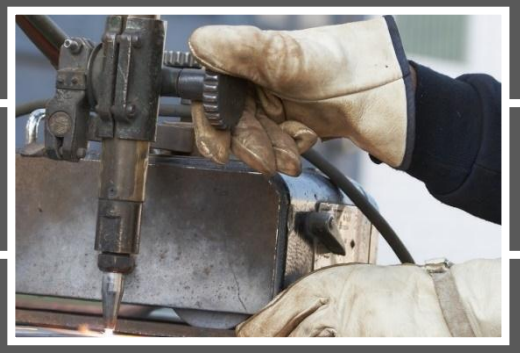


TALENT 2.0 | WORKFORCE SYMPOSIUM

FORT COLLINS – LOVELAND MSA

TIP strategies
AUSTIN • SEATTLE

TOM STELLMAN • CAROLINE ALEXANDER

SEPT 2016

1

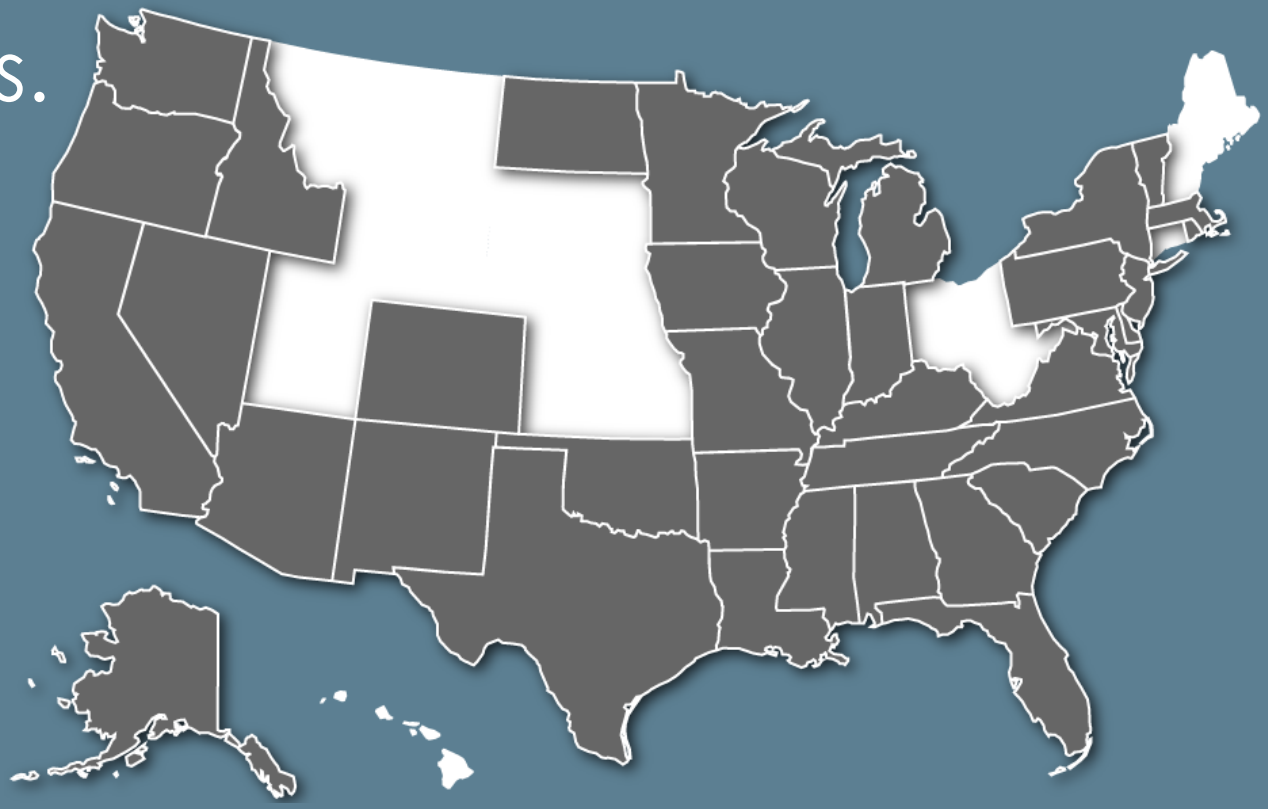
INTRODUCTION

We have over **20** years of experience

in over **200** unique communities,

across **38** states

& **4** countries.



SERVICES

STRATEGIC PLANNING

WORKFORCE ASSESSMENT

ECONOMIC ANALYSIS

CURRENT PROJECTS

Abilene, TX – Economic Development Strategy

Auburn, WA – Economic & Retail Development Strategy

Bismarck, ND – Target Sector Analysis

Delaware Business Council – Economic Development Strategy

East Michigan Council of Governments – Center of Excellence Strategy

Fort Campbell, KY – Regional Economic Diversification Strategy

Green Bay, WI – Economic Development Strategy

Irving, TX – Economic Development Strategy

Massachusetts Development Authority – Defense Industry Diversification Strategy

Minneapolis-St. Paul, MN – Core City Districts Strategy

Montgomery County, MD – Economic Development Strategy

Washington Military Alliance - Defense Industry Diversification Strategy

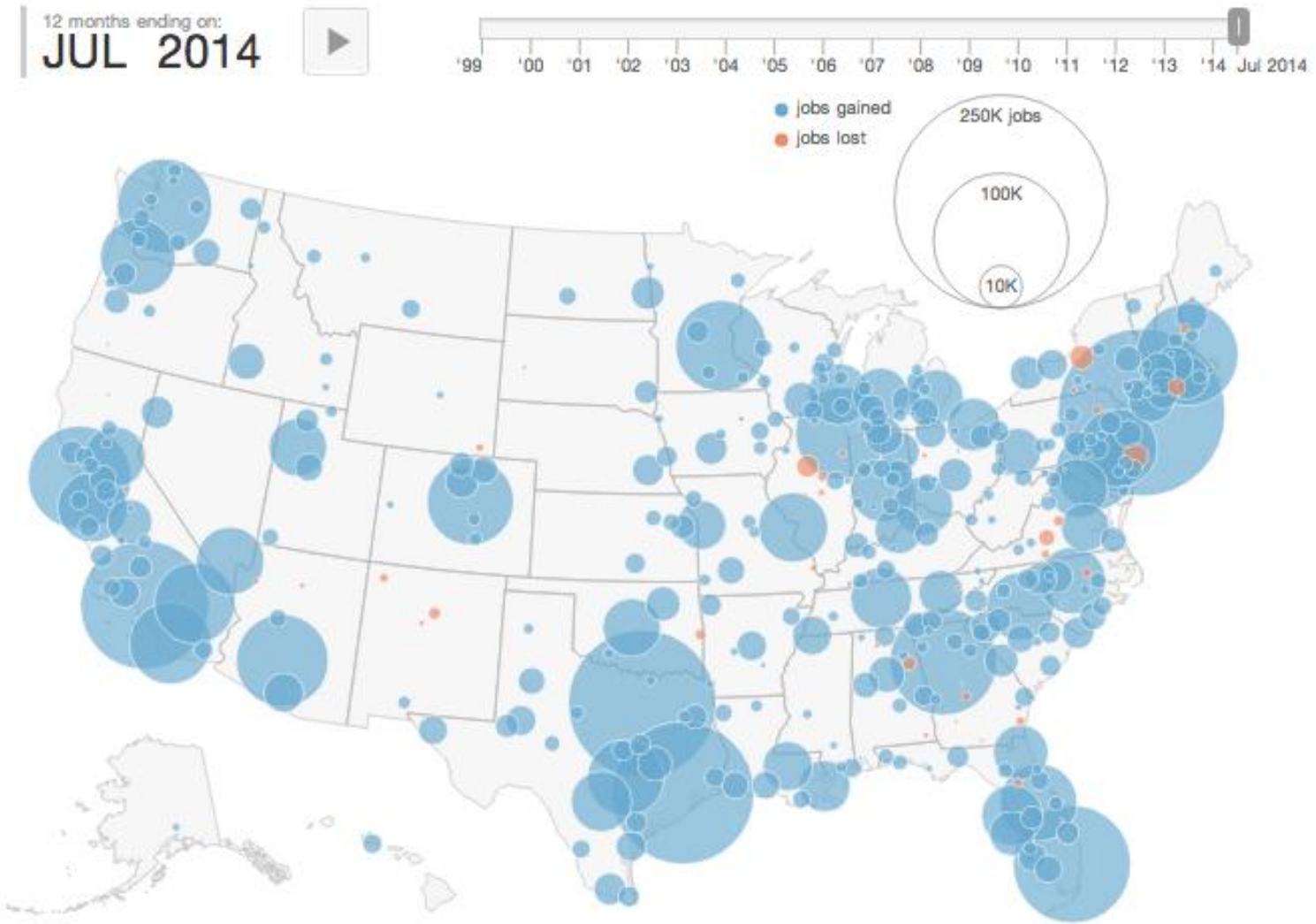
West Kentucky Workforce Board – Workforce, Sector, and Economic Development Strategy

2

NATIONAL TRENDS

The Geography of Jobs

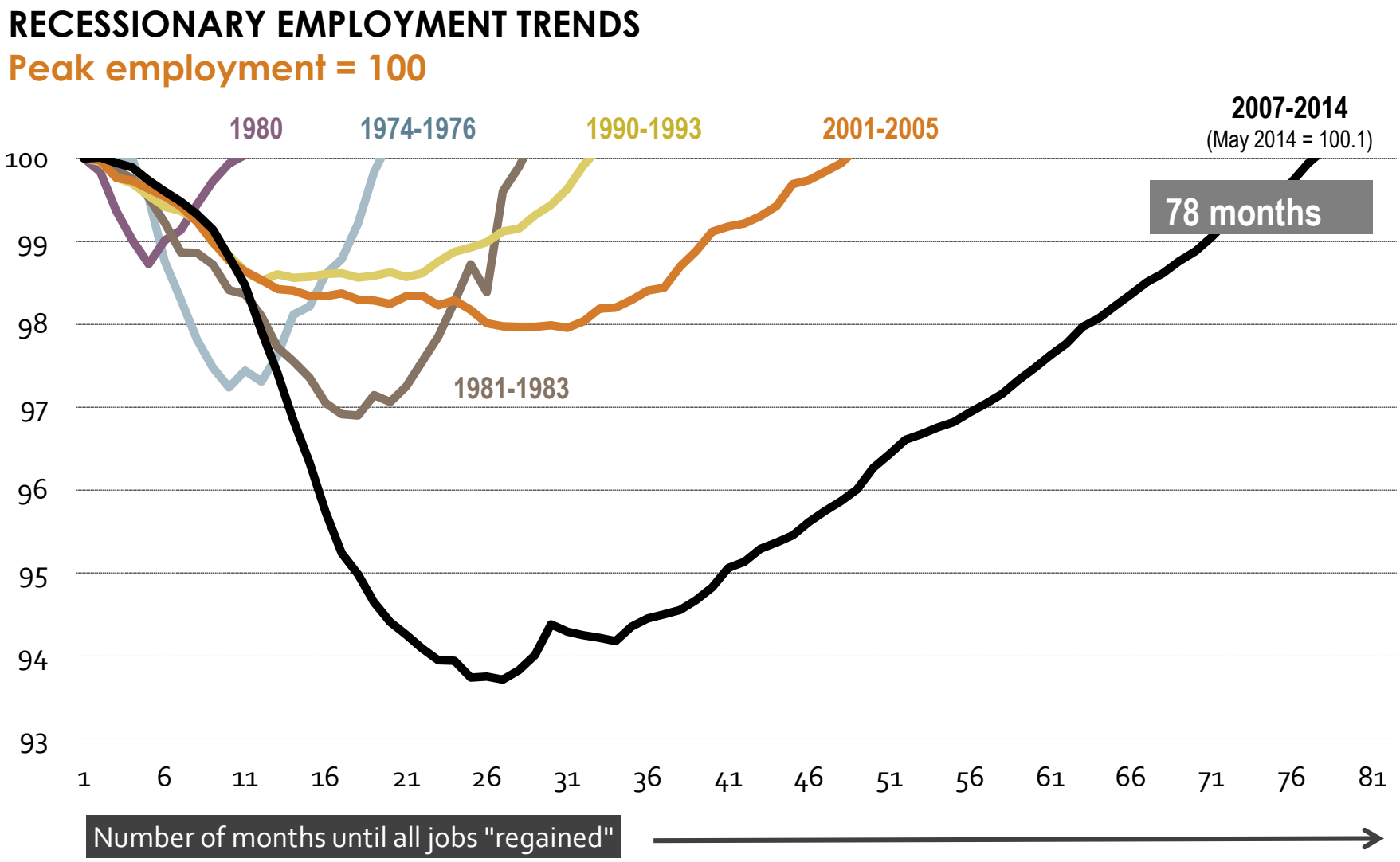
Net Job Gains/Losses by Metropolitan Statistical



