

Watertown, SD Workforce Development Plan Study

Task 1&2:
Report Highlights

Task 3:
Strategic Workforce Plan

WDG Consulting

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Study Objectives

- The national labor shortage is well documented and Watertown's supply deficit is exacerbated by a focused and growing demand for blue-collar production workers, a comparatively small resident workforce, and little remaining supply elasticity. The historically low unemployment rates of 2% or less are notable, which speaks to the region's *tight* labor supply-demand balance.
- Given the labor market's severe constraint on employment growth, the Watertown Development Company (WDC) foresees the need for a comprehensive workforce development plan that will facilitate a growing supply pipeline of requisite skills.
- Toward that end, Wadley Donovan Gutshaw Consulting (WDGC), corporate location consultants specializing in labor analytics, was retained to complete a Regional Workforce Study and Comprehensive Strategic Plan.

The WDGC Charge:

- *Identify the present/trending labor supply challenges facing area employers*
- *Define both ongoing and new initiatives that will best respond to the critical labor needs*
- *Design a workforce development plan that will effectively implement all program initiatives*

Study Approach

- The WDGC study divides into three progressive tasks:
 - ***Task 1 (Desktop Research):*** Market analysis in support of a statistical interpretation of the resident workforce resources. Study output defines the market strengths, weaknesses, opportunities, and threats (i.e., SWOT analysis).
 - ***Task 2 (Stakeholder Interviews):*** Confidential interviews with key stakeholders to supplement the Task 1 statistical findings and gain additional insight on labor shortages and necessary remedial actions. *Virtual* meetings were held with 12 selected employers, and 15 additional participants including educators, economic developers, State representatives, and stakeholders having workforce development connections.
 - ***Task 3 (Strategic Workforce Plan):*** Prior task completions inform the design of a strategic workforce development plan, supported by additional research into the best workforce development practices gained through WDGC's corporate site selection/economic development experience.
- Task 1 & 2 findings were presented in earlier, separately submitted reports to the WDC. Highlights from those reports are brought forward and presented in this document, which then concludes with the Task 3 proposed workforce development plan. Please refer to the Task 1 & 2 reports for more detailed accounts on market statistics and the stakeholder interviews.

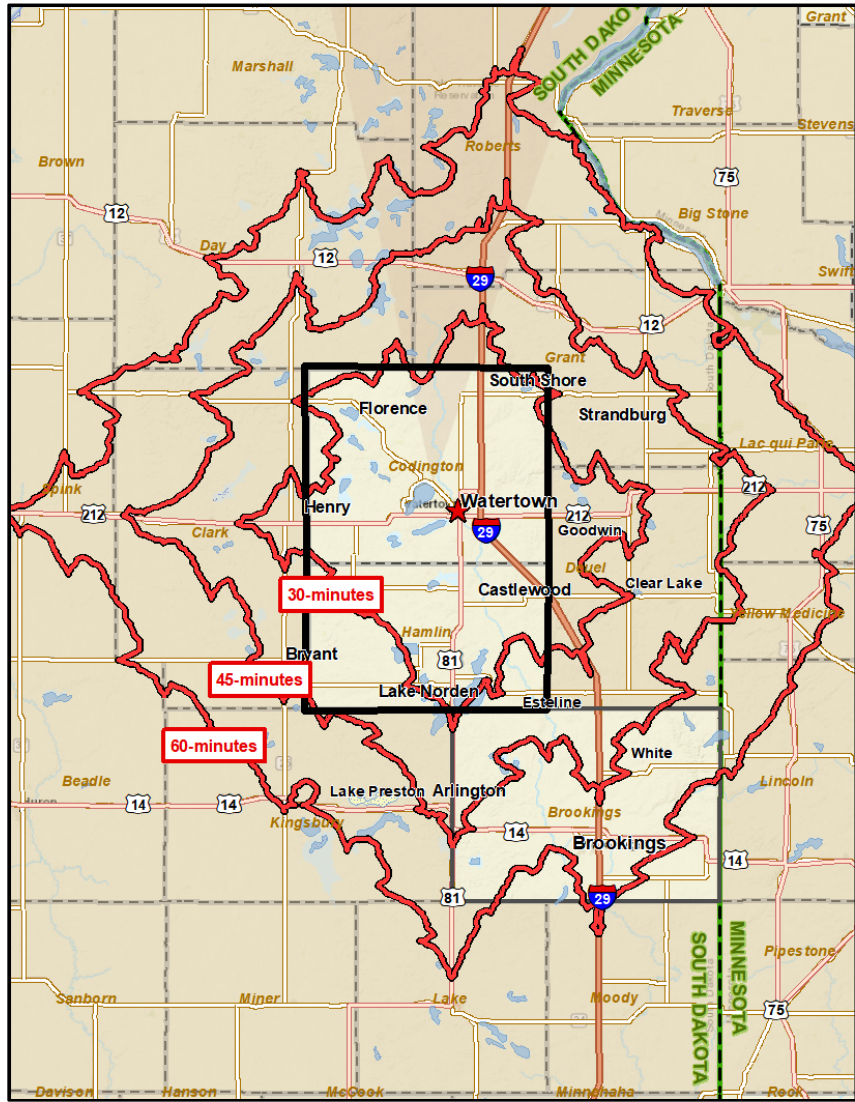
Chapter I
**TASK 1 REPORT HIGHLIGHTS:
DESKTOP RESEARCH**

- The strategic workforce development plan will focus on the labor market resources and shortages within Watertown’s primary commute shed. Task 1 defines these boundaries and within this study area provides a statistical interpretation of current/trending market conditions.
- Average commute times and employee resident patterns of interviewed firms confirm the Watertown labor supply is largely confined to a 30-minute commute shed (see adjoining map). Factors restricting longer commutes include the following:
 - Hourly wage levels fail to justify longer drive times.
 - Competitive intercept of outbound commuters by firms located within the Watertown and Brookings employment centers.
 - Extended travel is discouraged by inclement winter weather, off hour late shifts, and overtime demands at the workplace.
 - Prevailing rural and secondary road quality beyond the Watertown/Brookings I-29 corridor and vast, sparsely populated landholdings of the Lake Traverse Indian Reservation.

Conclusions

Most stakeholders believe participants in a Watertown Workforce Development plan should be confined to the 30-minute travel contour and include all Chamber of Commerce membership locations.

- The primary coverage therefore extends across Codington and all or portions of the immediately surrounding counties of Hamlin, Clark, Day, Grant, and Deuel.
- Brookings County was viewed largely as a separate labor market shed and opinions weighed in favor of excluding Brookings from the Workforce Development initiative.



Resident Statistics

- Watertown’s resident statistics were compiled on 30-45-60-minute travel contours with a primary focus on the 30-45-minute shed (see adjoining table).

