

STRATEGIC IMPLEMENTATION PLANS

Working Details of the Momentum West
Talent Attraction and Retention Action Plan

*Momentum
West Action
Plan*

ACTION PLANNING FOR TALENT ATTRACTION & RETENTION	
CHALLENGE OR ISSUE TO BE ADDRESSED:	Priority Challenge 1.1: Area businesses do not have enough skilled talent taking positions that are new-to-career (e.g., entry level to less than five years of experience required).
GOAL:	Goal 1.1: Attract young professionals to relocate to the region and stay.
INITIATIVE	Initiative 1.1: Develop a targeted marketing campaign to communicate the region’s unique quality of place assets to students graduating from area universities before they leave the region.
IDEAS FOR ACTIONS:	<ul style="list-style-type: none"> • Gain input and feedback from young professional networks to test different messages • Assess what young professionals currently identify as "unique quality of place assets" on an on-going basis to update messages and to ensure attention is paid to improving the most relevant assets. • Adapt existing economic development and tourism messages to emphasize the region's attractiveness as a place to live and work for young adults. • Expand (or establish) higher educational institution career services provided to alumni • Inform new residents about relevant amenities and services through social media and direct contact (e.g., Career Connection).
ADDITIONAL INFORMATION REQUIRED TO MOVE FORWARD	<ul style="list-style-type: none"> • A continuously updated inventory of unique regional assets (including social activities) that appeal to young educated professionals • Assessment of how well the area’s housing market responds to the needs of young educated professionals (e.g., urban rental market near key regional assets)
Success Measures	
PROGRESS MEASURE:	<ul style="list-style-type: none"> • Number of young educated professionals living in the region • Number of individuals served by the “Welcome New Residents” programs • Number of people reading online reviews of the region

Partners	
POTENTIAL CONVENING ORGANIZATION(S):	Momentum West with support from the Universities, Young Professionals & Convention & Visitors' Bureaus
KEY PARTNERS:	<ul style="list-style-type: none"> • Area universities • Area technical colleges • Wisconsin Department of Tourism • Local chambers of commerce • Local convention and visitors' bureaus • Live in Eau Claire
RELATED INITIATIVES	<ul style="list-style-type: none"> • Area universities' alumni networks • Wisconsin Perception Research 2016 ("Think. Make. Happen.") • Confluence Project • Waunakee Chamber Hi Neighbor • Governor's Council on Workforce Investment 2014-2018 Strategic Plan recommendations <ul style="list-style-type: none"> • #2 -- Add Attraction and Retention Tax Credits for Skilled Graduates • #3 -- Incorporate Relocation Tax Credit and Loan forgiveness • #7 -- Engage in Marketing that Attracts Millennials & Entrepreneurs • #8 -- Expand Broadband Access
Funding Considerations	
FUNDING NEEDS:	<ul style="list-style-type: none"> • Resources for the marketing campaign • Staff to support programming • Establishing and maintaining a web presence
POTENTIAL FUNDING SOURCES:	<ul style="list-style-type: none"> • Area rental and real estate firms • Local communities

ACTION PLANNING FOR TALENT ATTRACTION & RETENTION	
CHALLENGE OR ISSUE TO BE ADDRESSED:	Priority Challenge 1.2: The region's three universities graduate students who leave to find jobs, but many may wish to return as they begin to establish families if they knew how to continue their career in the region.
GOAL:	Goal 1.2: Entice more alumni from the region's educational institutions (include universities, colleges, and high schools) to return to the region.
INITIATIVE	Initiative 1.2: Develop coordinated communications and outreach to area alumni about the benefits of living in the Momentum West region.
IDEAS FOR ACTIONS:	<ul style="list-style-type: none"> • Determine employment needs and critical occupations for targeted industries. • Target messaging about key critical occupations through electronic and print media advertisements to alumni networks. • Support regional and national alumni events that promote available and potential job opportunities in Momentum West. • Support local "Welcome New Residents" programs and coordinate with an employee hospitality program for prospective and newly hired employees moving to the region. • Provide trailing partner support to those relocating to the region (e.g., Career Connection) • Gain testimonials from newly arrived residents in the form of online reviews about the ease of transition. • Expand (or establish) higher educational institution career services provided to alumni • Create a consistent regional online brand for marketing activities.
ADDITIONAL INFORMATION REQUIRED TO MOVE FORWARD	<ul style="list-style-type: none"> • Critical occupations in target industries • Access to alumni network lists • Assessment of area's housing market for young families (e.g., entry level owner-occupied housing) • Assessment of region's childcare providers and barriers to providing additional affordable childcare services

