



FORWARD
SIOUX  FALLS
2011-2016



IMPLEMENTATION GUIDELINES

SIOUX FALLS AREA STRATEGIC WORKFORCE ACTION AGENDA

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OVERVIEW

Implementation of the 2009 Future Sioux Falls community and economic development strategic plan has led to a number of accomplishments, many of which have contributed to the Sioux Falls Area appearing at the top of national rankings and earning accolades and recognition throughout the Great Recession and its aftermath. A robust economy and the completion of several key efforts – including the Sioux Falls Tomorrow III report, the 2025 Downtown Plan, and the Cultural Plan Update – provide significant momentum for taking the region to the next level.

Recent efforts at the state-level that have begun to look more closely at workforce opportunities and challenges provide a strong foundation of knowledge that can inform the strategic efforts of regional leaders in the Sioux Falls Area. Ultimately, the question that repeatedly rises to the top of discussions is, “How can we best develop our workforce to ensure that we are fully prepared for the opportunities to come?”

To answer this question and take stock of the region’s overall progress, Forward Sioux Falls (FSF) leadership has engaged *Market Street Services* to facilitate a talent-focused planning process that leverages recent and existing studies and initiatives and is led by a Task Force that includes business, government, and education leaders, as well as key volunteers from the Sioux Falls Development Foundation (SFDF) and the Sioux Falls Area Chamber of Commerce (Chamber).

This process has assessed where the region is now in terms of its competitive position; provided an in-depth understanding of both education and training needs and the sustainability of the workforce; and is resulting in the development of strategic actions that focus specifically on workforce and training needs.

PHASE 1: PROJECT INITIATION AND STAKEHOLDER INPUT

The six-month process began with a familiarization tour of the region for the *Market Street* team and a series of focus group and interview sessions. An online survey was developed to ensure that all key voices were heard. Input session participants provided feedback about a broad array of competitive issues and also drilled down on issues related to short and long-term workforce needs and opportunities.

PHASE 2: COMPETITIVE ASSESSMENT

The report provided an analysis of the Sioux Falls Area’s competitive dynamics to assess how the region is performing compared to peer and aspirational communities and also evaluated the Sioux Falls Area compared to its performance in years past. Five “scorecards” were used to rank the region’s performance using a wide variety of data indicators.

PHASE 3: WORKFORCE SUSTAINABILITY ANALYSIS

The Analysis took the Workforce Competitiveness scorecard from Phase 2 a step further by adding a detailed analysis of how well the region is positioned to take advantage of future economic opportunities while also filling immediate workforce needs. The Analysis was conducted through the lens of the region's existing target sectors and incorporated ten-year projection-based data. Feedback received from employers and training providers was reviewed and incorporated alongside quantitative data.

PHASE 4: STRATEGIC WORKFORCE ACTION AGENDA AND IMPLEMENTATION GUIDELINES

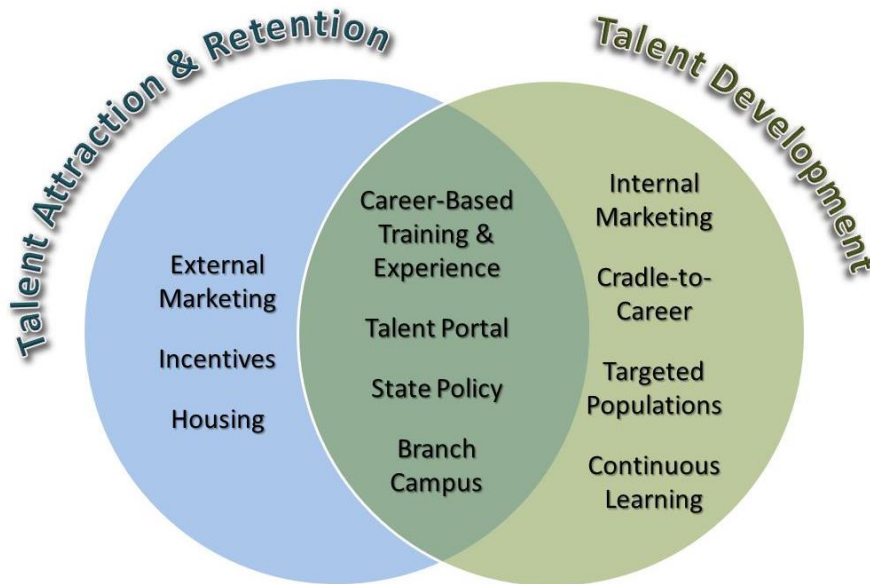
The Strategic Workforce Action Agenda built on the findings from the first three phases. Confirmed strategies focused on immediate, mid-term, and long-term needs and opportunities. Now, these **Implementation Guidelines** will address how the Action Agenda can be operationalized.

INTRODUCTION

The development of the Sioux Falls Area Action Agenda resulted from months of qualitative and quantitative research and outreach to over 300 local leaders in education and workforce development, industry, government, and social services agencies. The resulting Agenda provides a blueprint for the Sioux Falls region to provide a sustainable and qualified labor force to support the creation of high-value jobs in the decades to come.

As seen in the following graphic, the Sioux Falls Area Strategic Workforce Action Agenda is structured according to two principal **Goal Areas** and associated **Strategic Focus Areas** that combine to position the region for success in education and training capacity and performance. There is also a **set of focus areas in the center oval that are shared** by both goals.

ACTION AGENDA GOALS AND STRATEGIC FOCUS AREAS



The Agenda is focused on the predominant components contributing to the enhancement of workforce capacity and competitiveness: the attraction and retention of talent and the development of talent through a “cradle-to-career” pipeline and beyond. Underlying these two Goal Areas are Strategic Focus Areas specific to key components of each process. They are interwoven and self-sustaining – effectively addressing all key strategic elements will move the Sioux Falls Area decidedly towards its goal of having a nationally competitive, sustainable workforce for existing and future companies. There are also Strategic Focus Areas that serve both Talent Attraction and Retention and Talent Development purposes. These are located in the center of the Venn diagram and have applications that support retaining talented local high school and college graduates, attracting skilled workers from outside greater Sioux Falls, and developing a local pipeline of qualified workers.

All 11 Focus Areas contribute to the creation, coordination, and management of holistic strategies to differentiate the Sioux Falls Area in the marketplace for talent.