- All primary labor supply contributors are severely restricted and support the need for an aggressive, long-term workforce development program:

Small Sized Market

- Just 19,506 workers (2,028 prod'n) leaves a slim supply pool within the currently employed sector

Limited Underemployment

- Statistically no more than 200 additional blue-collar workers

No Remaining Supply Elasticity

- Workforce participation (70%) far exceeds the national average (63.3%)

Low Unemployment

- Rate of 1.5% signifies full employment conditions

Older Demographic

- Prime working age concentration (16.8%) falls below the national average (18.6%)

Limited Population Growth

- A key future labor supply contributor
- Adding just ~700 over next 5-years
- Negative 5-year net in-migration

- Notably, severe disproportionate labor demands exist within the manufacturing sector. Employment concentration: 16.1% vs the U.S. 10.0%

- Watertown *production* employment concentration is 2X the U.S. average
- Location Quotients (LQ’s) statistically measure labor demand imbalance by comparing the percent employed in productions jobs vs the national average. When local concentration exceeds the nation by 25% the demand imbalance is red flagged (index of 1.25+ vs the nation’s 1.00)
- Watertown’s index exceeds 25% in all production skill levels:

<u>Production Job Families</u>	<u>Watertown (30-Mins)</u>	
	<u>Total Employed</u>	<u>Location Quotient</u>
Semiskilled Production	1,713	2.26
Skilled Production	970	2.09
Unskilled Production	1,688	1.34

Watertown’s white-collar location quotients are less concerning given no related job family exceeds the 1.25 critical threshold.

Resident Statistical Snapshot

	<u>Watertown Commute Shed</u>		<u>Codington County</u>	<u>U.S. B' Mark</u>
	<u>30-Min.</u>	<u>45 Mins.</u>		
<u>Demographic Profile</u> <i>(Primary shed)</i>				
<u>Population & Change</u>				
2023	33,453	46,618	28,540	-
5-Year Projected Change ('23-'28)	2.1%	1.7%	1.9%	2.1%
<u>Domestic Net Migration Rate</u>				
2017-2022 Cumulative			-125	
<u>Age Characteristics</u>				
Median Age, 2023	39.7	40.0	40.4	39.3
Prime Working Age, 21 - 34 Yrs.	16.8%	16.3%	16.9%	18.6%
<u>Education</u>				
No High School Diploma	8.6%	8.6%	8.8%	11.5%
Total HS Diploma to Associates	71.5%	71.2%	71.6%	55.6%
Bachelors & Above	19.9%	20.3%	19.7%	32.9%
<u>Income</u>				
Median Household Income, 2022	\$68,446	\$69,272	\$66,557	\$73,503
<u>Commutation</u>				
Average Time (Minutes)	17.0	18.6	16.2	29.7
<u>Labor Force Profile</u>				
<u>Civilian Labor Force</u>				
Employed	19,506	26,733	16,445	-
Unemployment Rate	1.5%	1.5%	1.5%	3.6%
Participation Rate	70.0%	68.9%	70.2%	63.3%
<u>Industry Employment (Percent)</u> -----Descending Order-----				
Manufacturing	16.1%	15.8%	16.2%	10.0%
Retail Trade	14.5%	13.4%	15.3%	10.9%
Health Care	11.0%	11.1%	10.8%	14.0%
Finance / Insurance / Real Estate	4.9%	4.7%	5.1%	6.6%
<u>Occupation (Percent)</u>				
Professional	15.8%	16.0%	15.5%	23.6%
Management	13.6%	15.0%	13.3%	10.6%
Office Support	11.6%	11.0%	11.9%	11.0%
Production	11.3%	10.5%	11.5%	5.6%
<u>Occupation (# employed)</u>				
Professional	2,844	3,941	2,408	-
Management	2,449	3,679	2,065	-
Office Support	2,082	2,693	1,847	-
Production	2,028	2,578	1,790	-

Conclusion: Going forward the traditional labor supply components will yield marginal relief to the tight labor supply-demand balance. The workforce development plan must focus on the high demand *trade* occupations and increase access to nontraditional labor supply resources.

Projected Labor Demand-Supply Growth Outlook

- **Demand:** Task 1 labor demand projections were scaled back after completing the Task 2 corporate interviews. Several manufacturing employers reportedly decided to reduce or eliminate earlier expansion expectations given the critical labor shortage. WDCG therefore adjusted downward the Task 1 projected two-year job growth for hourly production positions (see table).
- **Supply:** The Task 1 projected hourly labor supply growth from traditional sources remains unchanged, with supply additions derived from population growth and annual graduates entering the workforce.

	Next Two Years	
	Task 1 Est.	Task 2 Revised
Production Hourly:		
Demand Increase	795	550
Supply Increase	<u>400</u>	<u>400</u>
Supply Deficit	-395	-150

- The Task 1 study supported a less concerning outlook for the white-collar labor market, wherein total supply additions statistically outpace the annual new demands. LQ statistics, however, are comparatively high in selected skill sets. WDCG red flagged the supply of experienced industrial/mechanical engineers, manufacturing sales reps, senior-level accountants, and supporting financial clerks. Interviews further confirmed a critical shortage within nursing positions (RN/LPN).

Conclusion: Despite WDCG’s downward adjustment in blue-collar labor demands, deficit supply conditions persist, totaling 150 over the next two years. Based on the statistical results, the Workforce Development Plan should target at minimum the *annual* additions of 75 production workers to the market’s historical labor supply growth.

Targeted Production Skills for the Workforce Development Plan

- Task 1 further identified those industrial jobs that support disproportionately high employer demands and statistically projected the percent each occupation represents of the projected “150” supply deficit. Just over half of the projected supply shortfall is within four occupation groups; these include:

<u>Highest Demand Occupation Groups</u>	<u>Percent of Supply Deficit</u>
Team & Other Assemblers/Fabricators	16%
Stockers & Order Fillers	13%
Welders, Cutters, Solderers, Brazers	13%
Industrial & Farm Equip't- Mechanics/Maintenance	<u>10%</u>
<i>Portion of Supply Deficit</i>	<i>52%</i>

- Other priority occupations (totaling 35% of the supply deficit) split near equally between 7 occupational groups, i.e.: material movers, light truck drivers, electromechanical equipment assemblers, shipping-receiving clerks, paint machine operators, machinists, and CNC tool operators.
- Importantly educational systems, including vocational training programs, need to be aligned with the above-mentioned annual skillset additions.

Chapter II
TASK 2 REPORT HIGHLIGHTS:
STAKEHOLDER INTERVIEWS

Interview Participants & Staffing Requirements

- WDGC conducted 27 confidential virtual interviews with major employers, economic developers, educators, State representatives and other workforce development stakeholders.
- Note, office employment is largely ancillary to the industrial activity (First Premiere Bank is a visible exception); and
- WDGC’s interviewed firms house most of the area manufacturing jobs, covering:
 - 92% of Codington County’s manufacturing workforce; and,
 - 77% of the manufacturing employed within 50 minutes of Watertown.

The *average* employment profile of interviewed firms define the key labor demands and confirm the prior Task 1 statistical findings. Manufacturers are placing unprecedented demands on the market and the requisite hourly skills are highly focused.