Source: US Bureau of Labor Statistics, Current Employment Statistics and TIP Strategies

axismaps

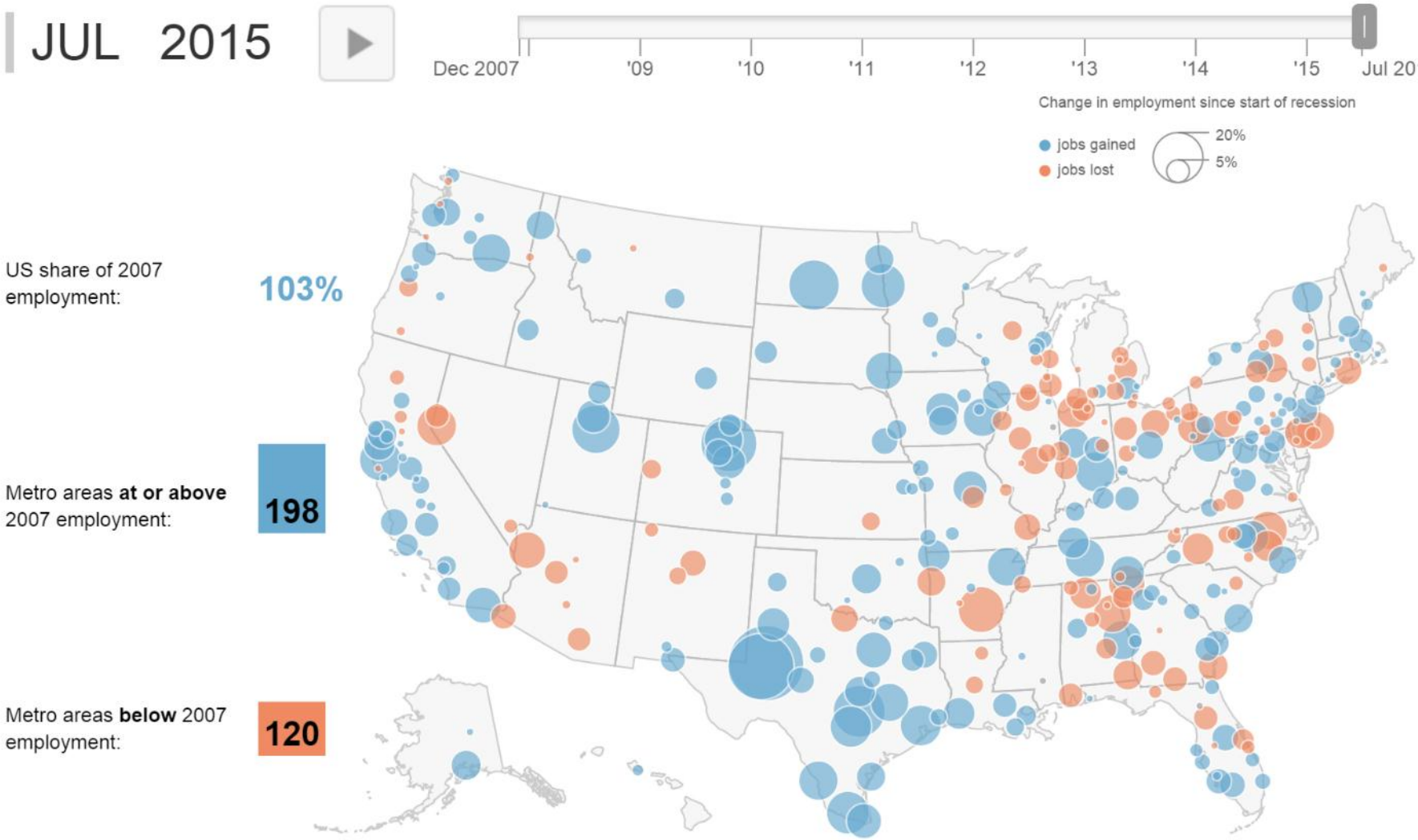
Recessions Compared



Sources: U.S. Bureau of Labor Statistics, Current Employment Statistics (total nonfarm employment, seasonally adjusted); NBER (recession dates); New York Times (format)

THE GEOGRAPHY OF RECOVERY

Cumulative Change in Employment Since the Beginning of the Great Recession



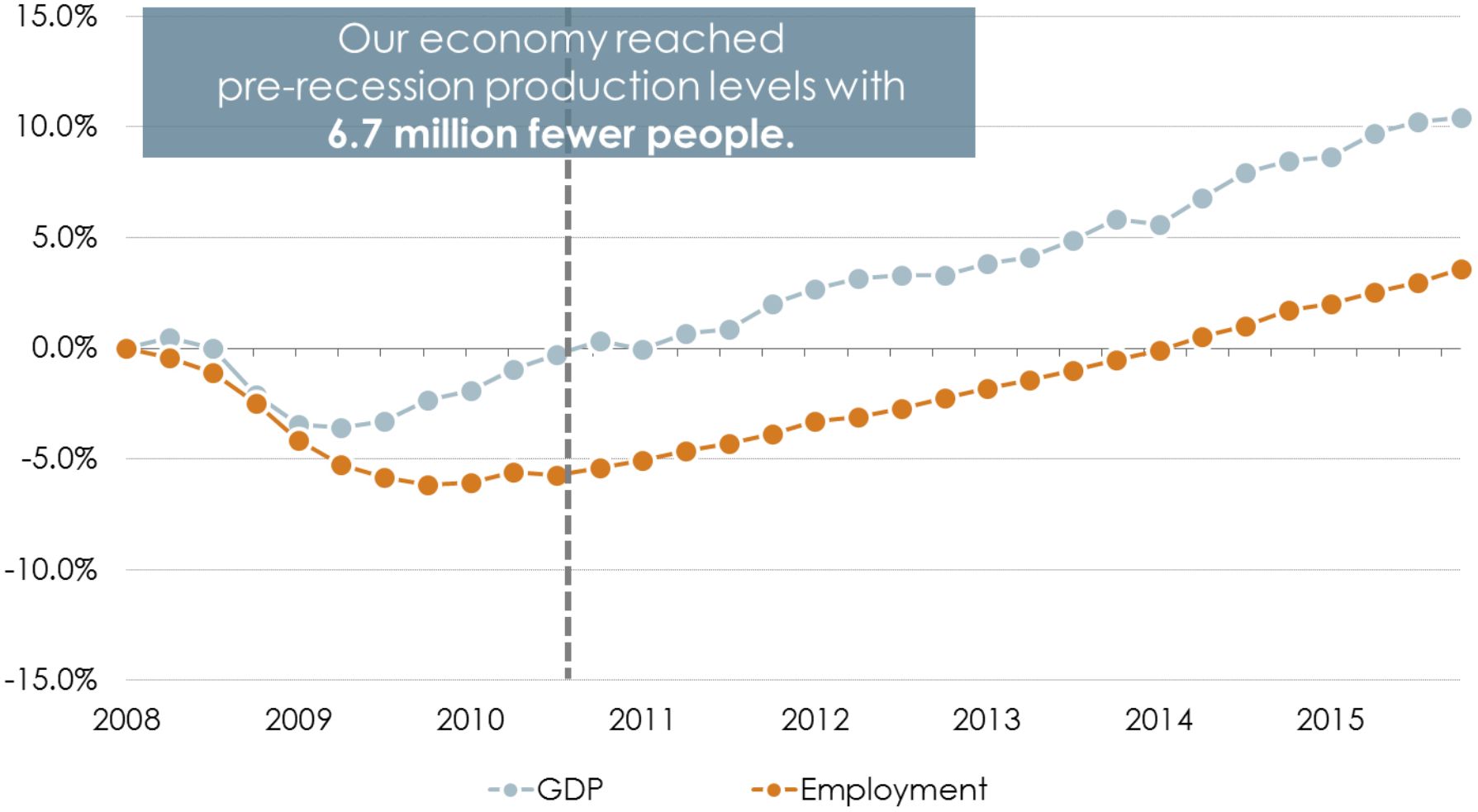
Source: U.S. Bureau of Labor Statistics, Current Employment Statistics; TIP Strategies

axismaps

A JOBLESS RECOVERY?