However, without effective implementation of the Action Agenda, the benefits accrued by its new, enhanced, and ongoing activities will not be realized. Therefore, the dynamics of implementation are critical to the long-term viability of this initiative. This Implementation Guidelines report will present options for structuring, staffing, phasing, governing, and resourcing the Action Agenda. When approved, the Guidelines will help inform the activity of the coordinating organization as well as its full complement of regional implementation partners.

Key Initiatives

From the three goal areas and 11 Focus Areas, a number of actions were determined by the project's Task Force to be high-priority activities that warrant early attention in strategic implementation. Successfully activating and advancing these Key Initiatives will help drive the effective development of multiple other strategic recommendations contained in the Action Agenda. The Key Initiatives are:

- ✓ **Develop a cradle-to-career coalition in the Sioux Falls Area**
- ✓ **Design and implement a talent marketing campaign, incorporating and coordinating existing efforts**
- ✓ **Develop and optimize a comprehensive online talent portal**
- ✓ **Identify and advance priority programs to support targeted populations in the region**

As will be seen later in this report, all Key Initiatives are reflected in the Action Agenda's first year implementation plan.

IMPLEMENTATION GUIDELINES

The region's economic development entities, inclusive of the Sioux Falls Area Chamber, Sioux Falls Development Foundation, and Forward Sioux Falls will not be able to single-handedly activate every action proposed in the Strategic Workforce Action Agenda. Local governments, K-12 school districts, two- and four-year colleges and universities, labor agencies, community development entities, and a host of other public, private, and non-profit partners will be called upon to support implementation either through dedication of personnel, resources, or time. Acknowledging the current capacity and programming of these partners, *Market Street* sought to incorporate existing organizations, programs, and policies in the Action Agenda as was relevant. The goal of this process should not be to reinvent the wheel programmatically if an existing effort has demonstrated success and sustainability. Ultimately, "owners" will need to be identified and confirmed for the Action Agenda's component strategies and actions or else they will likely not be advanced. There is also the potential for the Chamber, SFDF, FSF, and key partners to coordinate certain activities on a short-term basis until a long-term "home" for these programs is determined.

The following sections of this report will detail the components of "how" the Sioux Falls Area will put its talent Action Agenda into motion. Elements will focus on how implementation is coordinated and structured, the phasing of implementation activities, which entity will lead specific actions and which will provide support, potential staffing dynamics, and a first pass at the metrics the region will utilize to track implementation progress and success.

Operations

Successful implementation of the Strategic Workforce Action Agenda will require public and private partners to continue to work together while also forging new relationships. The entity that serves as the lead coordinator for strategic implementation will not be able to activate every strategic activity by itself. It will rely on a network of volunteer leaders and public, private, and civic partners to effectively activate the strategy and achieve sustained results. Workforce development is a "team sport" that relies on coordinated and collaborative participation from multiple local entities in order to be successful. At its May 27 meeting and a follow-up survey, nearly 100 percent of the Task Force approved of designating **Forward Sioux Falls as the coordinating entity** for Action Agenda implementation. This role will be further explained later in this report.

VOLUNTEER STRUCTURE

The Task Force of public and private leaders assembled to oversee the development of the Sioux Falls Area's Strategic Workforce Action Agenda has been critical to its success. They have discussed and approved all process research and deliverables and helped inform and refine the Agenda's top level strategies and tactics.

When the Task Force was asked about the potential for serving a longer-term role in Action Agenda implementation, the vast majority of members indicated a willingness to continue their involvement in the process. Members reiterated this interest in the group's meeting in June 2015. The exact roles the Task Force members will play in Action Agenda implementation will be formalized as Forward Sioux Falls, its administrators, and partners move forward with the initiative's pre-implementation activities.

Talent Coordination Committee

Though the Action Agenda Task Force in its current configuration has chosen not to formalize itself into an implementation committee, there remains the need for a volunteer entity to oversee activation and management of the Agenda's recommended strategies. **A group must "own" this strategy in order for implementation to be most effective.** The presence of a committee of this type has historical precedent in the Sioux Falls Area. For many years, a Workforce Task Force of volunteer leaders and practitioners met to identify and oversee the development of new talent-development programming and initiatives. Though changes in leadership caused this group to sunset, *Market Street* feels that an equivalent committee should be reestablished to oversee the Action Agenda.

Work Groups

In addition to an oversight function, there is the possibility and need to engage volunteers in a substantive way in more specific Agenda implementation activities. One way this could be accomplished is through the empanelling of Work Groups coordinated around particular strategic focus areas. These groups would potentially have representation from one or more Task Force members, but largely they would be comprised by practitioners from across greater Sioux Falls working to implement key components of the plan. These elements would be comprised of existing efforts as well as enhanced activities and new programs, as needed.

For example, there could be a Work Group created around external talent marketing with membership sourced from local, regional, and state agencies and organizations focused on talent attraction of Sioux Falls/South Dakota expatriates as well as talent with no prior affiliation with the community. Work Groups would be coordinated and leveraged by Forward Sioux Falls and its partners through sustained engagement with all relevant entities.

In some cases, the role of volunteers would be temporary in coordination with the development and launch of specific programs and initiatives. Multiple recommendations in the Action Agenda call for the creation of task forces or development committees to oversee particular efforts like the workforce housing strategy or internal marketing initiative.

It is also possible that there is an **existing group or committee** that could serve the role of strategic Work Group, potentially with enhanced membership. The ultimate number and composition of Work Groups will be determined by staff and, potentially, volunteer leaders serving in an advisory role.

IMPLEMENTATION COORDINATOR

It is critical that the entity responsible for direct coordination of strategic implementation has the capacity and connections necessary to manage a comprehensive network of partners and programs. Implementation of the Strategic Workforce Action Agenda will entail the creation and launch of certain efforts and initiatives, but also “jumping on a moving train” of existing and planned activities. Ensuring that all the moving parts are coordinated, connected, collaborative, and complementary requires a sufficient amount of administrative oversight and outreach. Failing to provide the personnel capacity necessary to manage the process creates the risk that strategic implementation will fall short of its full potential.

As noted earlier in this report, the Task Force nearly universally supported the designation of **Forward Sioux Falls** as the strategic coordinator for Action Agenda implementation. In addition to serving as the “brand” for the Sioux Falls Area’s five-year strategic plans, FSF has built considerable trust over the years as the vehicle for receipt and administration of public and private implementation resources. That said, the relationship between the Chamber, SFDF, and Forward Sioux Falls can sometimes blur for personnel and programmatic dynamics, so there will need to be clarity as to the role FSF will play related to the other two organizations related to implementation. This is especially important because Forward Sioux Falls is seen by most leaders as a funding entity as opposed to an operational entity.