- 74% of employed are hourly production and new hires are largely entry-trainee positions.
- 77% of hourly only have a high school degree and/or technical school certification.
- Hiring targets both genders: Females represent 38% of production workers and the number is trending upward as robotics eliminates the more physically demanding jobs. However, no firm anticipates a notable future reduction in headcount due to robotics.
- Welding/fabrication/industrial painting skills are in high demand, representing up to 40% of new hires and over 30% of total hourly employment. Several firms cannot expand due to the lack of welding skills and are considering remote U.S. sites for future growth.
- The workforce is accustomed to 7X24 operations, and the labor shortage results in significant overtime.
- Notable exempt hires focus on engineers: design, electrical, quality/processing, drafting, industrial, and mechanical. In healthcare, the demand for nursing skills continues to grow and acute shortages are reported (despite \$25,000 signing bonuses).

Employer 'HR' Interviews (12 virtual meetings)		
Employer	County Location	Primary Function
3M (Solventum)	Brookings	Mfg- Medical Tape Adhesives
Dakota Sioux Casino	Reservation	Casino Resort
Valley Queen Cheese	Grant	Mfg- Cheese Processing Supplier
City of Watertown	Codington	Government Services
Crenlo	Codington	Mfg- Industrial Operator Cabs
Dakota Bodies	Codington	Mfg- Utility Truck Bodies
First Premier Bank	Codington	Banking and Credit Card
Persona Signs	Codington	Mfg- Electrical Signage
Prairie Lakes Health System	Codington	Hospital
Spartronics	Codington	Mfg- Circuit Board Assembly
Terex Utilities	Codington	Mfg- Utility Trucks
Wurth Electronics	Codington	Mfg- Transformers; Circuit Board Components
Non-Employer Interviews (15 virtual meetings)		
Local Economic Development		Education
Watertown Development Corp. (multiple)		Lake Area Technical College
Watertown Chamber of Commerce		NE Technical High School
		SD Manufacturing & Technology Solutions- SDMTS
		Watertown School District
State Offices		Other
Governor's Office of Econ. Dev. (multiple)		Glacial Lakes Multicultural Center
SD Dept. of Labor & Regulatons		Hometown Building Center (Prairie Haven)
SD Dept. of Social Services		Mother of God Monastery
SD Housing Development Authority		

Codington County Primary Labor Shed

- Area firms report a primary labor draw of 20-25 minutes from the worksite; on average 81% live within the County; the remainder splits between Hamlin, Deuel, and Clark. In-commuters from Brookings are at less than 5% of headcount (mostly higher-paid exempt-level positions).

Recruiting Sources and Methods

- *The most common sources:*
 - Referrals: Frequently exceed 50% of new hires (with a referral cash bonus or PTO granted)
 - Job Boards/social media (*Indeed* used most frequently), job fairs, colleges, community networking, signage, ads
- *Unique initiatives having notable positive results:*
 - Marketing firms that write ‘tailored’ job posting descriptions (e.g., Telluride Marketing)
 - Geofencing Analysis for geographic/demographic targeted hourly recruiting
 - Utilizing Talent Puerto Rico, LLC for screening/hiring/housing/transporting of relocated Puerto Rican labor for US mainland employment (up to 60 being hired at one local firm)
 - Targeting more remote labor within a 2-hour drive (e.g., Aberdeen’s Asian/Karen-speaking population)
 - Watertown Multi-Cultural Center for migrant job placements (program expansion restricted by limited funds)
 - High School graduate recruitment: Many employers hold a negative perception given the student’s workplace preparedness and lack of career focus. *However*, one employer has successfully implemented a HS recruiting program in terms of hiring quality applicants.
- *Sources not frequently utilized and/or having limited recruiting success:*
 - State Job Service (Dept. of Labor & Regulations): Limited candidate pool; often marginal applicant quality
 - Employment Agencies: Utilized only for selected professional hires
 - Freedom Works Campaign: SD ad campaign soliciting nonresidents to relocate into the State for employment:
 - Only five known Watertown firms are sponsors (paying initial sponsorship fee of ~\$10,000)
 - To date, no known relocations to those participating sponsors
 - Noted program shortcomings: high sponsorship cost, poorly presented applicant listings and descriptions, poor liaison between employer and program administrators...multiple employers noted *Indeed* postings provide a more focused applicant search
 - Freedom’s Haven: National refugee resettlement program, having a Ukrainian and Hispanic focus
 - National relocation target of 30,000 is falling well short (Ukrainian target @ 10,000); Watertown @ ~35 relos over two years
 - Relocation restricted by lack of affordable housing, need for daycare, arduous working permit process, language barriers, and limited number of refugee sponsors (requiring a two-year commitment of providing food, shelter, clothes, and auto transportation)

Labor Supply

- WDGC employer survey ratings confirm critical labor supply shortages within the hourly production. Area firms question the feasibility of staffing 100+ positions in one year unless accessing nontraditional labor resources. One firm achieved 100+ hires by retaining the *Talent Puerto Rico* agency.
- Interviews reported the following specific shortages wherein positions remain unfilled for extended periods of time:

- Welders (one firm has 15 openings and no applicants)	- Customer Service
- Nursing (particularly overnight positions)	- Mortgage producers
- Skilled Electricians	- Police Officers (recent grad's fail age restrictions)
- Weekend shifts (43 hourly openings at one firm- no applicants)	- Engineers with 5-10 yrs. experience
- Fabricators and Industrial painters	- Second shift supervisors & engineering support

- Many blue-collar hourly workers seek flextime rarely offered by area manufacturers. One firm provides a “buddy swap” program that allows associates to exchange shifts with a fellow worker.
- Area schools should better prepare younger students for the workplace, by focusing on improving work ethic (including attendance), social/communication skills, and job interview preparation.
- For some, labor supply improves when seeking entry engineers, technical college graduates, general office clerks, IT support, and warehousing. Outlying areas (1+ hour distant) also report less competitive labor market conditions in support of relative labor surpluses.

Hourly Labor Cost

- The supply shortage of experienced trade skills requires hiring trainees into virtually all production job openings.
 - Published surveys and WDGC interviews support a competitive starting rate of \$20.00-\$21.00/hr (higher demand skills may exceed \$21.00).

Annual Attrition and Replacement

- The market’s greater staffing challenge relates to turnover replacement (versus expansion hires), particularly in the first 90 days of employment.
- Starting wages among employers show relative parity and lowering turnover is often driven by factors other than salary – such as work-life balance and proper onboarding initiatives.
- Interviews support a median hourly annual turnover of 19.8%. Lower rates occur under one or more of the following conditions: in less competitive outlying markets; standard one-shift operating hours; set vs. rotating shifts; within less competitor saturated back-office operations; and use of proper onboarding procedures (often tied to a signing bonus payout schedule).

The Task 2 report (page 10) provides a comprehensive list of HR practices for improving the labor supply pipeline and employee retention experience. Eleven interviewed firms responded to a WDGC survey, asking how many of 36 recruiting/retention initiatives have been adopted at their firm – 78% of those initiatives received less than 50% adoption, suggesting a need for greater sharing of *best practices* among area firms.