COMPARISON OF REAL GDP TO EMPLOYMENT

2008 to 2015, cumulative change since 2008

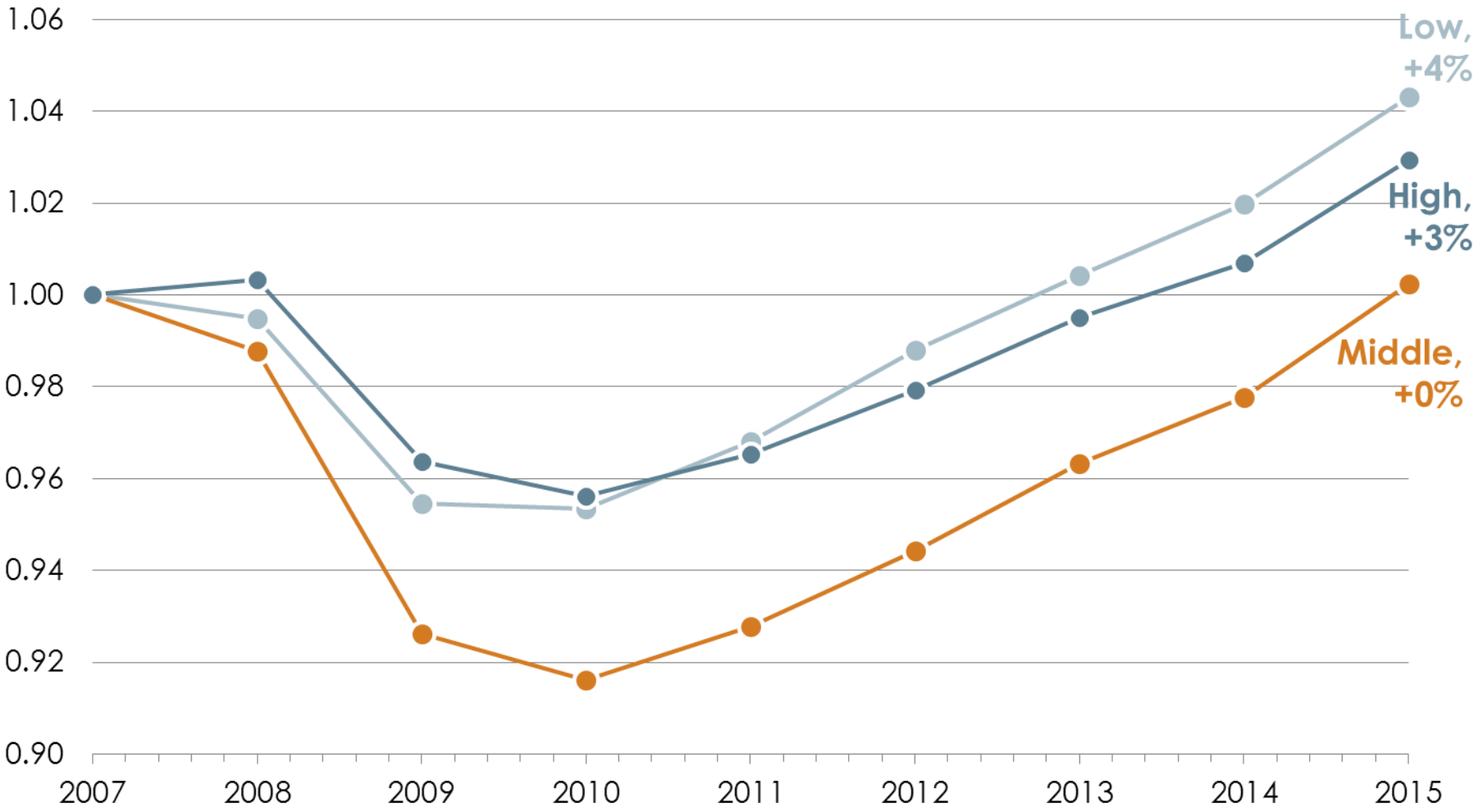


Source: Bureau of Economic Analysis, Bureau of Labor Statistics.

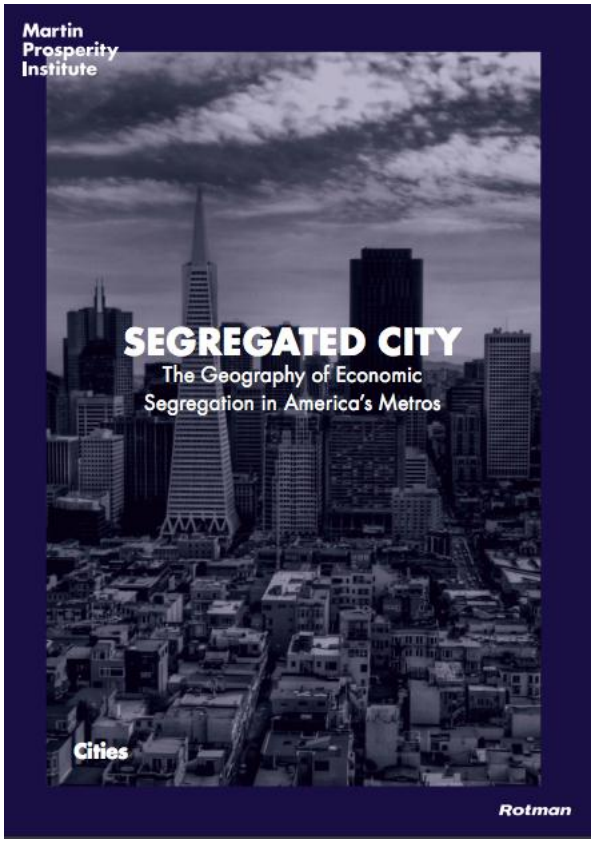
THE HOLLOWING OUT OF THE MIDDLE

OCCUPATIONAL GROWTH BY WAGE LEVEL

2007 to 2015, indexed to 2007



Sources: U.S. Bureau of Labor Statistics, Current Employment Statistics (total nonfarm employment, seasonally adjusted); NBER (recession dates); New York Times (format)



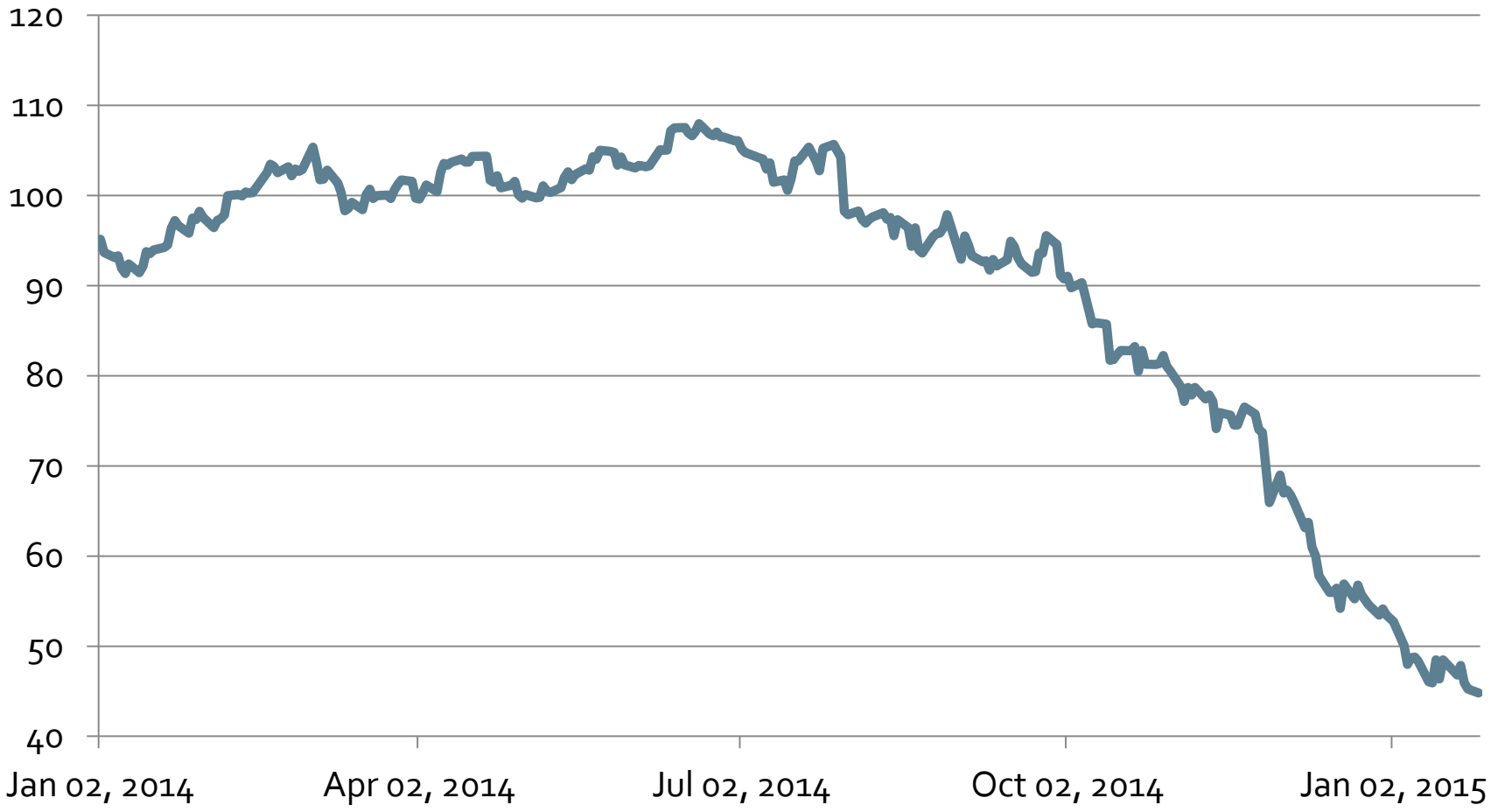
It is not just that the economic divide in America has grown wider; it's that the rich and poor effectively occupy different worlds, even when they live in the same cities and metros.

- Richard Florida in SEGREGATED CITY: The Geography of Economic Segregation in America's Metros

Muskwa-Otter Park, Evie-Klua
Lower Besa River
Muskwa-Otter Park
Montney
Doig Phosphate
Colorado Group
Niobrara
Bakken
Cody
Heath
Gammon
Mowry
Hilliard-Baxter-Mancos-Niobrara
Niobrara
Mancos
Monterey-Temblor
Hermosa
Excello-Mulky
Lewis
Pierre-Niobrara
Woodford
Fayetteville
Monterey
Bend
Avalon
Barnett
Barnett-Woodford
Haynesville-Bossier
Tuscaloosa
Eagle Ford
Eagle Ford, La Casita
Eagle Ford, Tithonian
Pimienta
Pimienta, Tamaulipas
Floyd-Neal
Conasauga
Chattanooga
Utica
Frederick Brook
Horton Bluff
Devonian (Ohio)
Antrim
Marcellus
Utica
New Albany
Current Shale Plays
Stacked Plays
Shallowest/Youngest
Intermediate Depth/Age
Deepest/Oldest
Prospective Shale Plays
Basins
Source: Energy Information Administration

Crude Oil Prices

CRUDE OIL PRICES IN DOLLARS PER BARREL



Sources: US Energy Information Administration

UBER

MAKE GOOD MONEY.

Got a car? Turn it into a money machine. The city is buzzing and Uber makes it easy for you to cash in on the action. Plus, you've already got everything you need to get started.

DRIVE WHEN YOU WANT.

Need something outside the 9 to 5? As an independent contractor with Uber, you've got freedom and flexibility to drive whenever you have time. Set your own schedule, so you can be there for all of life's most important moments.

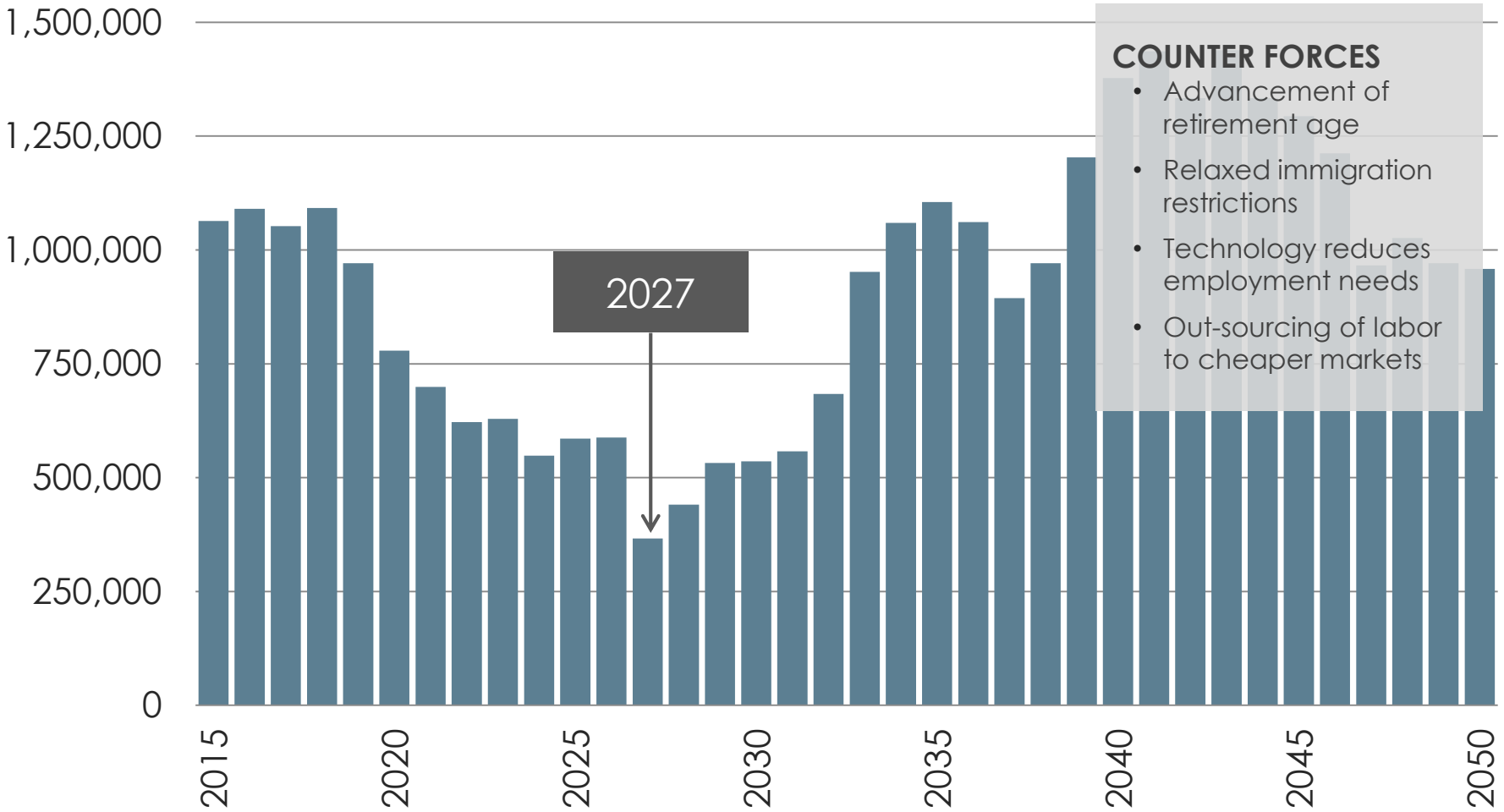
NO OFFICE, NO BOSS.