Success Measures	
PROGRESS MEASURE:	<ul style="list-style-type: none"> The number of alumni who apply for open positions The number of alumni returning to the region
Partners	
POTENTIAL CONVENING ORGANIZATION(S):	Momentum West working with a coordinated network of the alumni associations at the 3 UW system schools and the 2 technical colleges
KEY PARTNERS:	<ul style="list-style-type: none"> Area employers in targeted (e.g., manufacturing, health care, information technology, etc.) University of Wisconsin Stout Alumni Association University of Wisconsin River Falls Alumni Association University of Wisconsin Eau Claire Alumni Association Chippewa Valley Technical College Alumni Association Wisconsin Indianhead Technical College Alumni Association K-12 institution Alumni Associations
RELATED INITIATIVES	<ul style="list-style-type: none"> Area university alumni networks' outreach efforts Career Connection program Chippewa Valley IT Professionals (CVITP) Narrowing the Skills Gap Report, Recommendation 4 Success By 6 Family Friendly Workplace™ Fox Cities Chamber of Commerce Talent Upload Seize Des Moines (Greater Des Moines Partnership) Kama`aina Come Home (Maui High Tech Council) Erie Homecoming (Erie Regional Chamber and Growth Partnership) Stanford USA MBA Fellowship Connect America Fund Phase II Governor's Council on Workforce Investment 2014-2018 Strategic Plan recommendations <ul style="list-style-type: none"> #2 -- Efforts to add Attraction and Retention Tax Credits for Skilled Graduates #3 -- Incorporate Relocation Tax Credit and Loan forgiveness #7 -- Engage in Marketing that Attracts Millennials & Entrepreneurs #8 -- Expand Broadband Access
Funding Considerations	
FUNDING NEEDS:	<ul style="list-style-type: none"> Marketing Events
POTENTIAL FUNDING SOURCES:	

ACTION PLANNING FOR TALENT ATTRACTION & RETENTION	
CHALLENGE OR ISSUE TO BE ADDRESSED:	Priority Challenge 1.3: Area businesses seek talent for local jobs while thousands of Momentum West residents work in the Twin Cities, spending a great deal of time in traffic.
GOAL:	Goal 1.3: Help area residents working elsewhere to find jobs in local firms.
INITIATIVE	Initiative 1.3: Market local job opportunities to out-commuters currently working in the Twin-Cities.
IDEAS FOR ACTIONS:	<ul style="list-style-type: none"> • Develop an online regional promotion and information hub to raise awareness about regional companies and careers. • Advertise the availability of opportunities through billboards, electronic, or other media. • Brand the online resource (e.g., “Work West Wisconsin”) • Identify employees already commuting from the Twin Cities (with the help of local employers) to encourage them to relocate to Momentum West
ADDITIONAL INFORMATION REQUIRED TO MOVE FORWARD	<ul style="list-style-type: none"> • The impact of Work River Falls and Work Amery
Success Measures	
PROGRESS MEASURE:	<ul style="list-style-type: none"> • Change (decrease) in out-commuting • Change (increase) in in-commuting from Minneapolis-Saint Paul • Number of website views • Number of applicants/hires employers receive as a result of marketing efforts

