and details key statistics, messaging, and professional photography to highly the quality of life and benefits of working in the region. The guide has been distributed to more than 1,500 people directly and distributed from local employers at job fairs and recruiting events often. <https://www.dsmpartnership.com/living-here>



BOISE, IDAHO – TALENT ATTRACTION WEBSITE

In an effort to boost talent attraction, Boise Valley Economic Partnership and other partners developed a testimonial-driven website to attract young professionals to the area to live and work in the region – complete with video interviews, key statistics, news, and links to resources.

<https://www.bvep.org/>



Best Practices Appendix Overview

Best Practices for Goal #1

CINCINNATI, OHIO – USA REGIONAL CHAMBER'S DIVERSE BY DESIGN

A regional initiative to attract, develop, and retain diverse, high-potential talent and move Greater Cincinnati and Northern Kentucky to full inclusion. The initiative hosts Diversity Leadership Symposiums, Multicultural Networking Receptions, and literature on inclusion and diversity principles. <https://www.cincinnati-chamber.com/the-inclusive-chamber/diverse-by-design>



CINCINNATI, OHIO – REGIONAL CHAMBER'S WORKFORCE INNOVATION CENTER

Launched by the Chamber, the Center helps companies solve issues at entry or early-skill level and helps them identify innovative ways to improve business and help low-income individuals successfully obtain employment and advance to self-sufficiency. <https://www.cincinnati-chamber.com/the-inclusive-chamber/workforce-innovation-center>

THEME: TALENT RETENTION AND ATTRACTION

Goal 1.2 - Coordinate Regional Messaging and Embed Career Opportunities Within

TENNESSEE – WORK LEARN EARN

A website providing detailed education, career and career pathing information on in-demand jobs in high-growth industries in the state of Tennessee. Includes a live link to job boards within the specified target industries. <https://tn.worklearnearn.org/>



SPRINGFIELD, MISSOURI – TALENT ATTRACTION WEBSITE

A website promoting Springfield, MO working and living in the region with statistics on key industries, global reach, and business climate as well as livability stats like low costs of living, low childcare costs and short commute times. Also includes testimonials, news updates, and a relocation guide. <https://www.liveinspringfieldmo.com/>



NORTH CAROLINA – STATE MARKETING WEBSITE

Comprehensive website detailing social media campaigns (#triangleruesday), key industries and statistics. Also includes relocation information, entertainment, and educational opportunities in the region. <http://www.workinthetriangle.com/>



Best Practices Appendix Overview

Best Practices for Goal #1

THEME: TALENT RETENTION AND ATTRACTION

Goal 1.3 – Support and Expand EPIC (Young Professional Network) for the Region.



TULSA, OKLAHOMA – TYPROS (TULSA'S YOUNG PROFESSIONALS) TYPros' mission is to attract and retain young, creative talent in the Tulsa region while also developing the next generation of leaders and enhancing Tulsa's sense of place. <https://www.typros.org/>

TULSA, OKLAHOMA – TYPROS FOUNDATION

Provides strategic funding to projects that engage young Tulsans in placemaking, innovation and community engagement. <http://www.typrosfoundation.org/>



Goal 1.4 – Create a Regional Mentorship Program – For Early and Mid-Career Cohorts

DETROIT, MICHIGAN - DETROIT REVITALIZATION FELLOWS PROGRAM

This program was designed for talented mid-career leaders in the Detroit region who are stimulating progress within Detroit's civic, community, and economic development landscape. The selected group engages in a rigorous two-year leadership development program while serving full time at organizations working to further key programs and initiatives across the region. <https://detroitfellows.wayne.edu/>



Appendix: Best Practices

Best Practices for Goal #2

THEME: CAREER AWARENESS AND PATHWAYS

Goal 2.1 - Equitable Career Pathways are Created and Expanded for Working Learners



GREATER SPOKANE, WASHINGTON – CAREER AWARENESS CAMPAIGN

Led by Greater Spokane Incorporated (GSI), this campaign focuses on educating students, educators and parents about career training opportunities available in the region. The campaign disseminates booklets, brochures, and websites that focus on high-growth, high demand industries. They also provide Teaching the Teachers workshops for teachers to learn about these industries and how their curriculum can directly align with the skills needed for available jobs in the region. <https://greaterspokane.org/career-awareness-campaign.html/>