Whether you're supporting your family or saving for something big, Uber gives you the freedom to get behind the wheel when it makes sense for you. Choose when you drive, where you go, and who you pick up.

DO NOT
ENTER
Google
self-driving car

CHANGING DEMOGRAPHICS

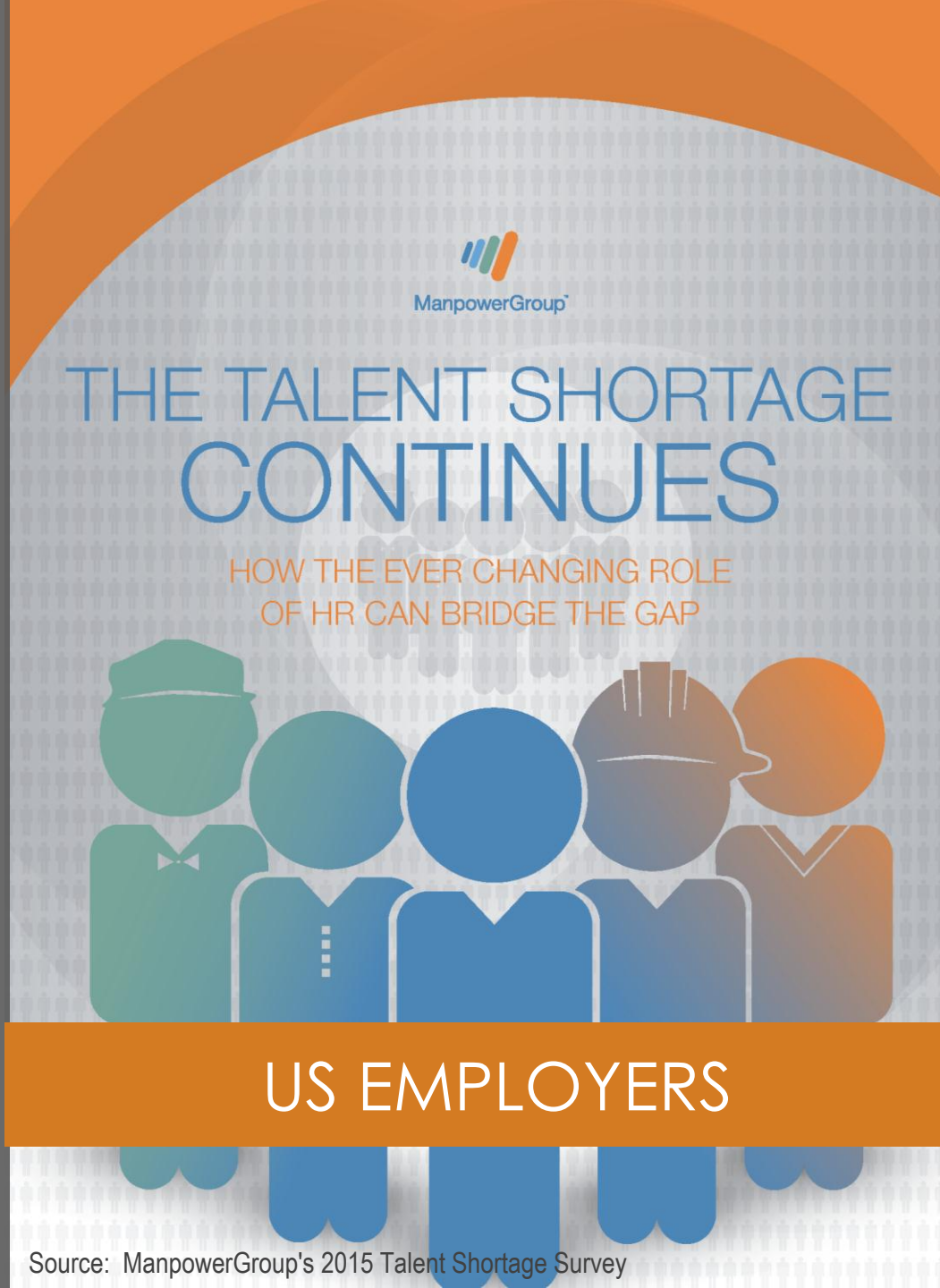
PROJECTED NET ANNUAL CHANGE IN THE US WORKING-AGE POPULATION



Sources: TIP Strategies, U.S. Census Bureau (NP2014_D1)
"Working-age" defined as 18-66 (average planned retirement age based on April 2014 Gallup poll.

Top 10
Hard-to-Fill Jobs

- Skilled Trades
- Drivers
- Teachers
- Sales Representatives
- Administrative Assistants & Office Support Staff
- Management/Executive
- Nurses
- Technicians
- Accounting & Finance Staff
- Engineers



Source: ManpowerGroup's 2015 Talent Shortage Survey

DEMOGRAPHICS

SCREENING

WAGES

AUTOMATION

POLICIES

Talent Gap?

CULTURE

EDUCATION

TRAINING

IMAGE

3

TALENT 2.0

PROJECT OVERVIEW

- A workforce strategy for the Fort Collins-Loveland MSA (Larimer County)
  - Based on good data
  - Grounded in stakeholder input
- Led by Fort Collins Area Chamber of Commerce with consortium of partners:
  - City of Fort Collins
  - Larimer County Workforce Center
  - Northern Colorado Economic Alliance
  - Loveland Chamber of Commerce
  - City of Loveland
  - United Way

THEORY INTO PRACTICE PLANNING MODEL

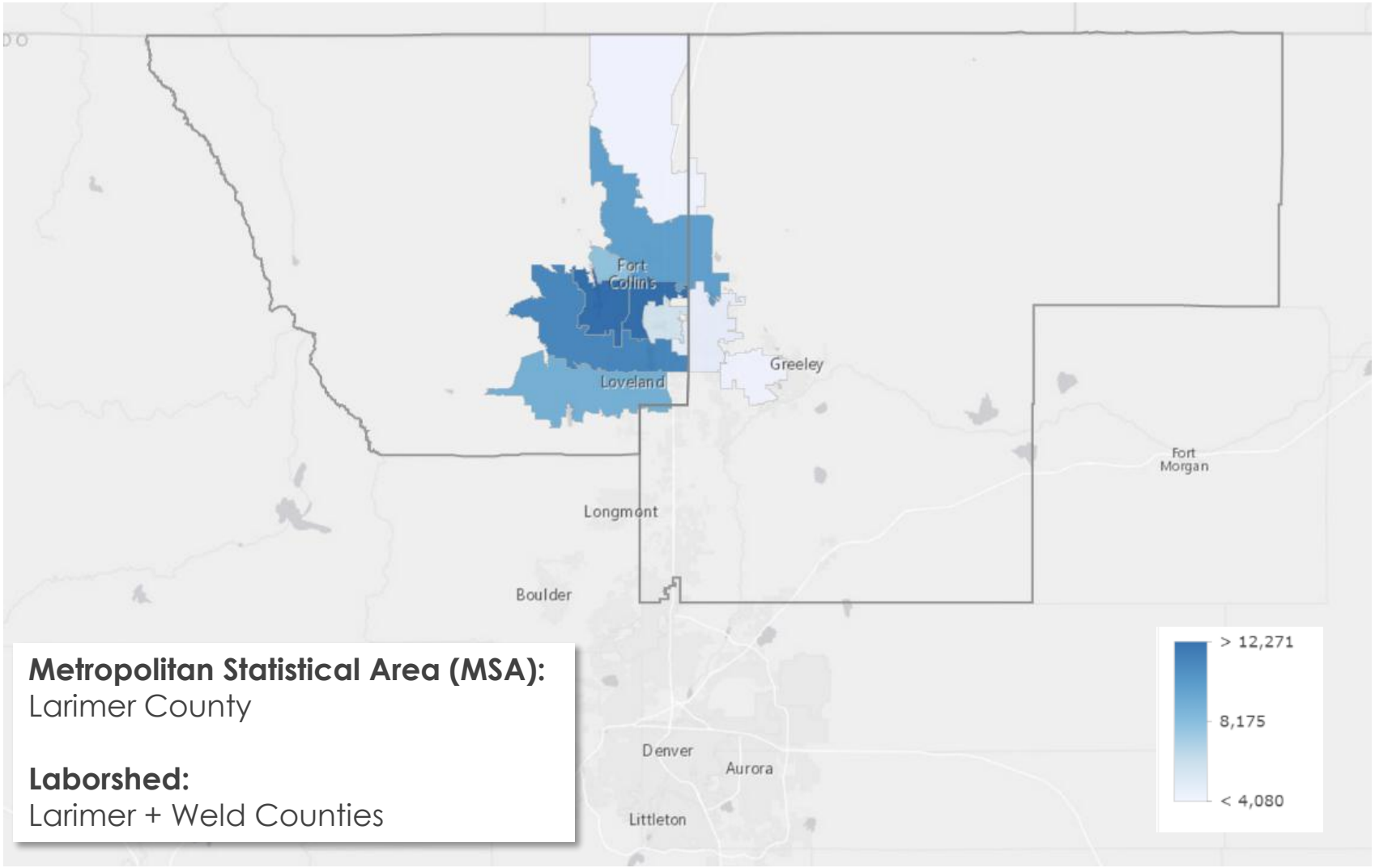
DISCOVERY	OPPORTUNITY	IMPLEMENTATION
labor analysis	workshop	workshop
program inventory	best practices	metrics
stakeholder input	strategy dev	tools

STAKEHOLDER INPUT

- Input from about 50 employers
  - Manufacturing
  - Healthcare
  - Construction
  - Technology
  - Corporate HQs
  - Public sector
  - Various others – waste services, distribution, engineering, marketing & graphic design