Watertown Attractions and Shortcomings (commonly cited)

Positives- Area assets for selling Watertown to prospects and transferees:

- Quality-of-life offering a host of outdoor recreational amenities
- Safe community with low crime rates
- Good schools + SDSU, Lake Area Tech, Mt. Marty University satellite
- Moderate living costs; no State income tax
- Extended but accessible access to Minneapolis ‘big city’ amenities
- Within 1.5 hours of Sioux Falls varied shopping outlets
- Family-oriented town w/ traditional values
- Direct air service to Chicago & Denver (supporting relocatees from those markets)

Recent successful relocations from outside markets by interviewed employers:

- Firm 1: Positive inquiries from Oklahoma and Washington State
- Firm 2: Successfully targeted areas having similar climates and smaller metros in the mid-west
- Firm 3: Recently recruited from Wyoming and Sioux Falls, SD
- Firm 4: Successfully targeting high crime areas (i.e., Detroit and Minnesota communities)
- Firm 5: Hired a buyer from Kentucky, a Welder from Omaha, and a safety engineer from Utah
- Firm 6: Successful hires from Aberdeen, SD and Alabama
- Firm 7: A few Texas relocatees, but challenged by high Watertown housing costs (some prefer Brookings for better home values)

Negatives- Area shortcomings that can negatively impact remote recruiting:

- Severe winter climate
- Less interesting, flat topography
- Integrating newcomers into a small-town culture
- Lack of affordable housing
- Rural culture/lack of urban amenities (nightlife, etc.)
- General absence of diversity in the population (but trending up)

What should be the Plan's geographic coverage?

- The plan should include the stakeholders residing within Codington and immediately surrounding counties, overlapping with the Chamber of Commerce membership locations. Most interviewees would recommend excluding Brookings, given the market's more remote/independent labor supplies.

What is the best organizational structure?

- The plan requires a *coordinating unit* to ensure all initiatives are effectively addressed and implemented.
- Most believe the WDC should provide the leadership role. The organization currently offers multiple initiatives in support of workforce development.
- Initiatives must be broad reaching to effectively draw on nontraditional labor supply resources. Many of the organizations/systems are in place but lack a coordinated approach and, often, sufficient funding. WDC envisions specific mission statements for individual task forces with existing stakeholders appropriately assigned.

What should be the Plan's key workforce initiatives?

- Establish an employer's collaborative for messaging corporate HR guidelines for best practices
- Attracting more High School/Vocational students into the trades via internships, training programs, career pathways, etc.
- Greater adoption and improved delivery of recruiting services within *underrepresented/non-traditional* labor segments, including:
 - Second Chance/Justice Impacted
 - Migrant/Refugee Resettlement
 - Underserved/Disadvantaged Populations
 - Women in nontraditional manufacturing roles (e.g., welding)
 - Area Marketing campaigns to attract non-resident talent to the Watertown vicinity (e.g., DCI program/State initiatives)
- Greater access to infrastructure and service improvements that will support expansion of the entry workforce and nontraditional labor supplies; specifically:
 - Affordable Housing
 - Daycare Services
 - Technology upgrades to the existing fiber/broadband coverage and capacity to better accommodate multiple employees or interns during *virtual* sessions.
- Identification and securing of new workforce development funds

Who are the existing Stakeholders that should become active participants in the plan?

- The table below highlights a representative list of potential stakeholder participants identified through WDGC’s virtual interviews and past workforce development experience. The list is not intended to be all-inclusive. Task 3 organizes these noted stakeholders into the most appropriate Task Force programs.

List of Potential Stakeholders	
Watertown Development Company	Contract Agencies (e.g., Talent Puerto Rico, Bright Horizons, Upwards Agency)
Workforce Advisory Council/Related Programs	Codington County Community Services
Governor's Office of Econ. Dev. (GOED)	Other Nonprofit Stakeholders:
Freedom Works Campaign	Freedom's Haven
Area Companies	SD Community Foundation/Watertown Area Community Foundation
Watertown Area Chamber of Commerce	Mother-of-God Monastery
Excite	Glacial Lakes Multicultural Center
SD Housing Authority	Brothers & Sisters Behind Bars
SD Dept. of Corrections	United Way
SD Dept. of Social Services	Lions/Rotary Club
SD Dept. of Labor & Regulations	Lutheran Social Services, United Methodist, The Bridge, other church groups
Watertown Public School District	Boys and Girls Club
Northeast Technical High	Visit Watertown
Childhood Dev. Prog.	Goodwill Industries
Bus. Industry School Coalition (BISCO)	Nat'l foundations for funding (e.g., LISC, etc.)
Lake Area Technical College	Area Housing Developers:
EduCare	Costello (Harmony Hill)
Build Dakota Scholarship Program	Hometown Building Center (Prairie Haven)
SD Manufacturing & Technology Solutions	J&J Land Sales (Lakes of Willow Creek)
Challenger Park (proposed)	Society for Human Resource Management (SHRM)

Chapter III

TASK 3:

The STRATEGIC WORKFORCE DEVELOPMENT PLAN

Introduction

- In constructing the Watertown Workforce Development Plan, WDGC considers strategies used by other regions to address labor shortages that require a mobilized workforce development response. Our research consists of:
 - Best practices derived from WDGC’s experience and past case studies in other metro areas and regions across the US which have included interviews with the lead economic-workforce development organizations to explore:
 - Roles of regional and state workforce development partners, per recent labor shortages
 - Public / private sector actions designed to improve labor market conditions
 - Highlights relative to workforce partners, structures, funding, and collaborative efforts chosen by other EDOs towards addressing labor market challenges
 - A summary of ‘lessons learned’ for Watertown to consider as actionable items moving forward
- Although WDGC’s findings draw from past case studies across multiple regions, we highlight Bowling Green and the South-Central Kentucky Chamber of Commerce (primarily a 2-county service area) as ‘best in class.’ This organization oversees workforce development efforts in response to the area’s recently located Mega Industrial Project: *Envision AESC*. Key aspects of the area and project include:
 - Bowling Green is a comparatively small metro area within a larger SW Kentucky labor draw area (Nashville 60 minutes south and Louisville less than 2 hours north)
 - The project *Envision AESC* consists of a manufacturing facility of battery cells and modules to power next-generation EVs for multiple manufacturers
 - Ultimately involves the creation of 2,000 jobs, with initial hiring in 2023, factory opening in 2025, and full production / ramp up by 2027

Salient Themes

- *Task 1 & 2 research reveals Watertown and the WDC have in place the fundamental elements/stakeholders to develop a successful long-term workforce development strategy and program.*
 - *WDGC case studies confirm a successful program must designate and fund a lead entity – this should be the initial action.*
- AND...**
- *The most effective workforce development leadership emanates from within the economic development realm.*

EDO Benchmark Comparison of Workforce Development Programs (cont.)

- In WDGC’s view, most effective workforce development is being spearheaded by economic development leadership – at the regional level, county level, or by a combination of State and Regional economic development.
 - It is critically important to maintain a single, coordinated point of contact relative to workforce development and this role is ideally assumed by Economic Development.
 - EDO’s are more frequently taking on the role of a central, regional champion for workforce development and act as a strategic advisor that works to strengthen structures and align key partners.
 - In Bowling Green, for example, the South-Central Kentucky (SCK) Bowling Green Chamber is an exceptionally strong champion, strategic and program leader, and funder of workforce development delivery via the program *SCK Launch*.