Partners	
POTENTIAL CONVENING ORGANIZATION(S):	Momentum West working with a collaborative of New Richmond, River Falls, Falls, and Hudson Chambers of Commerce collaborating with Work River Falls and Work Amery
KEY PARTNERS:	<ul style="list-style-type: none"> • St. Croix Economic Development Corporation • Chambers of Commerce • County Economic Development Corporations • Regional Employers • Wisconsin Department of Workforce Development • Area universities and technical colleges
RELATED INITIATIVES	<ul style="list-style-type: none"> • Work River Falls; Work Amery • Area university alumni networks' outreach efforts • Governor's Council on Workforce Investment 2014-2018 Strategic Plan recommendations <ul style="list-style-type: none"> • #8 -- Expand Broadband Access
Funding Considerations	
FUNDING NEEDS:	<ul style="list-style-type: none"> • Establishing and maintaining a web presence • Advertising • Programming and education costs
POTENTIAL FUNDING SOURCES:	<ul style="list-style-type: none"> • Participating counties • Regional employers

ACTION PLANNING FOR TALENT ATTRACTION & RETENTION	
CHALLENGE OR ISSUE TO BE ADDRESSED:	Priority Challenge 1.4: The Momentum West region does not have enough people currently in the workforce to fill the jobs available and a high labor force participation rate within the existing adult population.
GOAL:	Goal 1.4: Seek out non-traditional sources of potential workers from area residents not participating in the labor force and from new population groups moving to the area.
INITIATIVE	Initiative 1.4: Provide job and support services targeted to traditionally under-represented groups.
IDEAS FOR ACTIONS:	<ul style="list-style-type: none"> • Expand area programs providing adults with employment barriers (e.g., disabled, returning veterans, ex-offenders, and others) help with securing and retaining jobs • Conduct talent recruitment and hospitality support efforts aimed at a more ethnically and racially diverse population • Collaborate with employers to identify and adapt existing employment practices in response to the work-life needs of adults with employment barriers or diverse population groups, including older workers (e.g., flexible schedules or special accommodations) • Identify best practices by employers or communities in the region who have successfully diversified their workforce
ADDITIONAL INFORMATION REQUIRED TO MOVE FORWARD	<ul style="list-style-type: none"> • Model programs such as Minnesota Compass building on the Twin Cities' role as an international immigrant gateway city • Positive stories about successful workers that overcame employment barriers • Identification of potential strains on community resources (K-12 schools, social services, charities, etc.)
Success Measures	
PROGRESS MEASURE:	<ul style="list-style-type: none"> • Number of adults with employment barriers in the region's workforce • Labor force participation among hard-to-employ populations • Number of international immigrants in the workforce

Partners	
POTENTIAL CONVENING ORGANIZATION(S):	West Central Wisconsin Workforce Development Board
KEY PARTNERS:	<ul style="list-style-type: none"> • Regional employers • Wisconsin Department of Workforce Development • Chambers of commerce • Local economic development organizations • County departments of human services • Other social service providers serving jobseekers with employment barriers
RELATED INITIATIVES	<ul style="list-style-type: none"> • Wisconsin Works services for non-traditional jobseekers and youth services • Wisconsin Disability Employment initiative • Project SEARCH • Wisconsin Office of Veteran Services • Best practices on re-employing returning veterans • Wisconsin ex-offender toolkit • Wisconsin Job Honor Awards • Examples of integrating ex-offenders in the workplace, including Central Minnesota and Safer Foundation • Denver Day Works for homeless • Governor’s Council on Workforce Investment 2014-2018 Strategic Plan recommendations <ul style="list-style-type: none"> • #6 -- Deliver Financial Incentives for Attraction/Entrepreneurship
Funding Considerations	
FUNDING NEEDS:	<ul style="list-style-type: none"> • Establishing and maintaining a web presence • Advertising • Programming and education costs
POTENTIAL FUNDING SOURCES:	<ul style="list-style-type: none"> • Participating counties • Regional employers