STAFFING AND STRUCTURE

Based on the breadth of not only new recommended programming but also coordination responsibilities for the Action Agenda, additional personnel and fiscal capacity will be required to effectively implement new programs as well as more broadly support and administer Agenda implementation.

Currently, there are **1.5 staff** dedicated to workforce development among the co-located entities of the Sioux Falls Chamber and Sioux Falls Development Foundation. All positions are funded by Forward Sioux Falls investments. Staff include: the Director of Workforce Development and the ShadowED Coordinator. These two positions are listed as employees of the Sioux Falls Development Foundation.

Based on the Forward Sioux Falls/SFDF/Chamber responsibilities for Action Agenda implementation, *Market Street* feels **two new staff** will be required to advance key strategic initiatives and coordination. These include:

Talent Marketing Manager

This new position (funded by Forward Sioux Falls) will be responsible for the Action Agenda’s internal and external talent marketing initiatives as well as the development and administration of the proposed talent portal. The Manager will work with partners at the state and local levels also engaged in talent attraction and internal awareness-building of opportunities in key occupations in demand. Leveraging the marketing expertise of Forward Sioux Falls and the SFDF, the Manager will work closely with the Sioux Falls Area economic development marketing team to ensure that messages to companies and talent are coordinated and consistent as necessary and self-reinforcing.

Specific responsibilities of the Talent Marketing Manager may include:

- Overseeing development and administration of talent portal in cooperation with SFDF and Chamber communications and IT staff;
- Overseeing development, implementation, and operation of the region's talent attraction programs;
- Coordination of all talent attraction messaging and external event planning and hosting with state and local partners;
- Working with economic development and corporate partners to populate the talent portal with available job openings and connecting talent-attraction prospects with companies in need of specific talent;
- Overseeing development, implementation, and optimization of internal marketing focused on promoting the advantage of career and technical occupations to audiences across a broad range of constituency groups; and
- Coordinating closely with all relevant partners on the internal marketing program.

The ideal candidate will have a strong grasp of economic development and workforce development organizations and issues as well as demonstrated experience in marketing and communications programs.

Workforce Development Coordinator

Another new position, the Coordinator will support the Director of Workforce Development in the management and coordination of partners working to support implementation of the Action Agenda. This includes administration of the proposed Talent Coordination Committee as well as any potential Work Groups created to advance specific Agenda programmatic categories. The Coordinator will also be responsible for working with partners or contractors to monitor and update performance metrics related to Action Agenda implementation.

Specific responsibilities of the Coordinator may include:

- Assisting the Director of Workforce Development with all communications with and programming related to partnerships between Forward Sioux Falls and local/regional/state education and workforce partners;
- Serving as an administrative liaison between Forward Sioux Falls and the volunteers engaged in the implementation of the Workforce Development Action Agenda components of the forthcoming Forward Sioux Falls campaign, including the proposed Talent Coordination Committee and any volunteer work groups;
- Supporting the Director in working with the Talent Marketing Manager to ensure that talent attraction and retention efforts are optimally coordinated with talent development programs and partnerships;
- Supporting the Director in working with team and local and state partners in the implementation of the internal marketing program focused on conveying the value of CTE careers; and
- Working with internal and contracted research staff to develop and maintain performance metrics associated with implementation of the Action Agenda components of the forthcoming Forward Sioux Falls campaign.

The ideal candidate will possess strong communication, administration, and technical skills across a variety of programs and media. The candidate should have demonstrated experience working in education and workforce development environments, either as a practitioner, program operator, or administrator.

CRADLE-TO-CAREER PARTNERSHIP

Though it is not proposed that the Sioux Falls Area's new cradle-to-career (C2C) partnership recommended in the Action Agenda be housed under the Chamber or Foundation or wholly funded by Forward Sioux Falls, the resourcing, staffing, administration, and governance of the C2C partnership should be no less a concern of Action Agenda implementation partners. In order to be effective, it is likely that the partnership will need at least two to three staff at launch in addition to office space, a marketing budget, a brand, logo, website, and other requirements. A budget of at least \$250,000 to \$300,000 will potentially be needed to fund first-year operations, with that figure increasing as the C2C entity evolves and expands. Determination of specific steps to secure the planning, funding, and launch of the C2C partnership will be critical early implementation necessities.

Action Timelines

The following pages detail the steps that should occur prior to and during the Action Agenda's first year of implementation. Initial months should focus on outreaching to community partners and stakeholders to explain the dynamics and benefits of the Agenda, securing of approval and buy-in for the strategy, seeking commitments to serve on the Talent Coordination Committee (if approved) and potential Work Groups, as well as finalizing staffing and resource demands and potential sources for funding key Agenda recommendations.

PRE-IMPLEMENTATION

The Chamber, SFDF, FSF and key partners will determine the official launch date of Action Agenda implementation. In the months before implementation officially begins, Forward Sioux Falls and its allies should strive to complete the following pre-implementation activities.

| | Action | Launch & Duration | Lead Entity(ies) | Notes |
|----------|---|------------------------------|-------------------------|---|
| 1 | Secure support of FSF, Chamber, and SFDF leadership for Action Agenda | Months 1 to 3 | FSF, Chamber, SFDF | Ensure consensus among influential volunteer leadership for Sioux Falls Area economic development entities to develop new programs and assume coordination role for Action Agenda |

| Action | | Launch & Duration | Lead Entity(ies) | Notes |
|---------------|---|------------------------------|-------------------------|--|
| 2 | Confirm volunteer dynamics | Months 1 to 6 | FSF, Chamber, SFDF | Concurrent with partner outreach, design and roles of proposed Talent Coordination Committee and Work Groups should be confirmed with rosters identified |
| 3 | Develop communications strategy for Action Agenda | Months 1 to 4 | FSF, Chamber, SFDF | Identify messaging, "elevator speech," and value proposition to be communicated to public and private partners and key stakeholders |
| 4 | Partner outreach | Months 1 to 6 | FSF, Chamber, SFDF | Leverage communications strategy to promote dynamics of Agenda, roles, and responsibilities of partners for confirmation and approval |
| 6 | Populate volunteer groups | Months 6 to 12 | FSF, Chamber, SFDF | Based on confirmed rosters, outreach to potential volunteers and secure commitments to serve on Talent Coordination Committee and Work Groups |
| 7 | Hire new staff | Months 6 to 12 | FSF, Chamber, SFDF | Advertise for Marketing Manager and Talent Coordinator positions, screen candidates, and hire staff |
| 8 | Convene Talent Coordination Committee | Months 10 to 12 | FSF, Chamber, SFDF | Hold initial meeting of Committee and present Agenda process, plan, and implementation dynamics |