STATE OF MICHIGAN - PURE MICHIGAN TALENT CONNECT INITIATIVE

Allows job seekers to chat directly with employers. Employers can easily customize the virtual experience, adding company branding, videos, and job-specific information to the screens presented to a possible applicant during a live video interview. Multiple virtual fairs on the Michigan site are held each year targeting specific industries. Fairs are free for job seekers, and the Michigan Economic Development Corporation has helped subsidize the program to keep costs down for employers (\$150-\$300 per event). <https://www.mitalent.org/about-us>

KANSAS CITY, MISSOURI – KC SCHOLARS

The mission of KC Scholars is to provide the means – through scholarships, financial incentives to promote college savings, and support services – for low and modest-income students and adults needing access to pursue and complete a postsecondary credit-bearing credential or degree. <https://kcscholars.org/>



Appendix: Best Practices

Best Practices for Goal #2

THEME: CAREER AWARENESS AND PATHWAYS

Goal 2.2 - Create Employer-Led Messaging Campaigns about Career Pathways, Investments in the Workforce, and Support for the Toledo Community



ROUND ROCK, TEXAS – SKILLED TRADES IMAGE CAMPAIGN

Award winning skilled trades image campaign webpage that details the benefits of skilled trades careers such as Electricians, Plumbers, IT/CAD and Project Managers. Also included is an interactive website that identifies well-paying jobs and the best programs to prepare students for them, compares projected earnings to the financial investment needed, and analyzes the earnings potential. It also helps students understand the personal and professional satisfaction that accompanies different careers and courses of study.

<https://roundrockchamber.org/career-launch/>



WISCONSIN STATE MARKETING SITE

A website promoting Wisconsin working and living in the region with statistics on key industries, global reach, and business climate as well as livability stats like low costs of living, low childcare costs and short commute times. Also includes testimonials and news updates.

<https://inwisconsin.com/>

Goal 2.3 - Increase Accessibility of Wraparound and Supportive Services for Populations in Need

KANSAS CITY, MISSOURI – RIDESHARE KC

RideshareKC is a publicly funded program that provides commuter resources to individuals and employers in the Kansas City region — helping to create transportation options for area workers. <https://www.ridesharekc.org/Public/Home.aspx>



CENTRAL TEXAS – CAPITAL IDEA

Capital IDEA is a non-profit, community-based organization in Central Texas whose mission is to lift working adults out of poverty and into living wage careers through education and career advancement. <https://www.capitalidea.org/>

Appendix: Best Practices

Best Practices for Goal #2

THEME: CAREER AWARENESS AND PATHWAYS

Goal 2.4 – Expand Cradle-to-Career Efforts and Approach to Better Serve Adult Workers and Learners

STATE OF TEXAS - LAUNCH MY CAREER

An interactive website that identifies well-paying jobs and the best programs to prepare students for them, compares projected earnings to the financial investment needed, and analyzes the earnings potential. It also helps students understand the personal and professional satisfaction that accompanies different careers and courses of study. <http://launchmycareertx.org/>

STATE OF TENNESSEE

Tennessee Reconnect is an initiative to help more adults return to higher education to gain new skills, advance in the workplace, and fulfill lifelong dreams of completing a degree or credential.

<https://www.tnreconnect.gov/>



SAN ANTONIO, TEXAS

Funded by the City of San Antonio and managed by the San Antonio Education Partnership, Café College serves as a “one-stop-shop” for college access, advice, guidance, and other workshops focused on the population either re-engaging with a college pathway or starting that journey for the first time. <https://cafecollege.org/>



Appendix: Best Practices

Best Practices for Goal #3

THEME: TALENT DEVELOPMENT

Goal 3.1 - Create Regional Degree Attainment Initiative Focused on High Growth, In-Demand Industries and Occupational Clusters

CHA2.0

CHATTANOOGA TENNESSEE – CHATTANOOGA 2.0

Community-led movement with two bold goals: to double the percentage of graduates from Hamilton County Public Schools who obtain a postsecondary degree or credential with real market value, from 30% to 60% by 2025; and to increase the overall percentage of adults in Hamilton County with a college degree or technical training certificate from 38% today to 75% to 2025. <https://chatt2.org/>

TENNESSEE – DRIVE TO 55 PROGRAMS

The governor challenged the state with a critical new mission: the drive to get 55% of Tennesseans equipped with a college degree or certificate by the year 2025. Comprised of an alliance of private sector partners, leaders, and non-profits to generate greater private sector awareness, ownership, and support for the long-term steps needed to close the skills gap and increase educational attainment..