ACTION PLANNING FOR TALENT ATTRACTION & RETENTION	
CHALLENGE OR ISSUE TO BE ADDRESSED:	Priority Challenge 2.1: Businesses have trouble filling open positions in the current labor market, and they are not effectively signaling to prospective workers and education providers what skills they need.
GOAL:	Goal 2.1: Identify industry-specific skill requirements for workers and effective strategies for developing and managing talent.
INITIATIVE	Initiative 2.1: Address industry talent needs for targeted industries (e.g., health care, advanced manufacturing, information technology, and higher education)
IDEAS FOR ACTIONS:	<ul style="list-style-type: none"> • Organize industry-specific employer partnerships to better engage employers with educators and trainers • Collect information from firms in targeted industries about their current and future worker needs as well as their own assessments of why recruiting new talent has been difficult • Articulate skills required for those workers and key worker barriers • Identify current sources of qualified talent for these industries, especially from area educational institutions, training partners, and/or other firms • Assess how education and training institutions are doing in meeting employer talent needs in these industries • Determine whether employer hiring policies align with jobseeker requirements and employment practices • Identify creative solutions to provide greater flexibility in hiring and retaining workers (e.g., talent sharing, job sharing, Don't Reject...Refer, etc.) • Coordinate efforts to implement one or more creative solutions as pilot response to improve worker retention and more effectively use existing workers (e.g., supporting business collaboratives to provide onsite health care, Career Connection, etc.)

ADDITIONAL INFORMATION REQUIRED TO MOVE FORWARD	<ul style="list-style-type: none"> • Career pathway needs by industry (for targeted industries) • Skill gaps by industry • Typical jobseeker requirements by industry • Area employment practices by industry, including unique approaches to retaining employees that may be modeled • Lessons from other piloted job sharing and/or talent sharing as an alternative employment practice 		
Success Measures			
PROGRESS MEASURE:	<ul style="list-style-type: none"> • Number of companies participating in employer collaborations • Job vacancy rates and time to hire for critical occupations • Proportion of area hires sourced from local talent pools 		
Partners			
POTENTIAL CONVENING ORGANIZATION(S):	West Central Wisconsin Workforce Development Board in partnership with Momentum West		
KEY PARTNERS:	<table border="0" style="width: 100%;"> <tr> <td style="vertical-align: top;"> <ul style="list-style-type: none"> • Area employer collaboratives • County and municipal governments • Chambers of Commerce • Economic Development Corporations </td> <td style="vertical-align: top;"> <ul style="list-style-type: none"> • Community-based organizations • Wisconsin Department of Workforce Development • University career centers • Chippewa Valley and Wisconsin Indianhead Technical Colleges </td> </tr> </table>	<ul style="list-style-type: none"> • Area employer collaboratives • County and municipal governments • Chambers of Commerce • Economic Development Corporations 	<ul style="list-style-type: none"> • Community-based organizations • Wisconsin Department of Workforce Development • University career centers • Chippewa Valley and Wisconsin Indianhead Technical Colleges
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RELATED INITIATIVES	<ul style="list-style-type: none"> • Existing job boards • CVTC Applied Technology Center • Ladysmith High School FabLab • The Future Wisconsin Project • Talent Sharing employment model • Workforce Alignment Workshops • Sector Strategies, including Information Technology Academy, Manufacturing Training Academy, Blueprint for Prosperity Grants, and related efforts (Local Workforce Plan) • Governor’s Council on Workforce Investment 2014-2018 Strategic Plan recommendations <ul style="list-style-type: none"> • #5 -- Support Transportable Skill Sets for Transportable Careers • #13 -- Develop an image-building campaign for career opportunities in high demand fields • #18 -- Support industry engagement 		
Funding Considerations			
FUNDING NEEDS:			
POTENTIAL FUNDING SOURCES:	<ul style="list-style-type: none"> • West Central Wisconsin Workforce Board • Wisconsin Fast Forward 		