IMPLEMENTATION PARTNERS

Many of the following entities are listed in the First Year Action Timeline. It would be very difficult to accurately list every single supporting entity that could contribute to each implementation effort. Implied in the listing of supporting organizations is the fact that outreach will be made to all key Sioux Falls Area entities that can assist with implementation of specific efforts.

| Abbreviation | Organization |
|---------------------|--|
| AC | Augustana College |
| ACU | All Sioux Falls area colleges and universities |
| AGC | The Associated General Contractors of South Dakota |
| ALPS | All local Sioux Falls Area public school districts |
| BOR | South Dakota Board of Regents |
| BVPS | Brandon Valley Public Schools |
| C2C | Cradle-to-Career coalition |
| CSF | City of Sioux Falls |
| CVB | Sioux Falls Convention and Visitors Bureau |
| DLSF | South Dakota Department of Labor, Sioux Falls Office |
| DOE | South Dakota Department of Education |
| DSU | Dakota State University |
| DTSF | Downtown Sioux Falls, Inc. |
| FSF | Forward Sioux Falls |
| GOED | South Dakota Governor's Office of Economic Development |
| HBA | Home Builders Association of the Sioux Empire |
| HPS | Harrisburg Public Schools |
| LED | Local economic development entities |
| LSS | Lutheran Social Services |
| MC | Minnehaha County |
| MCC | Multi-Cultural Center |
| MSA | Sioux Falls MSA local governments |
| SD | State of South Dakota |
| SDSU | South Dakota State University |
| SDTBC | South Dakota Technology Business Center |
| SDTD | South Dakota Department of Tourism and State Development |
| SDVFC | South Dakota Voices for Children |
| SEHB | Sioux Empire Home Builders Association Care Foundation |
| SEHP | Sioux Empire Housing Partnership |
| SEUW | Sioux Empire United Way |
| SFACC | Sioux Falls Area Chamber of Commerce |
| SFACF | Sioux Falls Area Community Foundation |
| SFDC | Sioux Falls Diversity Council |
| SFDF | Sioux Falls Development Foundation |
| SFPS | Sioux Falls Public Schools |
| SHRM | Sioux Empire Society for Human Resources Management |
| SSCA | Spanish Speaking Community Association |

| | |
|-------------|-------------------------------|
| STI | Southeast Technical Institute |
| TAPS | Tea Area Public Schools |
| TSI | Training Solutions Institute |
| UC | University Center |
| USD | University of South Dakota |
| USF | University of Sioux Falls |
| WCPS | West Central Public Schools |

ACTION TIMELINES KEY

The following key corresponds to cells in the First Year Action Timeline matrix on the following pages.

Implementation partners should **always** refer to the Action Agenda for full descriptions of sub-actions and strategic activities. For the sake of brevity, certain sub-actions are or will be removed, consolidated, or reworded for the implementation timelines.

⇒ Strategic Action **NUMBERS** correspond to their placement in the Action Agenda.

⇒ **LEAD** corresponds to the lead entity(ies) guiding implementation of that action and tasks.

⇒ **SUPPORT** corresponds to key entities that will assist/influence implementation of that action and tasks.

⇒ **STATUS** refers to the existing dynamics of the action and tasks.

- **O** = Ongoing action(s)
- **E** = Expanded/enhanced action(s)
- **N** = New action

⇒ **COST** refers to the potential COST RANGE for implementation of that particular action item.

1. \$0 to \$10,000
 2. \$10,000 - \$25,000
 3. \$25,000 - \$50,000
 4. \$50,000 - \$75,000
 5. \$75,000 - \$100,000
 6. \$100,000 - \$150,000
 7. \$150,000 - \$200,000
 8. \$200,000+
- n/a = cost that is beyond the purview of the Action Agenda resourcing

⇒ Calendar **QUARTERS** refer to the estimated period of initiation and duration of the action and tasks. The task durations are indicated by the **COLOR-FILLED BOXES** in the matrices.

Because the official launch date of the Action Agenda has yet to be confirmed, the First Year Action Timeline will not utilize a specific year/quarter to represent initiation of strategic implementation. Instead, commencement of Agenda activities will simply be labeled Year 1. At the beginning of each new year of the campaign, *Market Street* recommends that the Forward Sioux Falls, Chamber, and Foundation teams and their allies review past year successes and challenges prior to finalizing the current year's action plan. A variety of factors may require that individual action items be adjusted, particularly in the latter years of the campaign.

As implementation proceeds, it is appropriate to make changes to strategic activities as long as action items continue to support the key tenets of the Action Agenda.

FIRST YEAR ACTION PLAN

The First Year Action Plan represents the incorporation of all Key Initiatives into the initial 12 months of implementation. However, there are many ongoing activities that also contribute to strategic implementation. *Market Street* has attempted to capture both new and ongoing activities in the first year activity matrices. It is also assumed that all ongoing strategic activities will have continued in operation even during the Action Agenda "pre-implementation" phase.

Note: the Lead and Support entities for multiple actions were informed by Task Force voting at their May 27 meeting and a follow-up survey.

1.0 Talent Attraction and Retention

| Strategic Actions | Implementation Entity | | Status | Cost | Year 1 | | | |
|--|-----------------------|--|--------|------|--------|----|----|----|
| | Lead | Support | | | Q1 | Q2 | Q3 | Q4 |
| 1.1 Design and implement a talent marketing campaign, incorporating and coordinating existing efforts | | | | | | | | |
| Inventory all existing programmatic capacity | FSF | ACU, CSF, CVB, DLSF, DOE, DSU GOED, SD, SDSU, SDTBC, SDTD, SHRM, SFACC, SFDF, STI, UC, USD | E, N | 6 | | | | |
| Commit component of PR contract to talent marketing | | | | | | | | |
| Develop new attraction programs | | | | | | | | |
| Coordinate all efforts into a seamless external program | | | | | | | | |