GEOGRAPHY DEFINITIONS

TOP 10 ZIP CODES WHERE LARIMER COUNTY EMPLOYEES LIVE
2014



Metropolitan Statistical Area (MSA):
Larimer County

Laborshed:
Larimer + Weld Counties

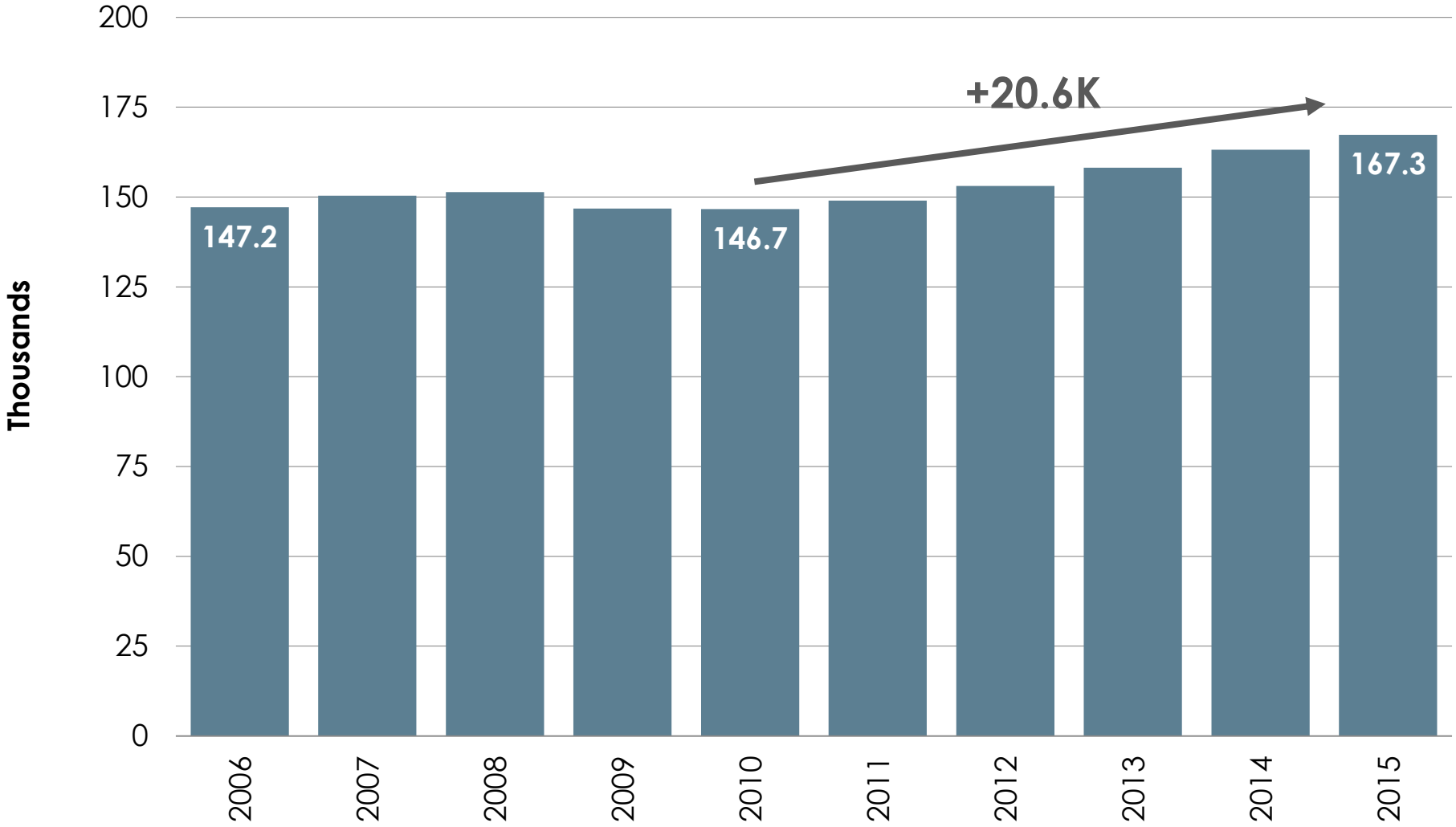
CHALLENGE #1

Currently, some employers cannot find the talent that they need. Instead, they are working existing employees harder, choosing not to grow, or expanding in another community.

JOB GROWTH

TOTAL EMPLOYMENT, FORT COLLINS-LOVELAND MSA

2006 TO 2015

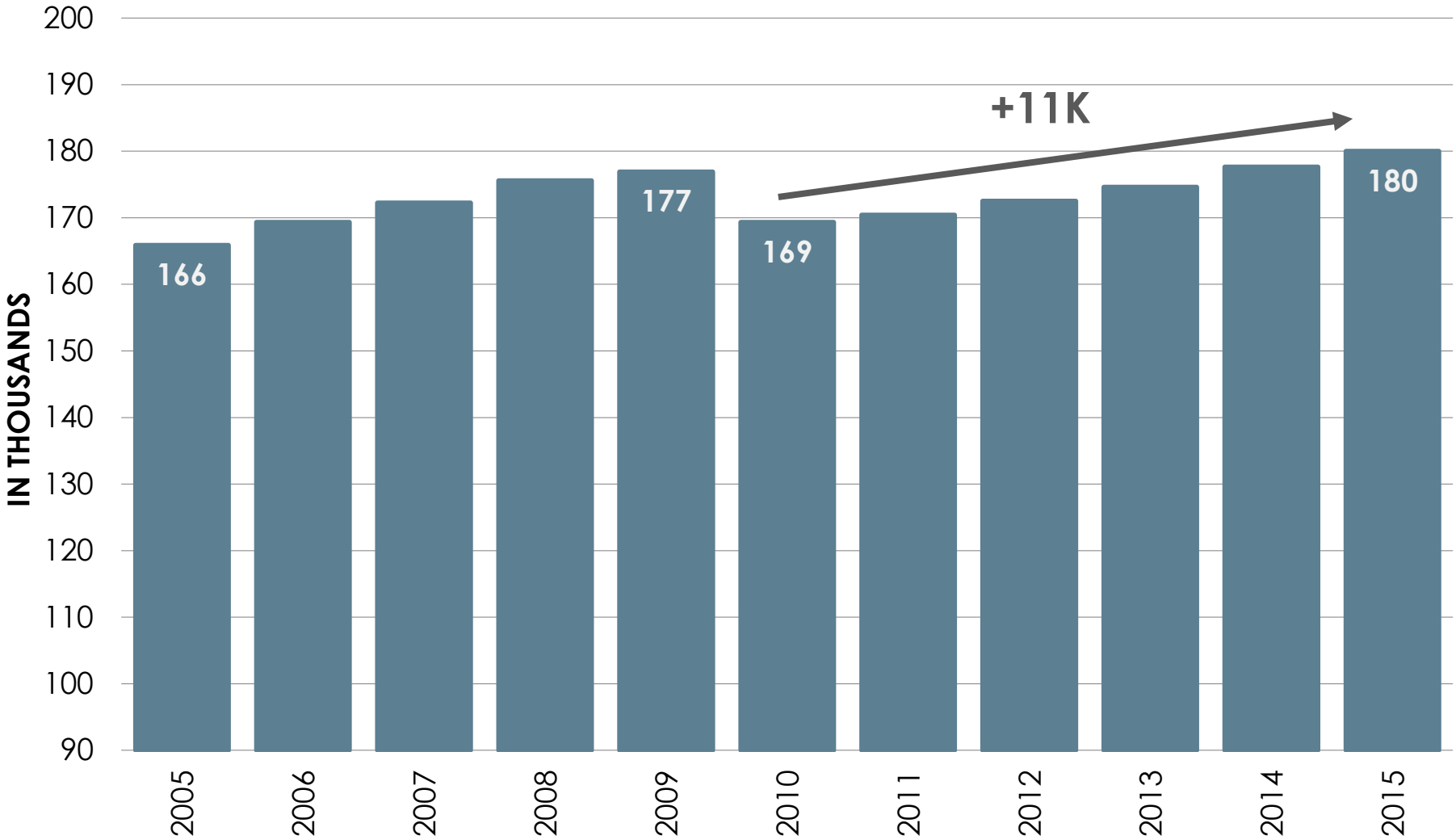


Sources: EMSI.

LABOR FORCE

CIVILIAN LABOR FORCE, FORT COLLINS-LOVELAND MSA

2005 TO 2015

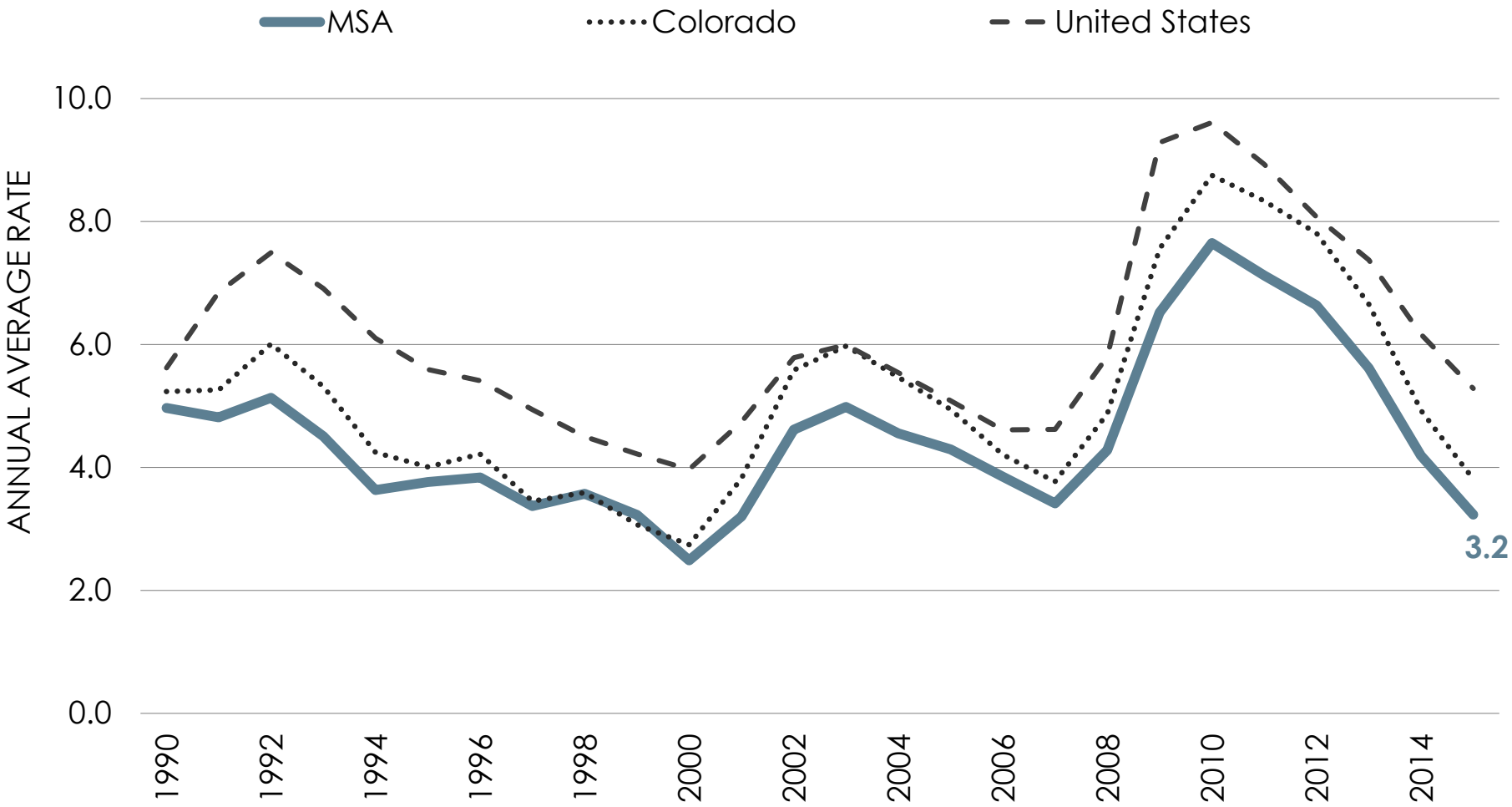


Sources: U.S. Bureau of Labor Statistics via Moody's.