ACTION PLANNING FOR TALENT ATTRACTION & RETENTION	
CHALLENGE OR ISSUE TO BE ADDRESSED:	Priority Challenge 2.2: Not enough students pursue academic courses that prepare them for local jobs at a time when businesses need talent with skills more closely aligned with available careers.
GOAL:	Goal 2.2: Improve labor force preparedness by making educators, students, parents, and the community more aware of the skills required to undertake a successful local career.
INITIATIVE	Initiative 2.2: Provide career planning support and skills information (about targeted industries) to key audiences in collaboration with employers, educational institutions, and workforce organizations.
IDEAS FOR ACTIONS:	<ul style="list-style-type: none"> • Provide educators with career-relevant curriculum content, including (1) business problem scenarios to be used in the classroom, (2) a playbook to help students and parents in exploring career options and (3) career profiles for targeted industries • Share industry-specific information with business leaders about how work and careers are changing and about strategies for recruiting youth for opportunities in their industries
ADDITIONAL INFORMATION REQUIRED TO MOVE FORWARD	<ul style="list-style-type: none"> • Insights about career pathway options and academic careers that help prepare for those careers (e.g., Wisconsin Career Pathways) • Chippewa Falls Area Unified School District Career Clusters, e.g., Information Technology Academy • Relevant career content describing business problems, e.g., National Business Education Association standards or State of Arkansas curriculum • Compilation of existing career videos and brochures
Success Measures	
PROGRESS MEASURE:	<ul style="list-style-type: none"> • Number of educators using applied career info in their curricula • Number of students engaged in using curriculum resources (e.g., playbooks, career profiles, etc.) • Number of students enrolled in career-relevant academic programs (e.g., science, technology, engineering, and math)
Partners	
POTENTIAL CONVENING ORGANIZATION(S):	West Central Wisconsin Workforce Development Board working with the Momentum West Talent Attraction Committee, Cooperative Educational Service Agencies (CESA), and key industry networks (e.g., area technology alliance, area manufacturers association, area health care leaders, etc.)

KEY PARTNERS:	<ul style="list-style-type: none"> • Local Economic Development Corporations • Chambers of Commerce • Area universities • Northwestern WI Collaborative for STEM • Area technical Colleges • Wisconsin Department of Workforce Development • Junior Achievement, Boy and Girl Scouts, and other youth service groups • Wisconsin Dept. of Public Instruction and area School Districts
RELATED INITIATIVES	<ul style="list-style-type: none"> • Wisconsin Department of Public Instruction career planning pilot projects • WI DPI PI 26 - Education for Employment (with ACP) • Manufacturing Works/Gold Collar Careers • Chippewa Valley experience matching • Eau Claire Area EDC Critical Talent Committee • Your Future Chippewa Valley • Chippewa Valley High-Tech Alliance (CVHTA) • CareerWise Colorado • eduFACTOR • Indiana Youth Initiative College and Career Success Mentoring Toolkit • Governor’s Council on Workforce Investment 2014-2018 Strategic Plan recommendations <ul style="list-style-type: none"> • #1 -- Develop Career Counseling/Career Month
Funding Considerations	
FUNDING NEEDS:	<ul style="list-style-type: none"> • Content development, including preparation of playbook • Marketing, including staff support for outreach • Coordination of business sponsored events
POTENTIAL FUNDING SOURCES:	<ul style="list-style-type: none"> • Workforce development board • Cooperative Educational Service Agency (CESA)

ACTION PLANNING FOR TALENT ATTRACTION & RETENTION	
CHALLENGE OR ISSUE TO BE ADDRESSED:	Priority Challenge 2.3: Businesses are struggling to find entry level and new-to-career workers.
GOAL:	Goal 2.3: Increase the awareness about area careers and pathways among of workers, educators, students, parents, and the community.
INITIATIVE	Initiative 2.3: Provide business-led career learning opportunities for young adults (age 24 and under).
IDEAS FOR ACTIONS:	<ul style="list-style-type: none"> • Organize and expand efforts to recruit business leaders to make classroom presentations • Develop a region-wide program to support career fairs focused on the talent needs of key target industries • Produce facility tours that include career exploration programming that responds to the needs of targeted industries (e.g., manufacturing, information technology, health care, etc.) • Organize job shadowing opportunities for students interested in learning about critical occupations in those targeted industries • Develop “cooperative” internship programs for small employers (i.e., intermediaries perform recruitment and initial screening) • Organize youth apprenticeships targeted to critical manufacturing occupations, emphasizing programs targeted to graduating high school seniors or recent high school graduates
ADDITIONAL INFORMATION REQUIRED TO MOVE FORWARD	<ul style="list-style-type: none"> • Inventory existing activities (such as that may be related to these actions) • List of companies willing to host career events
Success Measures	
PROGRESS MEASURES:	<ul style="list-style-type: none"> • Number of businesses sharing career information with students, parents, faculty, and the community • The number of sponsored career information events, including business leader presentations, facility tours, etc. • Number of career exploration “experiences” (e.g., tours, job shadow placements, internship placements) • Number of business partners engaged in providing an experience
Partners	
POTENTIAL CONVENING ORGANIZATION(S):	West Central Wisconsin Workforce Development Board in collaboration with the county economic development corporations