2.0 Talent Development

| Strategic Actions | Implementation Entity | | Status | Cost | Year 1 | | | |
|---|---------------------------------------|--|---------|------|--------|----|----|----|
| | Lead | Support | | | Q1 | Q2 | Q3 | Q4 |
| 2.2 Continue existing career-awareness efforts | | | | | | | | |
| Continue Tech Ed Works for Me program | FSF | ACU, ALPS, CSF, DLSF, LSS, MCC, LED, SD, SEUW, SHRM, SFACC, SFACF, SFDC, SFDF, STI, TSI, UC | O | | | | | |
| Continue SDMyLife and Build Dakota programs | SD ALPS STI | ACU, CSF, CVB, DLSF, FSF, GOED, LED, SDTD, SFACC, SFDF, TSI, UC | | | | | | |
| 2.2 Develop a cradle-to-career coalition in the Sioux Falls Area | | | | | | | | |
| Establish a Working Committee to oversee C2C development | SEUW, SFACC, SFPS | ACU, CSF, DLSF, FSF, LSS, MC, MCC, LED, SD, SDVFC, SEHB, SFACF, SFDC, SFDF, SHRM, SSSA, STI, TSI, UC | N | n/a | | | | |
| Build coalition of support for C2C development and implementation | | | | | | | | |
| Research best practices and design a coalition model for the Sioux Falls Area (potential to contract with consultant) | | | | | | | | |
| Formalize the Sioux Falls C2C operational, programmatic, and governance structures | | | | | | | | |
| Sustainably resource the C2C (year 2) | | | | | | | | |
| 2.3 Identify and advance priority programs to support targeted populations in the region | | | | | | | | |
| Continue all existing immigrant and refugee support programs | SFPS, LSS, SEUW, CSF, FSF | ACU, ALPS, C2C, DLSF, FSF, MC, MSA, LED, SD, SDVFC, SEHB, SEHP, SFACC, SFACF, SFDC, SFDF, SHRM, SSSA, STI, TSI, UC | O, E, N | n/a | | | | |
| Inventory full breadth of regional targeted support programs | | | | | | | | |
| Establish a formal or informal working group to determine highest priority new programs of need | | | | | | | | |
| Design new programs and determine programmatic ownership | | | | | | | | |
| Secure fiscal and personnel resources to support new programming (year 2) | | | | | | | | |

3.0 Shared Focus Areas

| Strategic Actions | Implementation Entity | | Status | Cost | Year 1 | | | |
|--|-----------------------|--|--------|------|--------|----|----|----|
| | Lead | Support | | | Q1 | Q2 | Q3 | Q4 |
| 3.1 Career-based training and experience programs | | | | | | | | |
| Continue all K-12 based career based training and experience programs | ALPS | ACU, C2C, SDF, DLSFF, MC, LSS, MCC, LED, SD, SEUW, SFACC, SFACF, SFDC, SFDF, SHRM, SSCA, STI, TSI, UC | O | | | | | |
| Continue ShadowED program | FSF | | | | | | | |
| Identify additional educational program offerings needed at the University Center | | | | | | | | |
| 3.2 Develop and optimize a comprehensive online talent portal | | | | | | | | |
| Research best practice portal designs | FSF, CVB, CSF | ACU, C2C, DLSF, DTSF, GOED, HBA, LSS, MC, MCC, LED, SD, SDTD, SEHP, SFACC, SFACF, SFDC, SFDF, SHRM, SSCA, STI, TSI, UC | N | 3 | | | | |
| Reach out to relevant design and implementation partners | | | | | | | | |
| Design and formalize Sioux Falls Area portal | | | | | | | | |
| Launch talent portal (year 2) | | | | | | | | |
| 3.3 Advocate for K-12 funding and two-year higher ed reform | | | | | | | | |
| Mobilize research, expertise, and advocacy efforts to 1) support legislation to better fund and deliver K-12 education in South Dakota; 2) optimize governance and funding for STI; and 3) create an effective and funded approach to ensure the delivery of and access to transferrable AA and AS degrees in Sioux Falls. | FSF | All relevant partners | O, E | 2 | | | | |

Implementation Framework

In recognition of the realities of how workforce development strategies are implemented, *Market Street* has prepared the following framework for Sioux Falls Area partners to utilize for initial and longer-term Action Agenda implementation

This is necessary because, while Forward Sioux Falls and the Chamber and SFDF will oversee the proposed Talent Coordination Committee and Work Groups and “own” many of the Action Agenda strategies, other partners will need to step up to assume initial and long-term staffing and funding responsibilities for a host of other actions.

The Framework reflects the following elements:

- Strategic actions **numbered and color-coded** corresponding to the Action Agenda;
- The estimated **Launch Year (Y)** of the action based on Task Force prioritization and existing/ongoing activities;
- A **Cost Estimate** reflective of potential one-time and ongoing fiscal requirements for implementing the components of that action (note: cost of existing and new staff salaries are not factored into estimates):
 - Figures in *italics* are ongoing costs; certain program-specific expenditures may increase in later years of implementation – these will be reflected in the budget tables included later in this report.
 - Cost estimates only apply to monies that could be resourced by Forward Sioux Falls. Costs incurred by other implementation entities are not included in estimates.
 - Costs beyond the purview of strategic resource development may also be noted as “**n/a.**”
- **Initial Implementation** dynamics reflect the need for staffing, ownership, and funding of implementation activities during the **first two years** of Action Agenda implementation. In some cases, these responsibilities, staff assignments, and governance could be temporary as 1) funds are being raised, 2) another entity assumes a staffing/ownership role over the action(s) based on their own organizational philosophy or programs, or 3) a more appropriate governance entity is charged with overseeing implementation of the action(s).
- **Long-Term Implementation** dynamics reflect the projected governance, staffing, and funding realities for each action for implementation **years three through five** and, potentially, beyond that.
 - Actions that were either one-time activities or assumed to be completed during the first two years of the Action Agenda implementation cycle are noted by cells blocked out in gray.