UNEMPLOYMENT

COMPARATIVE UNEMPLOYMENT, AVERAGE ANNUAL RATES

2005 TO 2015

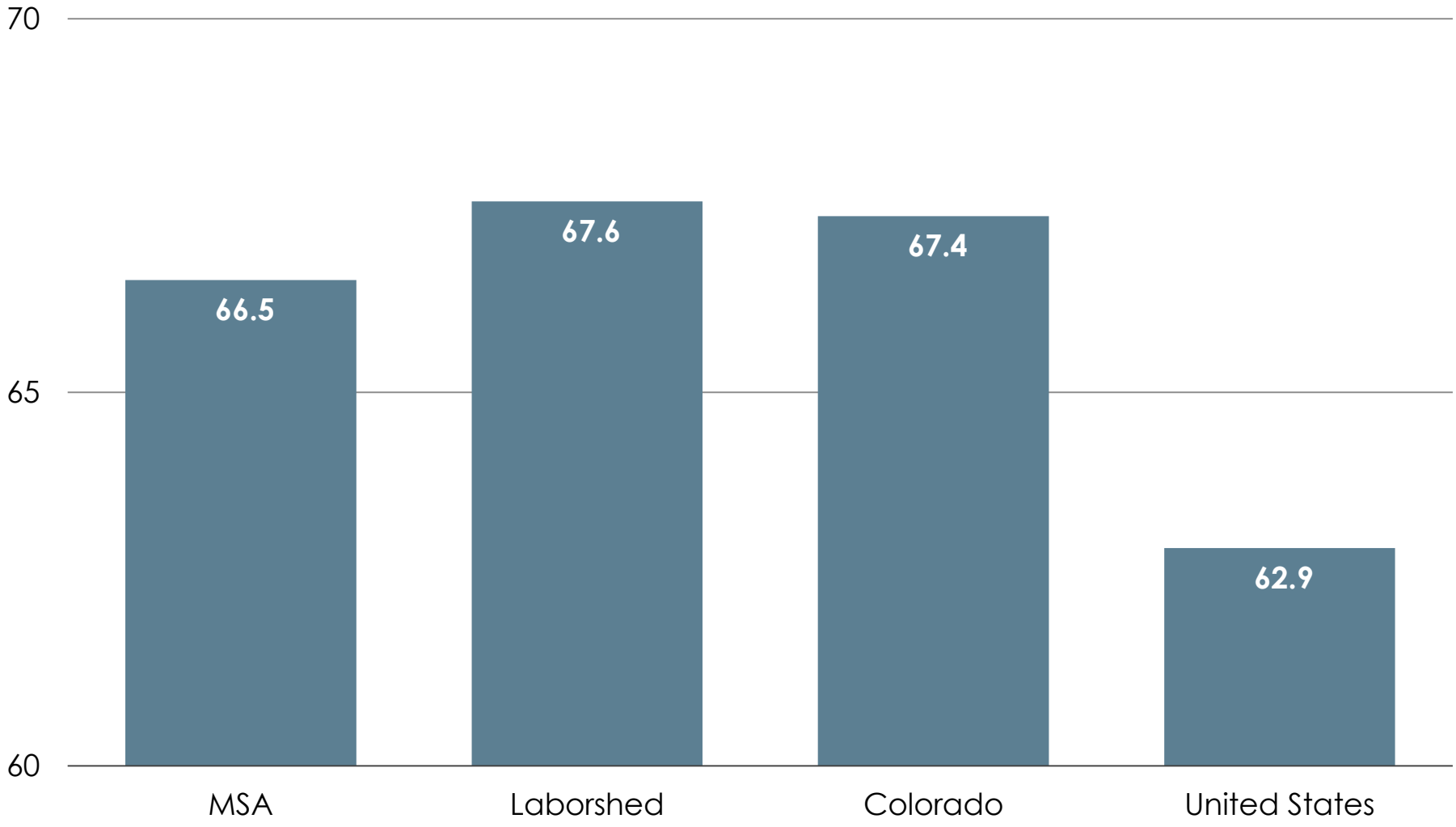


Source: U.S. Bureau of Labor Statistics via Moody's.

LABOR FORCE PARTICIPATION RATE

COMPARATIVE LABOR FORCE PARTICIPATION RATES

2014 Civilian Labor Force, % of Total



Sources: U.S. Bureau of Labor Statistics via Moody's.

RECRUITMENT CHALLENGES

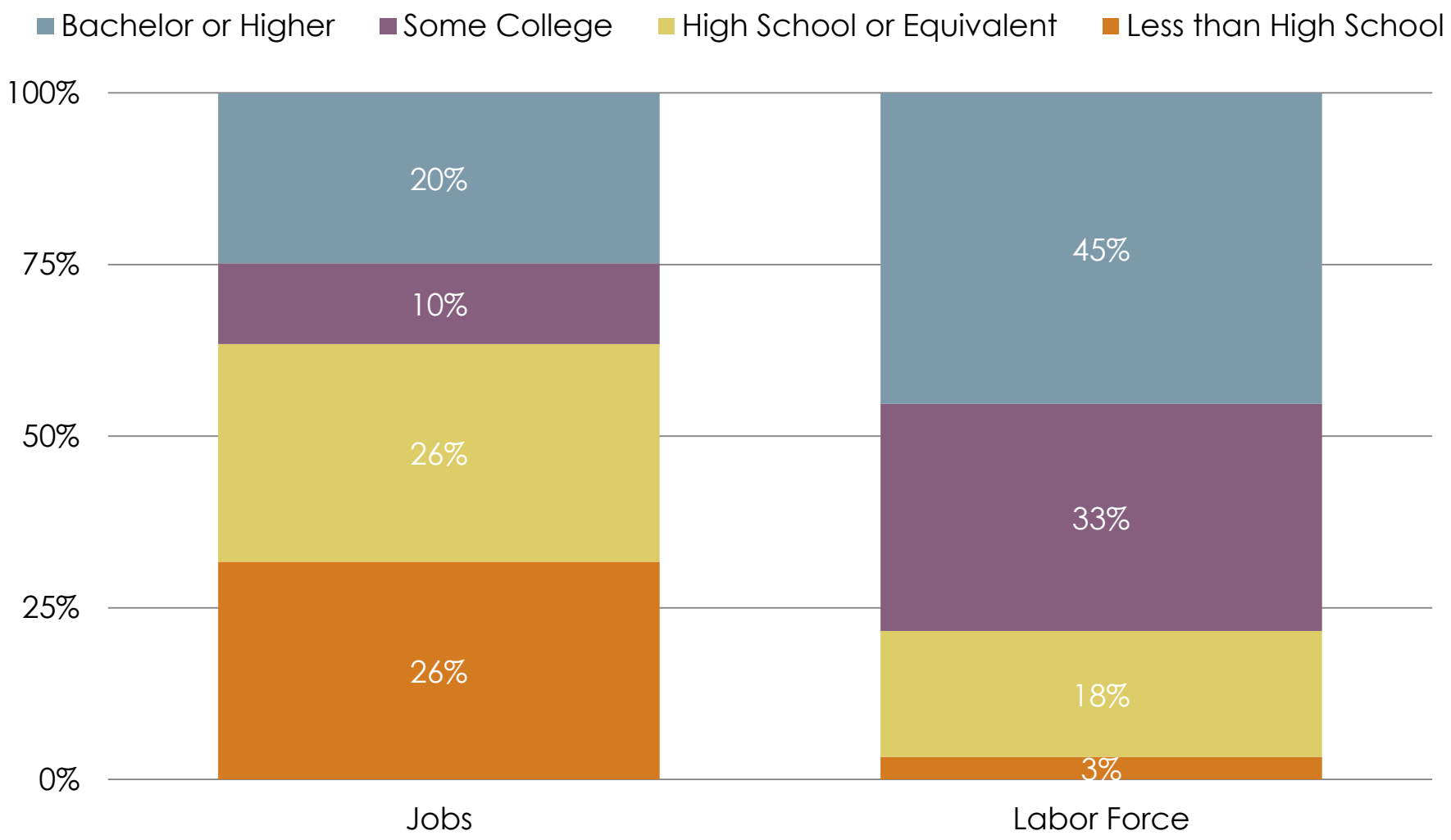
- Difficulty attracting:
  - Talent from Denver and from coasts
  - C-Level executives
  - Young professionals
- Reliable workers to fill jobs with high physical requirements – warehouse, waste collection, construction laborers
- Workers that can pass the drug test – most often fail due to marijuana use
- Low-wage services – food services, housekeeping

RETENTION CHALLENGES

- Underemployment means that overqualified workers are always looking for a better job
- Generational expectations
- Young professional gap

COMPARISON OF JOBS VS LABOR FORCE

EDUCATIONAL REQUIREMENTS OF JOBS VS ATTAINMENT OF LABOR FORCE,
Fort Collins – Loveland MSA