From the Bowling Green Model...

- WDGC would rate the Bowling Green-South Central KY as a leading-edge regional entity. They have a multi-year track record of strategically and successfully aligning workforce development and economic development. Hallmarks include:
 - Keys to success require excellent employer and investor connections and fundraising ability.
 - Economic development leadership and a long-term workforce development strategy integrated directly into economic development, and importantly, coordinated with site-infrastructure development, have been instrumental to their success.
 - An outstanding level of coordination between economic / workforce development, businesses, job seekers, and students preparing for the job market (as well as their parents at the middle and high school level).
 - *SCK Launch* is the key workforce development undertaking – a partnership between the Bowling Green Area Chamber Foundation, the Bowling Green Independent School District, Warren County Public Schools, and local businesses to ensure that future public-school graduates succeed in their careers – multiple career pathways with lesson plan support from 8th to 12th grade.
 - State-level support in Kentucky has come mainly through project-specific recruiting and training incentives, perhaps less so for strategic and coordinated workforce development.
 - Chamber has a research analyst examining the gap in labor force participation rates pre-and post-COVID that has/will lead to an effort to encourage a portion of those who left the employment scene to re-enter the job market.
 - Goodwill Industries has been a critical partner for Bowling Green in accessing marginalized and disadvantaged populations as well as other faith-based organizations, which are also important members of their consortium.
 - In a tight labor market, attractive, clean, and comfortable manufacturing environments become an HR issue (enhances recruitment/retention).
- Based on the above organizational model, Bowling Green has been well positioned to absorb the employment impact of *Mega Project Envision AESC* (2,000 new jobs) and other employers.

Lessons Learned

- The WDC has the potential to become a strong regional group, similar to Bowling Green – South Central Kentucky. In the opinion of WDGC, the Bowling Green Chamber with its SCK Launch program is a model organization to learn from. The important distinctions: Bowling Green represents a larger region and is a Chamber-based and funded organization rather than a development authority. Workforce Development stakeholders often cite:
 - A strong statewide entity should coordinate with companies in targeted industries and align with regional partners to best deliver the talent pipeline, sourced from across the State.
 - Regardless of the structure, an active and aligned network (consortium) is essential as a basis for fostering workforce development, both project specific and strategically. The consortium, led by economic development, should include members from: employers, K-12 schools, community-technical colleges, universities, regional workforce development entities, and both local and state government. P-TECH and career pathing are common themes. The Multicultural Center, MoGM, and other local charities can be keys to tapping into less advantaged populations.
 - Existing employers universally express concern about the current labor shortage - from leading companies offering competitive compensation-benefits and comfortable working environments to less competitive employers (often smaller, locally-founded and privately-owned, and with limited resources) - even to the point of redirecting growth to outside the area.
 - Importantly, employers need to recognize that they are the most critical element in their own hiring and retention success – wages and benefits aligned to area affordability, a comfortable and safe workplace, and mechanisms to enhance workforce access (such as daycare services) are recognized as hallmarks of *employers-of-choice*.
 - It is important to have a strong manufacturers association with individual manufacturers to be lead partners in workforce development, both in terms of short-term hiring and in defining the skills needed for the future.
- Childcare provisions remain a daunting challenge nationally; challenges are across the board and complicated by liability and access factors. It is, nonetheless, an important issue for employers to address with the guidance and support of the local ED entity.

Innovative Ideas for Consideration by WDC

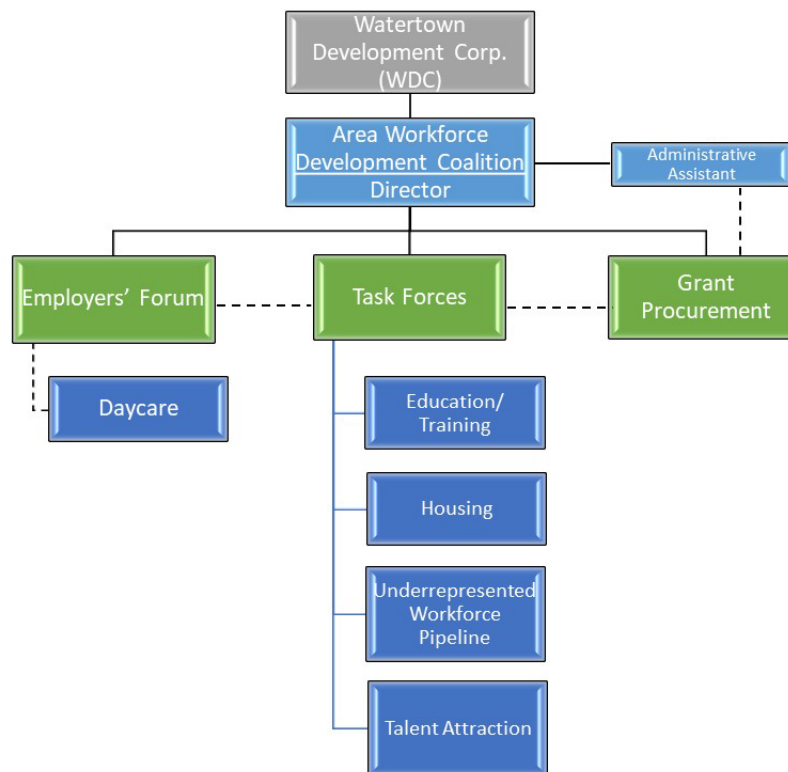
- The US Chamber of Commerce’s Talent Pipeline Management model can be part of the solution; this is a model that has been successfully implemented in some regions and is something the WDC should explore.
- The P-TECH education model (Pathway to Technology) created by IBM is also quite effective; in P-TECH schools, students earn a HS diploma, an industry-recognized Associate degree, and gain relevant work experience in a growing industry like advanced manufacturing (the existing Watertown NE Technical High School offers a good start on such a program)..
- Local employers can establish foundations that focus on STEM education in public schools.
- The ALICE concept, which stands for Access Limited, Income Constrained, Employed, was developed by *United Way* and has proven beneficial to workforce development programs across the US. This grassroots movement includes United Ways, corporations, nonprofits, and foundations in nearly half of US states (though not in South Dakota) where they conduct research and provide data that quantifies the financial hardship and mismatch between low-paying jobs and the ability to afford basic necessities.