FIVE YEAR IMPLEMENTATION FRAMEWORK

| Action | Y | Cost Estimate | Initial Implementation (Y1-2) | | | Long-Term Implementation (Y3-5) | | |
|---|---|--|-------------------------------|------------------|---|---------------------------------|------------------|---|
| | | | Oversight | Staffing | Funding | Oversight | Staffing | Funding |
| 1.0 TALENT ATTRACTION AND RETENTION | | | | | | | | |
| 1.1.1 Leverage and coordinate state and local programs | 1 | | FSF Board | FSF, SD | State of SD | FSF Board | FSF, SD | State of SD |
| 1.1.2 Develop new capacity | 1 | \$125,000 (marketing) \$25,000 (PR) | FSF Board | FSF | FSF | FSF Board | FSF | FSF |
| 1.2.1 Assess and formalize talent incentive options | 2 | | FSF Board | FSF | | | | |
| 1.2.2 Resource, promote, and optimize talent incentives | 2 | n/a | FSF Board | FSF | Private companies, City of SF, State of SD, federal, grants | FSF | FSF | Private companies, City of SF, State of SD, federal, grants |
| 1.3.1 Assess workforce housing needs and potential regional solutions | 2 | | Local city govts | Local city govts | | | | |
| 1.3.2 Formalize partnerships to implement the Plan | 2 | n/a | Local city govts | Local city govts | Cities, State of SD, federal | Local city govts | Local city govts | Cities, State of SD, federal |
| 2.0 TALENT DEVELOPMENT | | | | | | | | |
| 2.1.1 Design a multi-faceted, multi-platform awareness-building campaign | 2 | | FSF | FSF | | FSF | FSF | |

| Action | Y | Cost Estimate | Initial Implementation (Y1-2) | | | Long-Term Implementation (Y3-5) | | |
|--|---|---------------|-------------------------------|----------|---|---------------------------------|----------|---|
| | | | Oversight | Staffing | Funding | Oversight | Staffing | Funding |
| 2.1.2 Resource, implement, coordinate, and optimize the campaign | 2 | \$100,000 | FSF Board | FSF | FSF | FSF | FSF | FSF |
| 2.2.1 Pursue options to increase the delivery of affordable pre-kindergarten (pre-K) programs in the Sioux Falls Area | 4 | n/a | | | | SF School Board | SFPS | City budget, potential state funding |
| 2.2.2 Design the cradle-to-career coalition | 1 | | Talent Coord Comm (proposd) | TBD | | C2C Board | C2C | |
| 2.2.3 Formalize the structure, staffing, budget, governance, and funding source(s) of the C2C coalition | 1 | n/a | Talent Coord Comm (proposd) | TBD | TBD (potential for private funding, contributions by government and school districts, foundations and grants) | C2C Board | C2C | TBD (potential for private funding, contributions by government and school districts, foundations and grants) |
| 2.3.1 Determine programmatic priorities to enhance support of targeted populations | 1 | | TBD | TBD | TBD | TBD | TBD | TBD |
| 2.3.2 Ensure new programs are sustainable | 1 | n/a | TBD | TBD | Programs and services fees, private investment, | TBD | TBD | Programs and services fees, private investment, local, state, federal government |

| Action | Y | Cost Estimate | Initial Implementation (Y1-2) | | | Long-Term Implementation (Y3-5) | | |
|---|---|---------------|-------------------------------|-------------------------------|--|---------------------------------|-------------------------------|---|
| | | | Oversight | Staffing | Funding | Oversight | Staffing | Funding |
| | | | | | local, state, federal government funding, grants, philanthropy | | | funding, grants, philanthropy |
| 2.4.1 Build capacity to reduce underemployment in greater Sioux Falls | 4 | n/a | | | | SD Dept of Labor | DLSF | State and federal funding, potential public-private partnerships |
| 3.0 SHARED FOCUS AREAS | | | | | | | | |
| 3.1.1 Leverage and enhance career-directed programs in Sioux Falls Area K-12 districts | 1 | | Local School Boards | Local School Districts | | Local School Boards | Local School Districts | |
| 3.1.2 Continue expanding opportunities for regional students to obtain on-the-job experience while still in school | 2 | \$35,000 | Local School Boards FSF | Local School Districts FSF | Local city and county budgets, private funding, FSF campaign | Local School Boards FSFBoard | Local School Districts FSF | Local city and county budgets, private funding, FSF campaign |
| 3.1.3 Fully leverage all existing state and local career-focused programs | 1 | n/a | State of SD | State of SD | State funding, private investment, philanthropic investment | State of SD | State of SD | State funding, private investment, philanthropic investment |
| 3.1.4 Pursue a strategy to support student and employer access to vital training and academic programs | 3 | n/a | FSF Board UC Board | FSF UC | State and federal funding, potential private investment, philanthropic | FSF Board UC Board | FSF UC | State and federal funding, potential private investment, philanthropic investment |

| Action | Y | Cost Estimate | Initial Implementation (Y1-2) | | | Long-Term Implementation (Y3-5) | | |
|--|---|---------------------|-------------------------------|----------|---------|---------------------------------|------------------|--|
| | | | Oversight | Staffing | Funding | Oversight | Staffing | Funding |
| along continu-um of degree options | | | | | | | | |
| 3.2.1 Design and create a web portal for talent | 1 | \$50,000 | FSF | FSF | FSF | FSF | FSF | FSF |
| 3.2.2 Promote, leverage, and sustain the portal | 1 | \$25,000 | FSF Board | FSF | FSF | FSF | FSF | FSF |
| 3.3.1 Advocate for increased state funding to public school systems | 1 | \$7,500 (lobbying) | FSF Board | FSF | FSF | | | |
| 3.3.2 Reform technical institute governance and program transferability | 1 | \$7,500 (lobbying) | FSF Board | FSF | FSF | | | |
| 3.4.1 Assess needs, build consensus, and establish a long-term development plan for a public university branch campus in the Sioux Falls Area | 3 | \$5,000 | | | | FSF Board UC Board BOR | FSF UC USD | State and federal funding, potential private and philanthropic investments |
| 3.4.2 Launch and sustain efforts to bring a four-year university branch campus to the region | 5 | \$25,000 (lobbying) | | | | FSF Board UC Board BOR | FSF UC USD | State and federal funding, potential private and philanthropic investments |

Budget

In Forward Sioux Falls, the region has a proven, established, and sustainable program for funding economic development and certain workforce development activities. Because FSF is the vehicle used to resource the Sioux Falls Area Chamber and Sioux Falls Development Foundation's workforce development efforts and staff, it is assumed that monies committed to Action Agenda implementation by these organizations will also be sourced from Forward Sioux Falls campaigns.