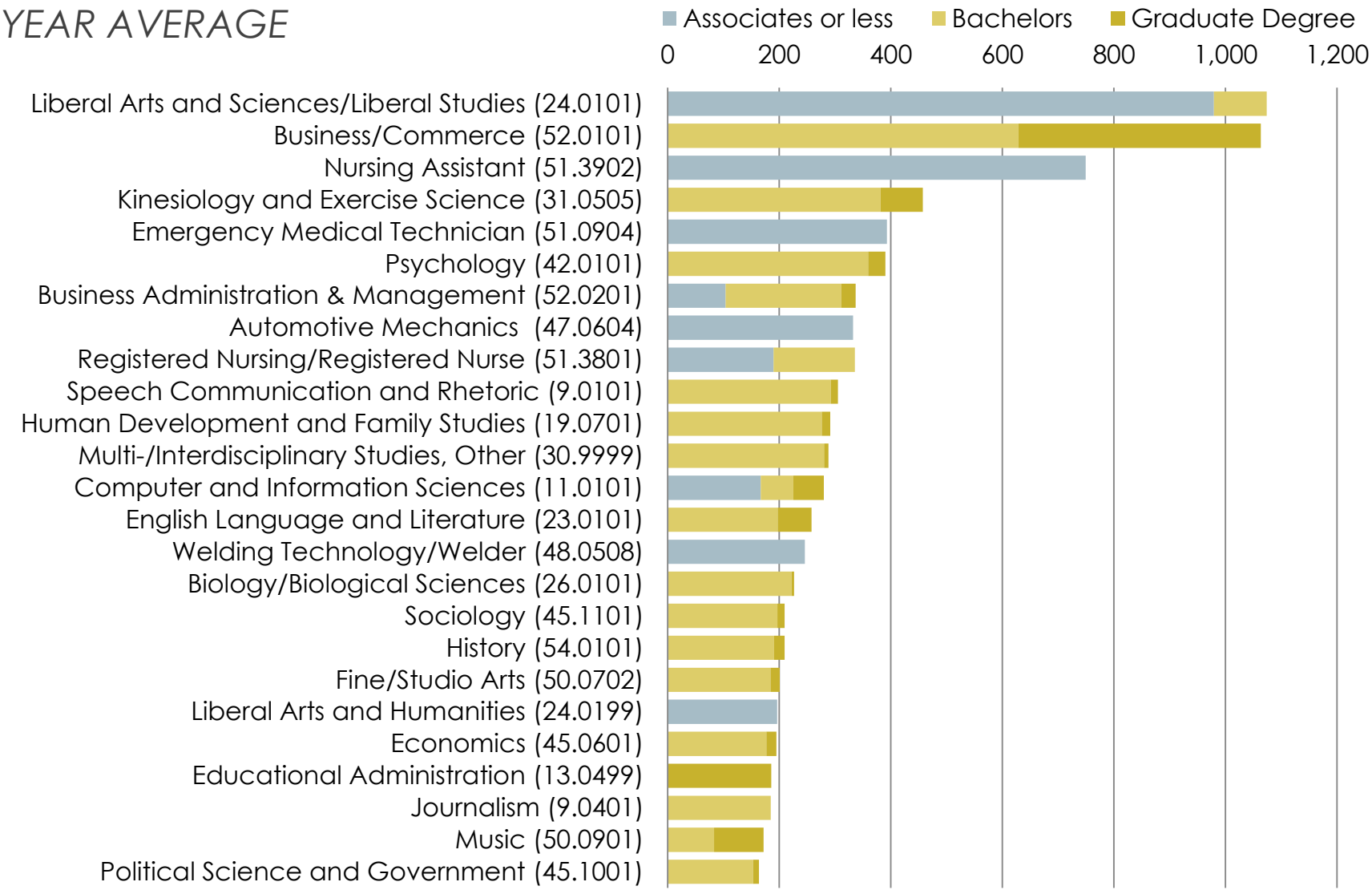
Sources: EMSI, ACS 1-yr estimates

PIPELINE CHALLENGES

- Awareness of resources
- Employer engagement & input
- Finding instructors – nursing, computer science
- Student choices
  - Awareness of non 4-year opportunities
  - Choice of majors at CSU and UNC

MOST POPULAR MAJORS

TOP 25 LARGEST FIELDS OF STUDY,
3-YEAR AVERAGE



Sources: National Center for Education Statistics, IPEDS Survey.

STRUCTURAL CHALLENGES

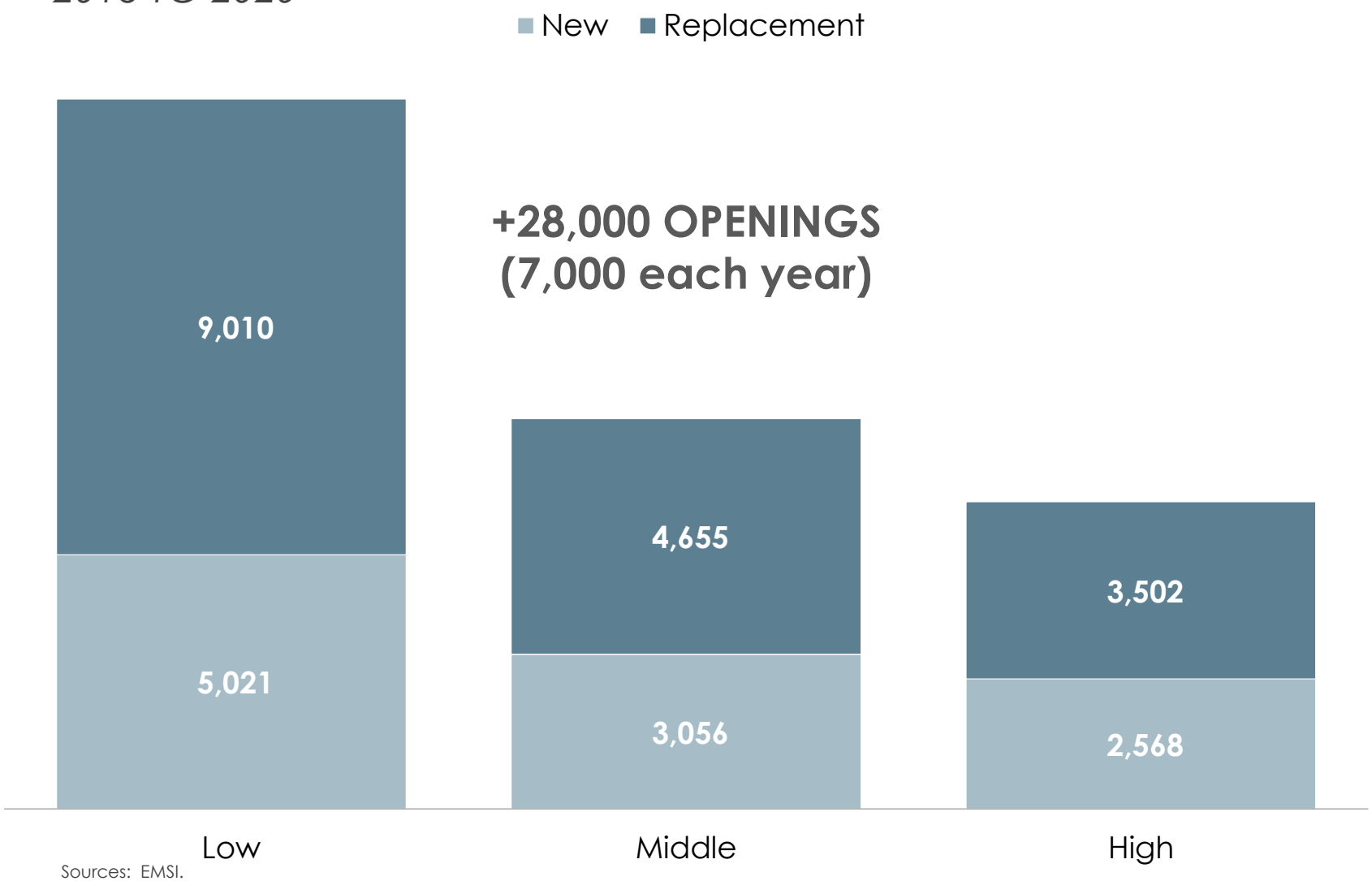
- Housing affordability at all income levels
  - Purchase & rental
- Quality childcare for affordable prices
- Transportation/mobility: traffic makes Denver farther away

CHALLENGE #2

Over next 5 years, employers will have at least 28,000 openings to fill. The labor force adds only about 2,000 to 3,000 workers each year. As a result, the labor market will likely tighten further unless population growth accelerates.

PROJECTED DEMAND

EMPLOYMENT BY SKILL LEVEL, FORT COLLINS-LOVELAND MSA
2016 TO 2020

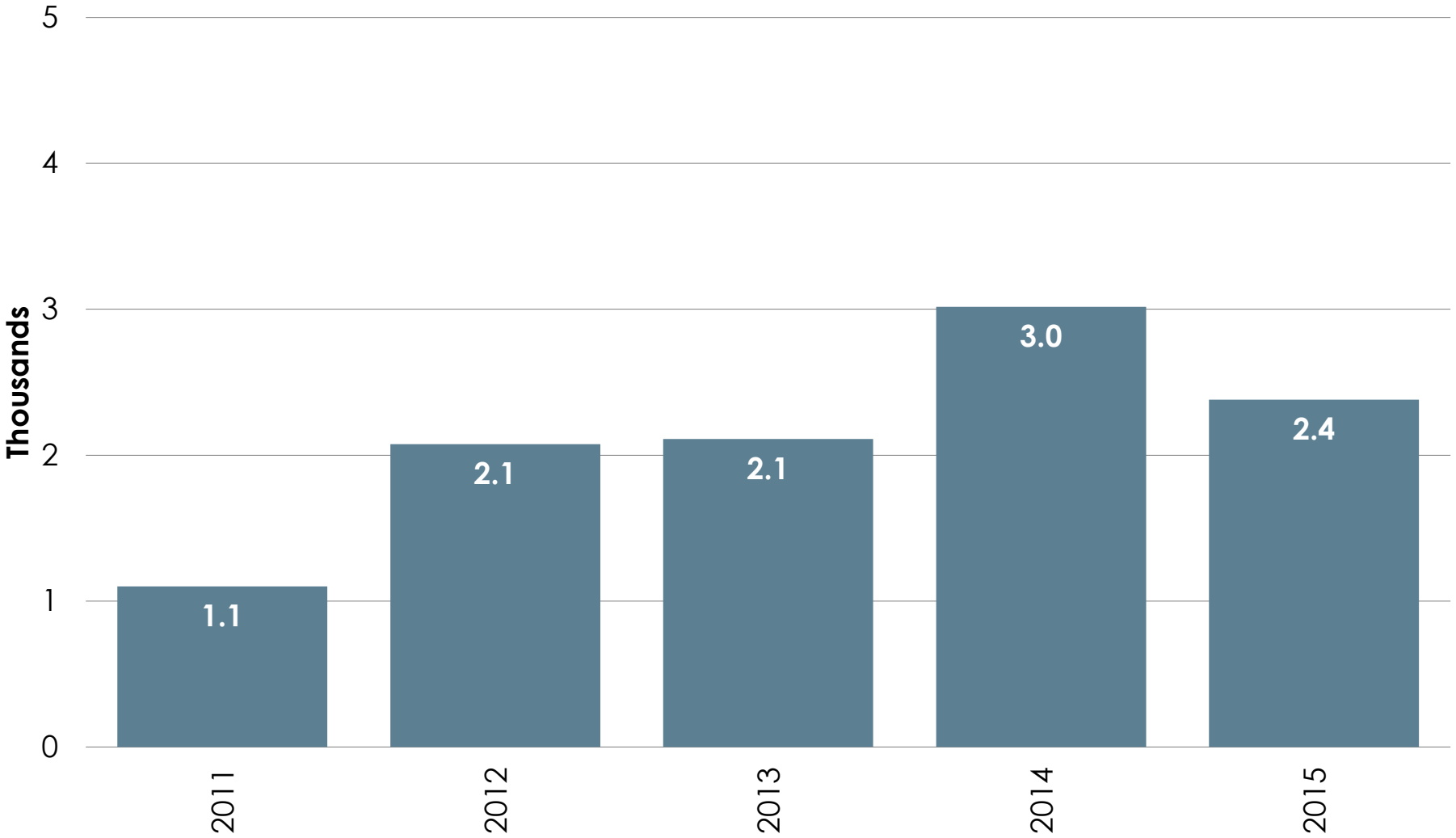


Sources: EMSI.