Proposed Watertown Organizational Structure

- Task 2 interviews and Task 3 EDO exemplary workforce development programs confirm the most effective strategy begins with a workforce development coordinator led by an economic development organization.
- WDGC envisions a new coordinating organization named the *Area Workforce Development Coalition (AWDC)* that is overseen by the Executive Director of the Watertown Development Corporation. The AWDC structure should reflect more of a public/private partnership (versus an authority structure) with participating stakeholders providing financial support along with targeted workforce development grants and in-kind services. The AWDC would be comprised of three new positions: the Director, Grant Writer, and Administrative Assistant.
- Defined in the accompanying organization chart is the proposed operating structure and reporting relationships within the AWDC. The upcoming series of report slides highlight for each AWDC unit their associated mission, targeted initiatives, and direct/supporting participants.
- The basic structure has the following hierarchy:

– The AWDC Director reports directly to the Watertown Development Corporation and is supported by an administrative assistant. The Director will oversee the:

- Employers’ Forum – a consortium of firms residing within the Workforce Development Plan’s geographic coverage. The existing WDC Workforce Advisory Council (WAC) would fold into this newly created organization and assume an expanded mission statement including improved access to daycare services...an initiative that requires coordinated leadership by the area’s major corporations.
- Task Forces – reflecting the primary workforce development elements uncovered by earlier study, focusing on Education/Training, Housing, Underrepresented Workforce, and Talent Attraction (implementation of DCI study program).
A point person will be assigned within each task force who reports to the AWDC Director. Responsibilities will include informing members of the Employers’ Forum and grant writer of recommended workforce development actions.
- Grant Procurement – a grant writer will align grant funding opportunities with the workforce development initiatives of each task force, and then manage the process of procurement.



Area Workforce Development Coalition (AWDC)

- **Mission Statement:**
 - Principal coordinator of the Workforce Development plan, overseeing the plan's design, implementation, and management.
 - Establish performance metrics to insure timely milestone completions of Workforce Development initiatives.
 - Oversee the development and operations of the Employers' Forum and Task Forces.
 - Facilitate communications between the Employers' Forum, Task Forces, and Grant Procurement.

- **Targeted AWDC Initiatives to Consider:**
 - Create a branding campaign for marketing the workforce development plan.
 - The WDC appoints the AWDC Director, followed by the Director's hiring of an Administrative Assistant and Grant Writer.
 - Establish membership for the Employers' Forum and assume the leadership role.
 - Create the AWDC web site with direct linkage to the Employers' Forum listing of available job postings.
 - Recruit the appropriate stakeholders for each Task Force.
 - Oversee and assign a point person within each Task Force.
 - Assist in defining the mission statement and action items for each Task Force.
 - Identify and procure funding sources relative to the Task Force initiatives.
 - Investigate private funding sources
 - Ensure that sufficient Federal funds from statewide entities are directed to the AWDC (e.g., Housing Development Authority, Social Services)
 - Join the US Chamber Foundation's Talent Pipeline Management (TPM) program and attend the TPM Academy which provides guidance on creating employer collaboratives for sharing best practices and workforce development initiatives.

- **Direct Participants:**
 - WDC Executive Director
 - AWDC Director
 - AWDC Grant Writer
 - AWDC Administrative Assistant
 - Task Force point persons

- **Supporting Participants:**
 - Stakeholders within each Task Force

The Employers' Forum

● **Mission Statement:**

- Facilitate corporate member messaging of HR guidelines relative to the region's HR best practices for recruiting and retaining employees.
- Establish programs and initiatives that improve labor supply for all participating firms.

● **Targeted Initiatives to Consider:**

- Procure membership (from WAC/SHRM) and identify the primary contact person at each member firm reporting to the AWDC Director.
- Conduct and share the annual Forum survey on best HR practices (see WDGC's Task 2 Report for best practices among interviewed firms).
- Conduct an annual Forum survey of labor skill shortages and related hiring velocity to be shared with the Education Task Force.
- Provide Employers' Forum updates of available job postings with direct linkage to the AWDC web site.
- Inform AWDC grant writer of funding needs and any known funding sources.
- Provide member firms and new companies entering the market with listings of available support resources for local recruitment.
- Establish a job-sharing program between Forum employers for temporary workers seeking full-time/flexible work schedules.
- Strive for technology upgrades to the fiber/broadband network to better accommodate virtual sessions having multiple participants.
- Administer the current WAC's *Attract and Enhance* program.
- Establish a focus group for programming and implementing *daycare services* for Forum members.
 - Designate a Point Person for the Daycare initiative among participating stakeholders (either a corporate or nonprofit representative)
 - Secure funding sources offered by the SD Department of Social Services (e.g., Childcare Assistance Program, Federal Block Grants)
 - Evaluate the merits of independent contractors (e.g., Bright Horizons) and professional daycare placement services (e.g., Upwards)
 - Address the potential deployment of *in-home* day care centers, *traditional* daycare facilities, and *on-site* employer daycare.
 - Support the program expansion of existing school-sponsored daycare services (e.g., LATC EduCare, Public School District Childhood Development Program)
 - Administer WDC's existing daycare cost reimbursement program for recent relocatees into the area
 - Support nonprofit organizations having daycare initiatives, e.g.:
 - Mother-of-God Monastery
 - Boys and Girls Club
 - Faith-based organizations (e.g., St. Martin's Lutheran, Four Square Church)
 - United Way
 - Local Initiatives Support Corporation (LISC): Nationwide organization offering financial assistance (loans, grants) for constructing space designated for daycare services (279 new facilities constructed serving 27,999 children). Established by the Ford Foundation in 1979.

● **Direct Participants:**

- AWDC Director
- Designated contact person at each Forum member firm
- The point person for the daycare focus group

● **Supporting Participants:**

- AWDC Grant Writer & Admin. Assistant
- Point person within each Task Force initiative
- SD Department of Social Services / GOED
- SHRM / Nonprofits

Task Forces

● **Task Force 1: Education/Training**

○ Mission Statement:

- Increase labor supply pipeline and quality of those skillsets in shortage and high demand.

○ Targeted Initiatives to Consider:

- Increase training program enrollments to help fill WDGC’s two-year projection of labor shortfalls within the following high-demand skillsets. Most new hires are at the entry or trainee level, and employers note the welding position is particularly key as other position hiring is often dependent upon the prior staffing of welders:

- Assembly/Fabrication	120	- Order Filling/Stocking	70	- Truck Driver	30
- Welding	70	- Mechanic/Ind'l Maintenance	55	- Ind'l Painting	25
- Warehouse Related	70	- Machining/CNC Tool	45		

- In response to the above shortages, multiple initiatives are recommended specific to the NE Technical High School, including the following:
 - Increase the student capacity and funding support. Due to limited space and teacher constraints, the welding *wait list* reportedly totals 100 students which would likely increase annual graduations by at least 60 or more if student scheduling issues were resolved (this number of grads would fully or nearly cover the projected Watertown area supply shortfall).
 - Under-capacity enrollments are reported at Lake Area Tech (open seats include 15 in welding & 18 in machining). For the near term, consider a cooperative program between the schools to help alleviate NE Tech’s limited available space & teachers.
 - Build greater area employer awareness and support for the NE Technical HS program.
 - While most firms do not actively recruit high school graduates, proper corporate engagement with students nevertheless supports proven success in staffing interns and the ultimate hiring and retaining of recent graduates.
 - Develop channels of direct interaction between the high school/NE Tech HS and Forum employers, faculty, and students/parents to encourage career choices within the trades (e.g., planned events, employer school visits, tours of employer sites, etc.).
 - Actively expand the enrollment of students living in outlying counties, in contrast to the current diminishing trend.
 - It was noted that some residing outside of Codrington County cannot attend NE Tech given the lack of transportation. Travel arrangements should be implemented when needed.
- Continually evaluate the existing high school Career Clusters/Pathways, ensuring consistent programs across Codrington and bordering counties with a timely focus on the region’s shortage of trade skills – *as well as* high demand nursing positions; focus on increasing the nursing program capacity at LATC (where program candidates are now waitlisted).
- Instill soft skills training at the High School/Technical College level that will support improved work ethic (a need cited by most interviewed employers).