As such, the budget estimate contained in this Implementation Guidelines report will **only focus on the additional dollars required for new staff and programs** to implement the Agenda from the perspective of the Chamber, SFDF, and their FSF funding vehicle. As has been noted in this report, there will be **significantly more additional resources** needed to effectively activate and sustain the Action Agenda. These will likely need to come from local public and private partners as well as state and federal funds and philanthropic donations. Securing these resources will need to be a "team sport" between FSF, the Chamber, SFDF, and the full breadth of their partners. Under the guidance of specific boards and, potentially, the proposed Talent Coordination Committee, the determination of resource needs and strategies to acquire them will be vital components of Action Agenda implementation. These processes should be optimally coordinated and synthesized to the degree necessary to achieve success.

The following tables represent *Market Street's* estimate of Forward Sioux Falls' implementation costs for the Workforce Development Action Agenda. There is also the potential for FSF funds to support programmatic and personnel needs of partner organization, if supported by the FSF Board. These monies are not estimated in the following tables.

ACTION AGENDA PROGRAMMATIC BUDGET

| Action | Year 1 | Year 2 | Year 3 | Year 4 | Year 5 | TOTAL |
|--|------------------|------------------|------------------|------------------|------------------|--------------------|
| 1.0 Talent Attraction and Retention | | | | | | |
| 1.1.1: Develop new capacity | \$150,000 | \$150,000 | \$150,000 | \$150,000 | \$150,000 | \$750,000 |
| TOTAL: | \$150,000 | \$150,000 | \$150,000 | \$150,000 | \$150,000 | \$750,000 |
| 2.0 Talent Development | | | | | | |
| 2.2.2 Resource, implement, coordinate, and optimize the | | \$100,000 | \$100,000 | \$100,000 | \$100,000 | \$400,000 |
| TOTAL: | \$0 | \$100,000 | \$100,000 | \$100,000 | \$100,000 | \$400,000 |
| 3.0 Shared Focus Areas | | | | | | |
| 3.1.2 Continue expanding opportunities for regional students to obtain on-the-job experience while still in school | | \$35,000 | \$35,000 | \$35,000 | \$35,000 | \$140,000 |
| 3.2.1 Design and create a web portal for talent | \$50,000 | | | | | \$50,000 |
| 3.2.2 Promote, leverage, and sustain the portal | | \$25,000 | \$25,000 | \$25,000 | \$25,000 | \$100,000 |
| 3.3.1 Advocate for increased funding to public school systems | \$7,500 | \$7,500 | | | | |
| 3.3.2 Reform technical institute governance and program | \$7,500 | \$7,500 | | | | |
| 3.4.1 Assess needs, build consensus, establish plan for public university branch campus | | | \$5,000 | \$5,000 | | |
| 3.4.2 Launch and sustain efforts for branch campus | | | | | \$25,000 | \$25,000 |
| TOTAL: | \$65,000 | \$75,000 | \$65,000 | \$65,000 | \$85,000 | \$315,000 |
| ACTION AGENDA PROGRAM TOTAL: | \$215,000 | \$325,000 | \$315,000 | \$315,000 | \$335,000 | \$1,465,000 |

The estimated five-year implementation budget for Action Agenda programs is just under \$1.5 million, or roughly \$300,000 per year. For comparison, Forward Sioux Falls' **current workforce development programmatic budget** is roughly \$76,500 annually. So, if approved, annual programmatic expenditures for the next Forward Sioux Falls cycle would total about \$375,000.

ADDITIONAL PERSONNEL BUDGET

| Staff | Year 1 | | Year 2 | | Year 3 | | Year 4 | | Year 5 | | TOTAL | |
|---|-----------------|-----------------|-----------------|-----------------|-----------------|-----------------|-----------------|-----------------|------------------|-----------------|------------------|------------------|
| | Salary | Benefits | Salary | Benefits | Salary | Benefits | Salary | Benefits | Salary | Benefits | Salary | Benefits |
| Talent Marketing Mgr | \$50,000 | \$17,500 | \$51,500 | \$18,025 | \$53,045 | \$18,566 | \$54,636 | \$19,123 | \$56,275 | \$19,696 | \$265,457 | \$92,910 |
| Workforce Dev Coordinator | \$37,500 | \$11,500 | \$42,500 | \$8,500 | \$43,775 | \$8,755 | \$45,088 | \$9,018 | \$46,441 | \$9,288 | \$215,304 | \$47,061 |
| Total | \$87,500 | \$29,000 | \$94,000 | \$26,525 | \$96,820 | \$27,321 | \$99,725 | \$28,140 | \$102,716 | \$28,985 | \$480,761 | \$139,971 |
| SFDF Additional Staff Budget \$620,732 | | | | | | | | | | | | |

TOTAL FORWARD SIOUX FALLS ACTION AGENDA IMPLEMENTATION BUDGET

| | Year 1 | Year 2 | Year 3 | Year 4 | Year 5 | TOTAL |
|-------------------------------------|------------------|------------------|------------------|------------------|------------------|--------------------|
| 1.0 Talent Attraction and Retention | \$150,000 | \$150,000 | \$150,000 | \$150,000 | \$150,000 | \$750,000 |
| 2.0 Talent Development | | \$100,000 | \$100,000 | \$100,000 | \$100,000 | \$400,000 |
| 3.0 Shared Focus Areas | \$65,000 | \$75,000 | \$65,000 | \$65,000 | \$85,000 | \$315,000 |
| <i>Action Agenda Programs Total</i> | <i>\$215,000</i> | <i>\$325,000</i> | <i>\$315,000</i> | <i>\$315,000</i> | <i>\$335,000</i> | <i>\$1,465,000</i> |
| Added SFDF Staff Cost | \$116,500 | \$120,525 | \$124,141 | \$127,865 | \$131,701 | \$620,732 |
| TOTAL | \$331,500 | \$445,525 | \$439,141 | \$442,865 | \$466,701 | \$2,085,732 |

Annual Action Agenda Cost= \$417,146

It is estimated that the cost to Forward Sioux Falls for Action Agenda implementation over the five-year strategic period will be roughly **\$2.0 million**. This works out to just over **\$415,000** per year. Currently, Forward Sioux Falls' five-year workforce development implementation budget is \$1.3 million, or \$255,000 per year. So effective implementation of the Action Agenda will represent a significant increase of programmatic and staffing resources for the Forward Sioux Falls campaign.

CONCLUSION

Talent capacity is the highest priority competitive issue facing the Sioux Falls Area economy for the foreseeable future. So much so that the region's business leadership made the assessment of current capacity and identification of future needs the sole strategic focus of the current iteration of Forward Sioux Falls, the community's previous five-year holistic vision strategy. This Strategic Workforce Action Agenda process took a deep dive into the entirety of the Sioux Falls Area's talent development trends and dynamics, including the relationship between workforce capacity and the region's targeted industries. The result is a comprehensive and multi-faceted five-year plan to enhance the Sioux Falls Area's talent development systems and outputs to satisfy current and future demands of high-value employers.