KEY PARTNERS:	<ul style="list-style-type: none"> • Chambers of commerce • Wisconsin Department of Workforce Development • County departments of human services • Area universities' career services • Technical college career services
RELATED INITIATIVES	<ul style="list-style-type: none"> • Area university career centers (e.g., Hire Blu-Gold, Hire a Falcon, UW Stout CareerLink) • Workforce Resource Learn and Earn Program • US Chamber Foundation Youth Employment Network • Junior Achievement • Mayo Clinic Career Exploring • Boy Scouts and Girl Scouts • DWD youth apprenticeship program • NECA-IBEW apprenticeships • CVTC apprenticeships • Wisconsin DWD apprenticeship contacts • New Skills for Youth • Governor's Council on Workforce Investment 2014-2018 Strategic Plan recommendations <ul style="list-style-type: none"> • #4 -- Expand Youth and Adult Apprenticeship Participation and Programming • #10 -- Allow high school juniors to start work-based learning to graduate on-track • #12 -- Ensure every high school student experiences quality work-based learning opportunities
Funding Considerations	
FUNDING NEEDS:	<ul style="list-style-type: none"> • Funding to organize events and to support the work of an intermediary organization • Matching funds for internships
POTENTIAL FUNDING SOURCES:	

ACTION PLANNING FOR TALENT ATTRACTION & RETENTION	
CHALLENGE OR ISSUE TO BE ADDRESSED:	Priority Challenge 2.4: Businesses have trouble filling open positions because jobseekers do not have adequate information about available opportunities.
GOAL:	Goal 2.4: Improve employer recruitment and hiring practices through stronger collaboration among employers, educational institutions and workforce organizations.
INITIATIVE	Initiative 2.4: Raise awareness among job seekers about local openings and among employers about job search practices.
IDEAS FOR ACTIONS:	<ul style="list-style-type: none"> • Promote greater use of existing local job boards among companies and jobseekers. • Provide training to area small and mid-size businesses to update their talent recruitment approaches to reflect jobseeker strategies (e.g., Don't Reject...Refer). • Expand efforts to help jobseekers improve their resumes, job applications, and interviewing skills.
ADDITIONAL INFORMATION REQUIRED TO MOVE FORWARD	<ul style="list-style-type: none"> • Research on how different age groups are searching for and finding jobs • Training curriculum for businesses on effective recruitment techniques • Expand counseling efforts for young adults and adults changing careers.
Success Measures	
PROGRESS MEASURE:	<ul style="list-style-type: none"> • Amount of time required to fill area positions • Number of companies participating in recruitment training programs • Number of jobseekers participating in resume and interview-skill building programs
Partners	
POTENTIAL CONVENING ORGANIZATION(S):	West Central Wisconsin Workforce Development Board in partnership with Momentum West
KEY PARTNERS:	<ul style="list-style-type: none"> <li style="width: 50%;">• Chambers of Commerce <li style="width: 50%;">• University career centers <li style="width: 50%;">• Economic Development Corporations <li style="width: 50%;">• Chippewa Valley and Wisconsin Indianhead Technical Colleges <li style="width: 50%;">• Wisconsin Department of Workforce Development
RELATED INITIATIVES	<ul style="list-style-type: none"> • Existing job boards • Wisconsin Fast Forward • Chippewa Valley "Don't Reject...Refer!" (coordinated by Manpower)
Funding Considerations	
FUNDING NEEDS:	<ul style="list-style-type: none"> • Research • Training • Marketing
POTENTIAL FUNDING SOURCES:	West Central Wisconsin Workforce Board