CHANGE IN LABOR FORCE

CHANGE IN LABOR FORCE, FORT COLLINS-LOVELAND MSA

Year-over-year change, #

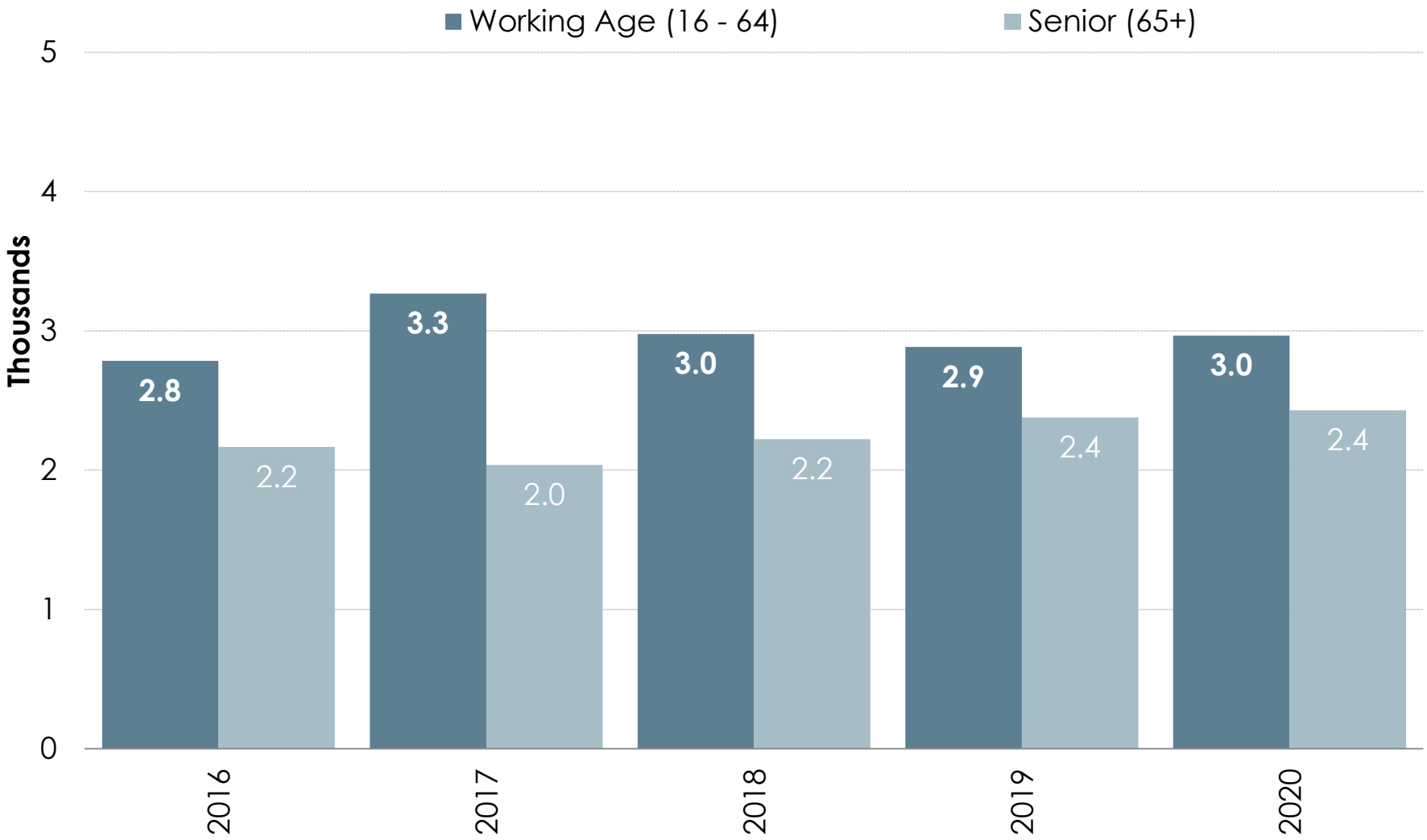


Sources: U.S. Bureau of Labor Statistics via Moody's.

POPULATION GROWTH

POPULATION PROJECTIONS OF RESIDENTS 16+, BY AGE

YEAR-OVER-YEAR CHANGE, 2015-2020



Sources: Colorado State Demography Office.

CHALLENGE #3

In many key occupations, more than 25% of the workers are 55 or older. With the wave of likely retirements, employers will need to start succession planning now in order to prepare for the loss of those key individuals.

TOP MIDDLE SKILL JOBS

SOC CODE	DESCRIPTION	DEMOGRAPHICS % 55+ Years		DEMOGRAPHICS % 65+ Years	
MIDDLE-SKILL *(More than high school, less than four years)*					
49-9071	Maintenance & Repair Workers, General	27%	◀	7%	
29-1141	Registered Nurses	27%	◀	5%	
53-3032	Heavy & Tractor-Trailer Truck Drivers	28%	◀	7%	
51-9111	Packaging & Filling Machine Workers	15%		2%	
49-9041	Industrial Machinery Mechanics	24%	◀	3%	
43-3031	Bookkeeping, Accounting, & Auditing Clerks	32%	◀	9%	
29-2061	Licensed Practical/ Vocational Nurses	26%	◀	5%	
51-4041	Machinists	27%	◀	5%	
41-9022	Real Estate Sales Agents	39%	◀	13%	◀
49-1011	First-Line Supvsr., Mechanics, Install, & Repair	27%	◀	4%	
11-9141	Property, Real Estate, & Community Assoc. Mgrs.	40%	◀	14%	◀
43-6013	Medical Secretaries	29%	◀	6%	
47-4011	Construction & Building Inspectors	38%	◀	11%	◀
51-8031	Water/ WW Treatment Plant Operators	30%	◀	6%	
13-2021	Appraisers & Assessors of Real Estate	32%	◀	9%	

TOP HIGH SKILL JOBS

SOC CODE	DESCRIPTION	DEMOGRAPHICS % 55+ Years	DEMOGRAPHICS % 65+ Years
HIGH SKILL *(Four-year degree or above)*			
25-1099	Postsecondary Teachers	30% ◀	11% ◀
11-1021	General and Operations Managers	23% ◀	4%
13-2011	Accountants and Auditors	25% ◀	6%
25-2021	Elementary School Teachers, Except Special Education	28% ◀	5%
25-2031	Secondary School Teachers, Except Special and Career/ Tec	28% ◀	5%
13-1111	Management Analysts	38% ◀	12% ◀
25-2022	Middle School Teachers, Except Special and Career/ Techni	28% ◀	5%
25-3099	Teachers and Instructors, All Other	25% ◀	8%
21-1014	Mental Health Counselors	25% ◀	6%
21-2021	Directors, Religious Activities and Education	39% ◀	13% ◀
29-1069	Physicians and Surgeons, All Other	31% ◀	9%
21-2099	Religious Workers, All Other	45% ◀	20% ◀

SUMMARY OF FINDINGS

- The current labor market is already strained
  - Demand outstrips supply
  - Mismatch in education & skills
  - Difficult to recruit and retain from outside of the region
  - Structural issues (transportation, childcare & housing) exacerbate recruitment challenges
- The situation is likely to worsen
  - Projected demand still more than supply
  - Aging workforce will create more openings

NEXT STEPS

- Develop a coordinated strategy to address the region's immediate and future workforce challenges

UPSKILLHOUSTON

PETROCHEMICAL
THRIVING GULF COAST INDUSTRY

TYPES OF JOBS | WHO IS HIRING | WHERE TO GET TRAINING | ABOUT PETROCHEM

PETROCHEM NEEDS YOU

Discover The Path To YOUR Dream Job

GET STARTED NOW!

Find Petrochemical Jobs that Fit Your Interests

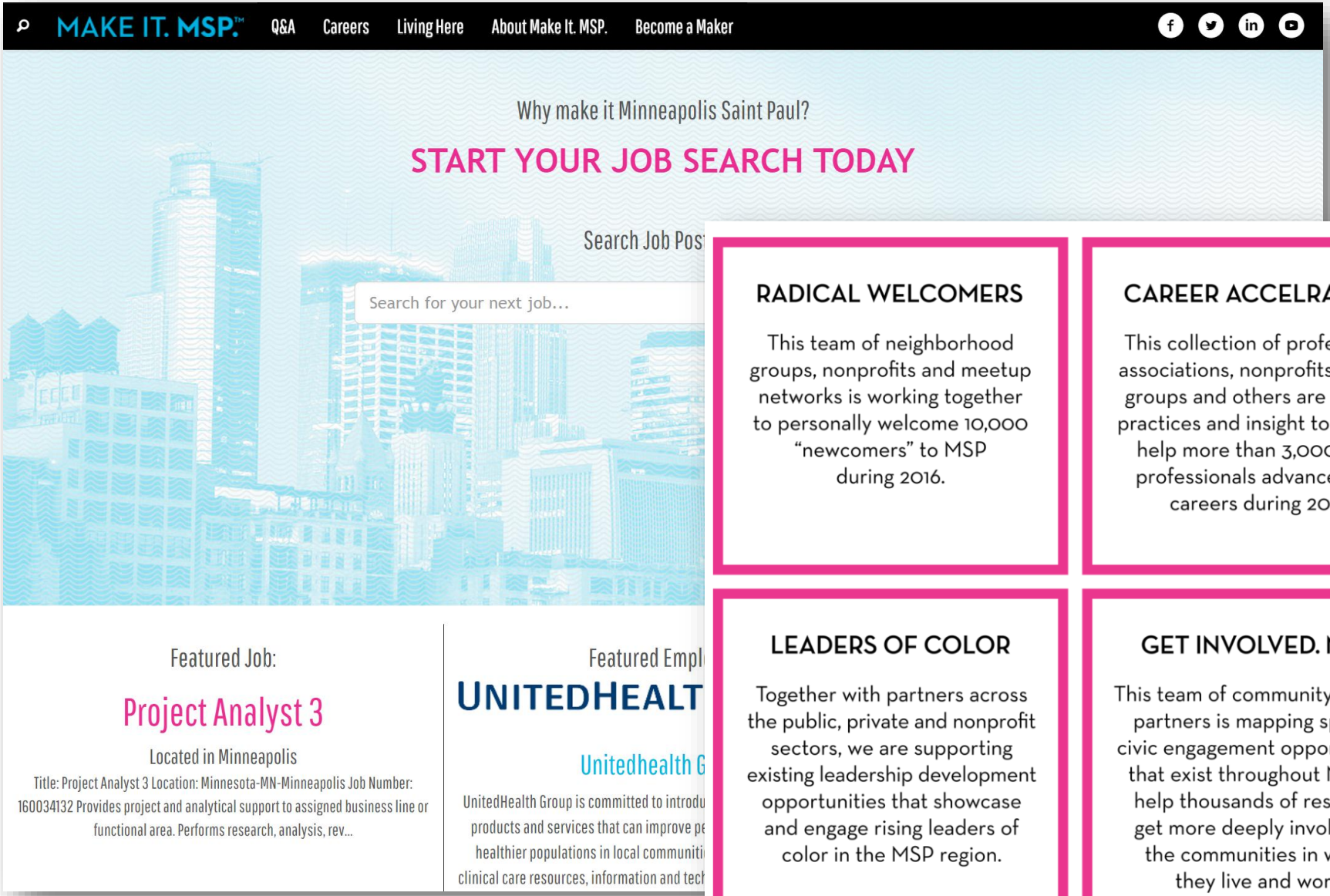
YOUR INTERESTS + YOUR SKILLS + YOUR EDUCATION = YOUR MATCH

MATCH ME
TO THE PERFECT CAREER

LOUISVILLE. POSSIBILITY CITY

WORK IT NASHVILLE

MAKE IT. MSP



RADICAL WELCOMERS

This team of neighborhood groups, nonprofits and meetup networks is working together to personally welcome 10,000 "newcomers" to MSP during 2016.

CAREER ACCELRATION

This collection of professional associations, nonprofits, alumni groups and others are sharing practices and insight to directly help more than 3,000 local professionals advance their careers during 2016.

LEADERS OF COLOR

Together with partners across the public, private and nonprofit sectors, we are supporting existing leadership development opportunities that showcase and engage rising leaders of color in the MSP region.

GET INVOLVED. MSP.

This team of community-minded partners is mapping specific civic engagement opportunities that exist throughout MSP to help thousands of residents get more deeply involved in the communities in which they live and work.

QUESTIONS

THANK YOU

Image Credit :Austin_Texas by Ed Schipul via Flickr (CC BY-SA 20)

TIP strategies
AUSTIN • SEATTLE

2905 San Gabriel Street
Suite 205
Austin, TX 78705

512.343.9113

www.tipstrategies.com