Task Forces (cont.)

• Task Force 1: Education/Training (cont.)

- Evaluate implementing the P-TECH (Pathway to Technology) model within the public high school system.
- Advocate the adoption of selected 4-year degree programs within LATC and the South Dakota technical school system (community colleges tend to be less costly and offer greater student accessibility than traditional universities). Tech schools offering four-year degrees are now reported in 24 states and will likely increase as States continue to adopt more workforce development initiatives.
- At the proposed *Challenger Learning Center*, explore promotional opportunities for introducing visitors to the Watertown area. Over 30,000 K-12 students reside within the expected capture area and onsite community/corporate displays would increase both market visibility to outsiders and attract a new pipeline of students considering LATC enrollment and/or future internships.
- Establish leadership and supervisory skills training with guidance from the Employer Forum members.
 - One interviewed employer noted LATC should offer a Floor Leadership class specific to the dairy industry.
- Seek feedback from the Employers’ Forum regarding LATC training programs. Task 2 interviews revealed a need for an industrial painting class and employers believe greater emphasis is needed on industrial applications (versus farming) in both welding and fabrication.
- Establish corporate foundations focused on STEM education in public schools (perhaps jointly with the Challenger Learning Center). Micron’s STEM foundation in Syracuse, New York is one notable example.
- Adopt the Federation for Advanced Manufacturing Education (FAME) program.
 - Initially created by Toyota and now nationally deployed through the Manufacturing Institute and National Association of Manufacturers (400 manufacturers now participate).
 - A work-study program to become a certified Advanced Manufacturing Technician (AMT); attend class at community college (2 days per week) and work with a sponsoring employer 24+ hours per week.
- Expand current internship, pre-apprenticeship, and apprenticeship participation through interaction between Employers’ Forum members, LATC, NE Tech, BISCO, and SDSU.
 - The intern pool is far from fully tapped. One employer notes 50 intern candidates per opening.
 - NE Tech reports the need for an internship coordinator, but no funding is available.
 - Expand on digital internships – “lunch and learns” bring management instructors together with students, leading to online intern assignments; however, the fiber network must have the capacity to accommodate *virtual* internship programs.
 - Establish new internship programs through onsite simulators at public schools.

- **Direct Participants**
 - AWDC Director
 - AWDC Grant Writer
 - Employers’ Forum
 - Task Force Point-Person
 - Public School District
 - Lake Area Technical College
 - NE Technical HS
 - Bus. Industry School Coalition (BISCO)
 - SD State University
- **Supporting Participants**
 - Nonprofits (e.g., SDMTS, MoGM)
 - GOED (WF Dev. Program)
 - Dept. of Labor & Reg. (WIOA)

Task Forces (cont.)

● **Task Force 2: Housing**

- **Mission Statement:**
 - Improve the stock of affordable housing for both low- and moderate-income families (targeting home prices now @ \$280K-\$330K).
 - Interviewed stakeholders concur that the affordable housing stock is in critical shortage; and,
 - The success of other workforce development initiatives (e.g., migrant resettlement) is contingent upon access to suitable/affordable housing.
 - Provide housing for visiting interns and LATC students (a need that was often cited in WDGC interviews).
- **Targeted Initiatives to Consider:**
 - Identification of best practices now underway in other states and metro areas
 - Adoption of downpayment assistance programs, including:
 - Continuation of the WDC’s Home Downpayment Program (\$6,000 3-year forgivable loan for homes LT \$300,000).
 - Initiate employer-based programs (as a possible fringe benefit provision).
 - Facilitate development among existing stakeholders:
 - Non-profits, such as:
 - Mother of God Monastery (developing affordable rentals, homeowner options, and possibly student housing).
 - Local Initiatives Support Corporation (LISC): The cornerstone mission is to provide affordable housing for low-income and vulnerable residents. Funds derived from banks, corporate foundations, and government agencies in support of both financing (loans, grants) and technical/management assistance to local partners and developers.
 - Offshore agency recruiters offering affordable housing provisions (e.g., Talent Puerto Rico provides temporary housing to newly relocated individuals).
 - Procurement of financial assistance programs (see Task 2 Report for supporting details); included are multiple funding sources through the SD Housing Authority, i.e.:
 - Access to the Low-income Housing Tax Credit program (LIHTC): Federal tax credits for housing are awarded to developers which are used to raise equity capital from investors in their affordable housing developments (funds 90% of the nation’s new affordable housing developments).
 - HUD grants: HOME Investment Partnership and National Housing Trust (total of \$6M to South Dakota)
 - State-funded programs, including low-interest loans and grants for affordable housing infrastructure (\$200M appropriation)

- **Direct Participants**
 - AWDC Director
 - AWDC Grant Writer
 - Task Force Point Person

- **Supporting Participants**
 - Employers’ Forum
 - Developers (e.g., Costello, Hometown Building)
 - SD Housing Authority
 - City/County officials
 - Nonprofits (e.g. MoGM, LISC)

Task Forces (cont.)

- **Task Force 3: Underrepresented Workforce Pipeline**

- Mission Statement:

- Pursue programs designed to advocate increased workforce participation within ‘nontraditional’ workforce segments.

- Targeted Initiatives to Consider:

- Develop channels of communication with Employers’ Forum membership regarding training and job placement services for the marginalized workforce, women in nontraditional occupations, justice impaired, and migrant labor pools.

- Direct Participants:

- *Underrepresented Workforce Pipeline* Task Force point person
- Training/Placement Service Providers for Marginalized Workforce:
 - *SD Dept. of Human Services* helps individuals with disabilities gain and maintain employment in an area of choice
 - *SD UpSkill (may go under different names)* - a partnership between the SD Board of Technical Education and the Dept. of Labor and Regulation provides funding for eligible individuals to obtain a certificate at LATC (or other SD tech colleges). The program targets displaced, low-income, disabled, and incarcerated individuals.
 - *Senior Community Service Employment Program (SCSEP)*: South Dakota DLR training for impoverished senior citizens
 - *Goodwill of the Great Plains* – has a local presence in Watertown but programming primarily focuses on Rapid City, Sioux Falls, and Sioux City. They do provide career development for marginalized/disadvantaged populations in other communities and would be worth contacting (Goodwill was a highly-rated nonprofit participant in Bowling Green SKC Launch)
- Training/Placement Service Providers for Justice-Impacted:
 - *Brothers and Sisters Behind Bars* - Workforce reentry assistance
 - *SD UpSkill program* (see above) partnership between *the state Dept of Corrections, and the Dept. Of Labor & Regulation and the state’s technical colleges including Lake Area Technical College.*
 - Organizations like *Lutheran Social Services of South Dakota* and *Goodwill* often provide reentry support, including job training and placement services for formerly incarcerated individuals.
- Migrant Resettlement Service Providers:
 - Freedom’s Haven (Ukrainian resettlement)
 - Glacial Lakes Multicultural Center, Inc.
 - Nonprofits (e.g., other church-sponsored programs, Tent Partnership for Refugees (*tent.com*))
- Training for women in nontraditional occupations: e.g., Women Who Weld (*womenwhoweld.com*)

- Supporting participants:

- AWDC Director
- Employers’ Forum
- SD Dept. of Labor & Regulation and Dept. of Human Services (training certificates for senior citizens, incarcerated, and disabled)

Task Forces (cont.)