- *TN Promise* – Scholarship for high school seniors, two years of tuition free attendance at a community or technical college in Tennessee
- *TN Reconnect* – An initiative to help more adults return to higher education to gain new skills, advance in the workplace, and fulfill lifelong dreams of completing a degree or credential. <http://driveto55.org/>



Appendix: Best Practices

Best Practices for Goal #3

THEME: TALENT DEVELOPMENT

Goal 3.2 – Support and Develop More Non-Traditional Learn and Earn Skill Development Opportunities

JACKSONVILLE, FLORIDA – EARN UP

EarnUp is a result of two years of collaboration and work by leaders of the region's colleges, universities, and K-12 school districts. To reach their aspirational goal of 60% attainment by 2025, the region is developing a sustainable, cohesive, cross-sector network of resources to serve specific target populations. The plan is designed to identify and organize current programs, lift up those offering the most promise to targeted populations, and engage the business and philanthropic sectors to expand these successful initiatives. <http://earnup.org/>



SOUTH SEATTLE COMMUNITY COLLEGE APPRENTICESHIP AND EDUCATION CENTER

The Apprenticeship and Education Center at the Georgetown Campus at South Seattle College trains more than 4,000 apprentices and journey-level workers annually in 20 different trades. Each program has certificate and Associate degree options and the curriculum is developed in collaboration with business, labor, industry, and government. <http://georgetown.southseattle.edu/aec/>



Appendix: Best Practices

Best Practices for Goal #3

THEME: TALENT DEVELOPMENT

Goal 3.3 – Expand Access for Adults, Working Learners for Job Search, Skill Development and Other Education/Career Focused Programs

NC WORKS MOBILE CAREER CENTER – STATE OF NORTH CAROLINA

North Carolina's Mobile Career Center provides access to career counseling, resume preparation, and internet access to populations in need all over the state. <https://www.ncworks.gov/vosnet/Default.aspx>



Goal 3.4 – Increase Employer Connection to the General Population

STATE OF TENNESSEE – PATHWAYS TENNESSEE TEACHER EXTERNSHIP GUIDE

Through a series of focus groups and community input, the state of Tennessee determined that there was not enough connection between the employers and the populations outside of them such as teachers, educators and other adults. The state developed a Teacher Externship Guide in order for teachers to observe, explore, or ask questions about a given industry or occupation.

https://www.tn.gov/content/dam/tn/education/ccte/pathways/pathways_externsip_guide.pdf



Appendix: Best Practices

Best Practices for Goal #4

THEME: COLLABORATION AND LEADERSHIP

Goal 4.1 – Identify and Assess System Initiatives Focused on Talent and Workforce Development

URBAN INSTITUTES – A BLUEPRINT FOR INTERAGENCY AND CROSS JURISDICTIONAL DATA SHARING

The Urban Institutes' report was written to inform researchers and analysts in local government/research settings and offer strategies for executing successful data integration and sharing projects across agencies and jurisdictions.

The goal of the report is to encourage similar projects by identifying that cross-sectional analysis offers and suggesting strategies to overcome common barriers.

<https://www.urban.org/research/publication/blueprint-interagency-and-cross-jurisdictional-data-sharing>



Goal 4.2 – Support, Promote, and Expand Industry Sector Partnerships and Engagement

STATE OF IOWA

The state developed a comprehensive toolkit for the key milestone stages of developing a successful sector partnership, starting with Planning, Emerging, and then Sustaining. Each stage includes detailed toolkits with training materials to help guide and assist growing sector partnerships.

[https://educateiowa.gov/adult-career-and-community-college/sector-partnerships#Sector Partnership Toolkits and Resources](https://educateiowa.gov/adult-career-and-community-college/sector-partnerships#Sector_Partnership_Toolkits_and_Resources)



Appendix: Best Practices

Best Practices for Goal #4

THEME: COLLABORATION AND LEADERSHIP

Goal 4.3 – Created Education Leadership Forum for System Decision Makers

MIAMI DADE ACADEMIC LEADERS COUNCIL

Miami Dade Academic Leaders Council (ALC) was developed to address skills gaps in target industries by aligning curriculum with target industry needs, advancing internship programs that retain college graduates in Miami-Dade County, and collaborating on universal educational issues.

<https://www.beaconcouncil.com/ocog/community-partnerships/>



Goal 4.4 – Develop and Sustain an Annual State of Toledo's Talent Forum

STATE OF NEW YORK – LMI PUBLIC DASHBOARD

Monroe Community College's Economic & Workforce Development Center developed a Labor Market Information Public Dashboard that allows economic developers, workforce practitioners, and educators to analyze recent data on occupational clusters by industry in their region in an easy-to-read format.

<https://mcclmi.com/>



**Economic & Workforce
Development Center**
MONROE COMMUNITY COLLEGE