Effective implementation will require greater commitments of time, resources, and personnel from Forward Sioux Falls and its coordinating organizations, the Sioux Falls Area Chamber and Sioux Falls Development Foundation, as well as the full complement of public and private partners locally, regionally, and statewide. Anything less will risk that the aggressive actions needed to move the bar on talent development will fall short. There has never been a more competitive time for top talent, and the Sioux Falls Area is competing against regions from the across the country for individuals with the skills most in demand by New Economy employers. Because it is still working to build assets that would enable it to compete with larger, more amenity rich, and well known competitor regions, the Sioux Falls Area must work doubly hard to put itself on the map and in the minds of external talent looking to relocate and existing workers seeking a long-term destination to live and work. **There is also much work to be done to better align regional training systems with employer needs; one of the key findings of Action Agenda research was the disconnect between local talent capacity and training pipelines and the most impacted Sioux Falls Area occupations.**

Optimizing talent development in greater Sioux Falls will not be cheap and it will not happen overnight. Public and private partners must commit to fully funding needed staff and programs and maintaining and enhancing these levels long-term. With pending retirements of the largest generation America has ever seen – the Baby Boomers – critical shortages in key talent categories will only grow more acute.

All of the programs and hard work that have made Sioux Falls a strong regional economy will be at risk and employment stagnation a real possibility if this Action Agenda is not implemented with great vigor and commitment over a number of years.

APPENDIX: PERFORMANCE METRICS

As with all strategic processes, implementation means nothing if you are not “keeping score” of activities related to the Strategic Workforce Action agenda. Thus, the following suggested metrics – whether they are reported publically or tracked privately among partners – are critical to ensuring that the activation of the Agenda and its success over the length of its implementation cycle is assured.

Action Agenda metrics are measured from an anticipated launch date of 2016 through 2020. Because most data sources lag a year or more behind present data, implementation partners will need to utilize the full breadth of performance and activity metrics to assess Action Agenda progress. There are also certain indicators in which existing data is not available to track these measures; so the FSF partners will need to determine ways in which to begin gathering and recording this information, if possible. Examples of potential metrics are shown in table below.

| Strategy/Metric | | Latest Figure | Annualized Avg. (%/term) | | Trend | Goal | Goal v. | Existg/Potenti Source | |
|---------------------------------------|---|-------------------|-----------------------------|-------|----------|----------|---------|--------------------------|-------|
| | | | | | 2020 | | | | Trend |
| Talent Attraction & Retention | Total population | 248,351 (2014) | 0.95% | 5 yr | 262,803 | 266,370 | 3,567 | Census | |
| | % of population growth from net migration | 50.7% (2014) | -0.23% | 5-yr | 49.3% | 52.6% | 3.3% | Census | |
| | % of population 25-44 | 69,522 (2013) | 1.50% | 5-yr | 76,018 | 77,148 | 1,129 | Census | |
| | Total labor force | 141,677 (2014) | 1.74% | 14-yr | 154,431 | 155,454 | 1,023 | BLS | |
| | % of pop. 18-24 with an assoc. degree or higher | 3.5% (2013) | -0.16% | 5-yr | 2.4% | 4.2% | 1.8% | Census | |
| | % of pop. 25+ with an assoc. degree or higher | 44.7% (2013) | 0.70% | 3-yr | 49.6% | 51.2% | 1.6% | Census | |
| | Attendance at external promotional events for expatriates | Figure needed | | | | | | SFDF | |
| | Number of talent-focused earned media placements | Figure needed | | | | | | SFDF | |
| | median income earners | Figure needed | | | | | | SFDF | |
| Talent Development | % of population 18-24 enrolled in college or graduate school | 37.6% (2013) | -2.32% | 3-yr | 21.5% | 37.4% | 15.9% | Census | |
| | % of foreign born population with some college, assoc., or BA+ | 46.1% (2013) | -0.50% | 5-yr | 42.6% | 46.7% | 4.2% | Census | |
| | apprenticeships, learners to leaders program | Figure needed | | | | | | PSDs; FSF | |
| | Number of students enrolled in Dual Credit program | 1,077 (Fall 2014) | Figure needed | | | | | | ISDs |
| | Number of certificates issued*^ | 409 (2013) | 2.39% | 3-yr | 483 | 539 | 56 | NCES | |
| Number of associate's degrees issued^ | 1,092 (2013) | 5.06% | 5-yr | 1,535 | 1,602 | 67 | NCES | | |
| Shared Focus | Average annual wage | \$41,628 (2013) | 2.40% | 5-yr | \$49,146 | \$49,627 | \$482 | BLS | |
| | % of pop. 25+ with some college or assoc. deg. | 33.3% (2013) | -0.02% | 5-yr | 33.2% | 35.5% | 2.3% | Census | |
| | Number of job postings on Talent Portal | Figure needed | | | | | | TBD | |
| | Number of external site visitors to Talent Portal | Figure needed | | | | | | TBD | |
| | Percentage of eligible youth enrolled in Pre-K classes | Figure needed | | | | | | PSDs; FSF | |
| | Number of two-year degree transfer students to state universities | Figure needed | | | | | | Institutions | |
| | Number of graduate degrees offered in Sioux Falls MSA | Figure needed | | | | | | Institutions | |

PSDs=Public School Districts

*not including post baccalaureate certificates

^Institutions within 100 miles of Sioux Falls

ACTIVITY MEASURES

The following metrics relate to the accomplishment of certain Action Agenda recommendations by a particular implementation year. These could correspond to simply launching an initiative or completing programmatic development. They are not performance-based to the extent that an expectation of quantitative results is not offered.

| Strategy | Completion Year |
|---|------------------------|
| Development of formalized talent incentives program | 2017 |
| Creation of Workforce Housing Development Plan | 2017 |
| Launch of cradle-to-career partnership | 2017 |
| Creation of first "residency" slot at a regional company for an in-demand occupation | 2019 |
| Development of "life skills" class at a Sioux Falls Area public school | 2018 |
| Approval secured to locate new two-year AA & AS degree programs at the University Center | 2019 |
| Talent portal launched | 2017 |
| Establishment of Exploratory Committee for new four-year public university presence in Sioux Falls area | 2018 |