- **Task Force 4: Talent Attraction**

- Mission Statement:
 - Implement proactive measures to attract new industry with the supporting workforce.
- Targeted Initiatives to Consider:
 - Manage the marketing campaign to attract new talent into the region (i.e., DCI talent attraction blueprint implementation).
 - Projected labor supply deficits will require *150 new industrial labor supply additions over two years.*
 - The talent attraction marketing plan will help narrow the supply deficit.
 - Development of AWDC website with direct linkage to the Employers' Forum open job opportunities.
 - Develop customized messaging/outreach for small businesses.
 - Become an ACT Workforce Ready Community:
 - Administered at the County level by either economic development or school district; ACT provides materials and guidance
 - Individual earns one of four certificate levels
 - Participating Counties are certified as Work Ready Communities (none in SD)
 - Adopted in 32 States/559 communities/recognized by 28,753 companies
- Direct Participants:
 - AWDC Director
 - Economic Development organizations (WDC and surrounding counties)
 - Watertown and surrounding Area Chambers of Commerce (include EXC!TE Watertown)
 - Public School Systems
- Supporting Participants:
 - Employers' Forum
 - Watertown Job Service Office and the SD Dept. of Labor & Regulation
 - Governor's Office of Economic Development
 - SD Chamber of Commerce & Industry
 - Partnerships/Associations (e.g., SDMTS- SD Manufacturing & Technology Solutions, Northeast South Dakota SHRM)

Budget Projection

- WDCG has prepared a high-level budget estimate for WDC to implement workforce development strategy.
- Our estimates are based on requirements that we believe are necessary to support a comprehensive, successful program.
- The year-one budget is summarized below and includes:
 - Three new positions
 - Talent attraction initiative
 - Events/communications
 - Miscellaneous
- Note, expenditures could be reduced by in-kind services and potential workforce development grants.

Yr 1 Budget Category (RWDC)	Category Amount	Remarks
Staff Payroll	\$262,400	
Position	Salary	
Director	\$90,000	Coordinate all workforce development stakeholders and assign participants into the plan's defined task forces. Assumes principal outreach to employers. Monitor task force success and challenges.
Grant Writer	\$70,000	Research and identify possible grant funding sources. Prepare and administer grant funding requests. Keep appraisal of performance once a grant is secured.
Admin. Assistant	\$45,000	Support the workforce development director and grant writer.
Subtotal	\$205,000	
+ Fringe Benefits	\$57,400	Estimated fringe benefits at 28% of direct payroll.
People Attraction*	\$56,100	DCI service completion: Branding/messaging, marketing strategy, Implementation guidelines.
Events	\$26,000	Attending HR related conferences (regional and national). Includes travel.
Communications	\$11,000	Holding HR best practices workshops, updating the website, visiting local employers, organizing stakeholder meetings, posting blogs, etc.
Miscellaneous	\$6,000	Contingency to disperse if and when needed.
Total Budget	\$361,500	Reflects the imperative for WDC to assume a leadership role for workforce development. Constitutes a growing trend for economic development organizations throughout the U.S.

* NOTE: **People Attraction** budget only reflects DCI anticipated fees. Additional implementation costs will vary based on the marketing strategy adopted. Initial implementation costs are benchmarked at \$65,000 minimum.

Brief Job Descriptions for New Hires• **Workforce Development Director**

1. Responsibilities

- Coordinate all pertinent stakeholders to effectively serve local employers in talent attraction/retention and training
- Oversee the Employers' Forum
 - Facilitate outreach to existing employers relative to HR best practices and the AWDC workforce development initiatives
 - Establish daycare focus group and designate point person
- Appoint Task Force point persons and oversee the development and implementation of Task Force initiatives defined earlier:
 - Affordable Housing
 - Education/Training
 - Underrepresented Workforce
 - Talent Attraction
- Attend selected HR-oriented conferences, such as:

- ACT Workforce Summit
- Manufacturing Institute Workforce Summit
- NAWB Forum
- USDA Rural Workforce Innovation Network Workshops
- LEAP HR Manufacturing Annual Conference
- SHRM
 - Annual Conference, Expo
 - South Dakota State Conference

- Take the lead in adopting the U.S. Chamber Foundation's Talent Management Pipeline Program for Codington County
- Take the lead in Codington County becoming ACT WorkKeys certified (no SD community is an ACT Work Ready participant or certified)

2. Qualifications

- Bachelor's degree
- Two+ year experience in either corporate human resources or public/private workforce development
- Proficiency in Microsoft Office Suite of products (Word, Excel, PowerPoint)
- Established leadership skills including coordination of stakeholder groups
- Excellent oral and written communication skills
- Past involvement with an economic development organization

3. Annual Salary

- \$90,000 plus full range of benefits

- **Grant Writer**

1. Responsibilities

- Develop relationships with local, regional, and state stakeholders
- Identify grant funding opportunities for workforce development and supporting services
 - Corporate
 - Foundations/Nonprofits (e.g., Local Initiatives Support Corporation, SD Community Foundation)
 - Government (e.g., Dept. of Social Services, Housing Development Authority)
- Devote considerable emphasis on potential funding from the USDA, e.g.,
 - National Institute of Food & Agriculture Grants that support workforce development
 - Rural Economic Development Loan and Grant Program (funding to local utilities which are passed through to businesses or nonprofits)
 - Multifamily Housing Loan Guarantees
- Write, submit, and manage grant proposals
- Furnish prospective funders with supporting documentation
- Prepare an annual report of fundraising efforts
- Keep apprised of progress once grants are awarded

2. Qualifications

- Bachelor's degree
- Two+ year experience in grant writing, ideally for an economic or workforce development organization
- Proficiency in Microsoft Office Suite of products (Word, Excel, PowerPoint)
- Thorough knowledge of fundraising sources
- Excellent verbal and written communications skills
- Excellent organizational skills
- Ability to meet deadlines

2. Annual Salary

- \$70,000 plus a fringe benefit package

- **Administrative Assistant**
 1. Responsibilities
 - Provide administrative support to the Workforce Development Director
 - Provide administrative support to the Grant Writer
 2. Requirements
 - Associate's degree plus 2 years of experience in administrative support; or,
 - High School diploma plus 4 years of experience in administrative support
 - Excellent organizational skills
 - Excellent verbal and writing skills
 - Ability to function in a team environment
 - Proficiency in the Microsoft Suite of products (Word, Excel, PowerPoint)
 2. Annual Salary
 - \$45,000 plus a full complement of fringe benefits