

North Dakota[®]



Workforce Development & Training Strategic Plan



2011-2013



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EXECUTIVE SUMMARY |||

The North Dakota Workforce Development and Training Strategic Plan is intended to be a catalyst for strategic state agency, partner and stakeholder education, workforce development and workforce training efforts by providing common direction, strategic areas of emphasis, and priorities for making decisions on the use of limited federal, state, and local resources. This plan is the architectural backbone to direct the activities of state agencies who deliver education, workforce training and employability development services to support overall economic growth in North Dakota. State agency budget requests and program execution should align with and flow from the direction provided in this plan.

Ultimately the goal of statewide workforce development, workforce training and talent attraction efforts is to meet the current and future talent needs of North Dakota business and industry and insure that North Dakota citizens have the ability to acquire the skills that will allow them to share in our state's growth and prosperity. The plan includes five overarching goals with 18 strategies and more than 60 action items for accomplishing these goals.

Workforce Development and Training Strategic Plan

Five Goals:

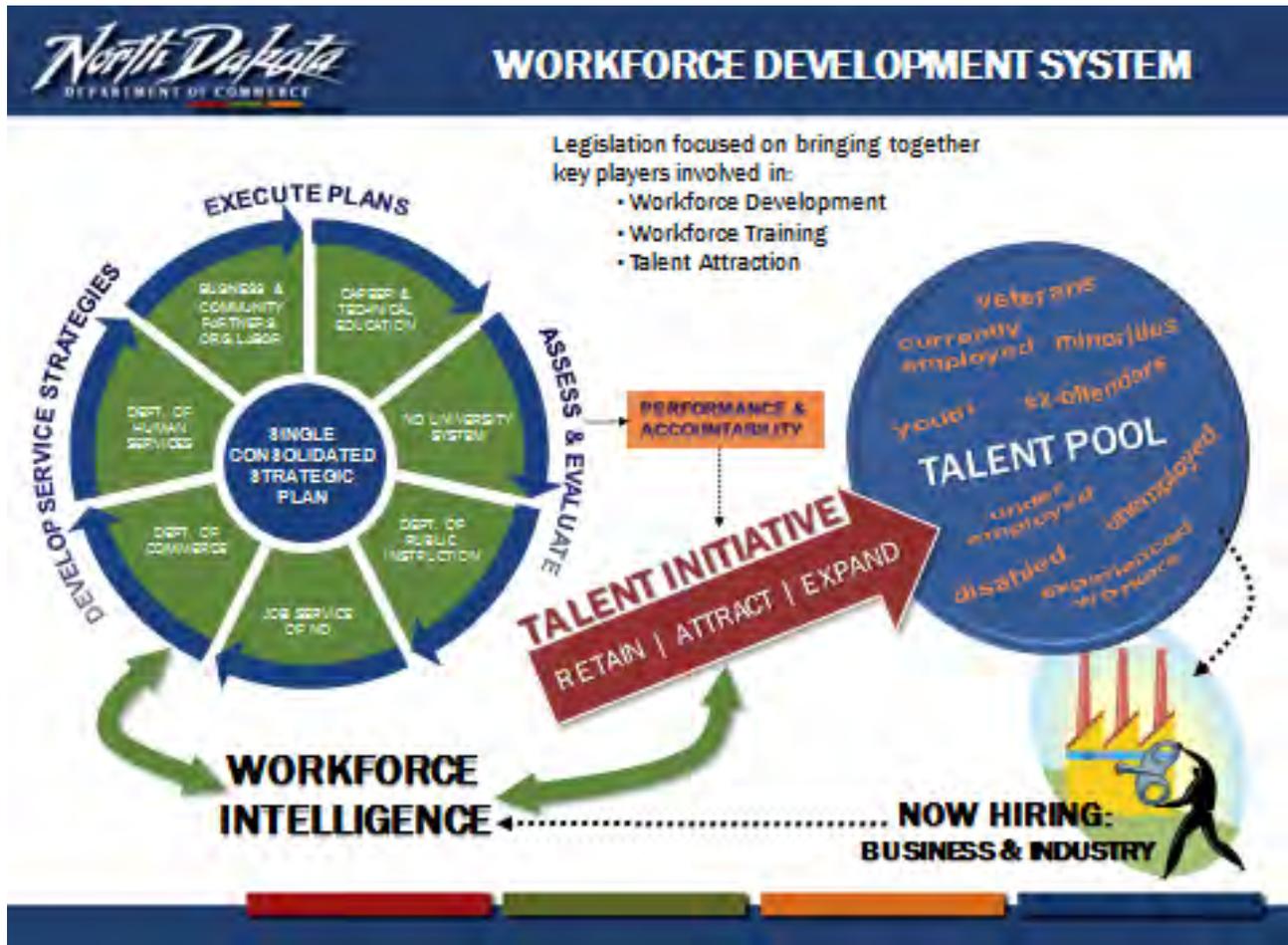
1. **To be seen as a unified and valued system for delivery of workforce services.**
2. **To enhance workforce decision making through effective use of coordinated workforce data.**
3. **To transition the system from a workforce focus to a talent force with a skills focus.**
4. **To increase the quantity and quality of North Dakota's workforce.**
5. **To maximize the federal funding available to North Dakota for workforce development and workforce training.**

||| Background

The Statewide Strategic Plan for Workforce Development and Training is an outcome of efforts that began in 2006 when the North Dakota Workforce Development Council, state agency administrators, and members of the North Dakota Legislature adopted the North Dakota Talent Strategy. The North Dakota State Legislature adopted tenets of the North Dakota Talent Strategy during the 2007 and 2009 sessions.

This plan was developed with input from Job Service North Dakota, Department of Career and Technical Education, Superintendent of Public Instruction, State Board of Higher Education, Department of Human Services, and divisions within the Department of Commerce. It meets the stated requirements of the 2009 Legislature that called for its creation (North Dakota Century Code Section 54-60-19 and Section 54-60-26.)

The plan was developed from January through July 2010. Michael V. Deisz, M. V. Deisz Consulting, helped partner agencies develop the vision, mission, environmental scan, goals, and strategies. The plan was presented to the North Dakota Workforce Development Council at the Council's Joint Strategic Planning Retreat which legislators were invited to attend on August 2 -3, 2010, held in Medora. The plan was also presented to the North Dakota Workforce Development Council during their October 2010 business meeting.



||| Overview of the Workforce Delivery System

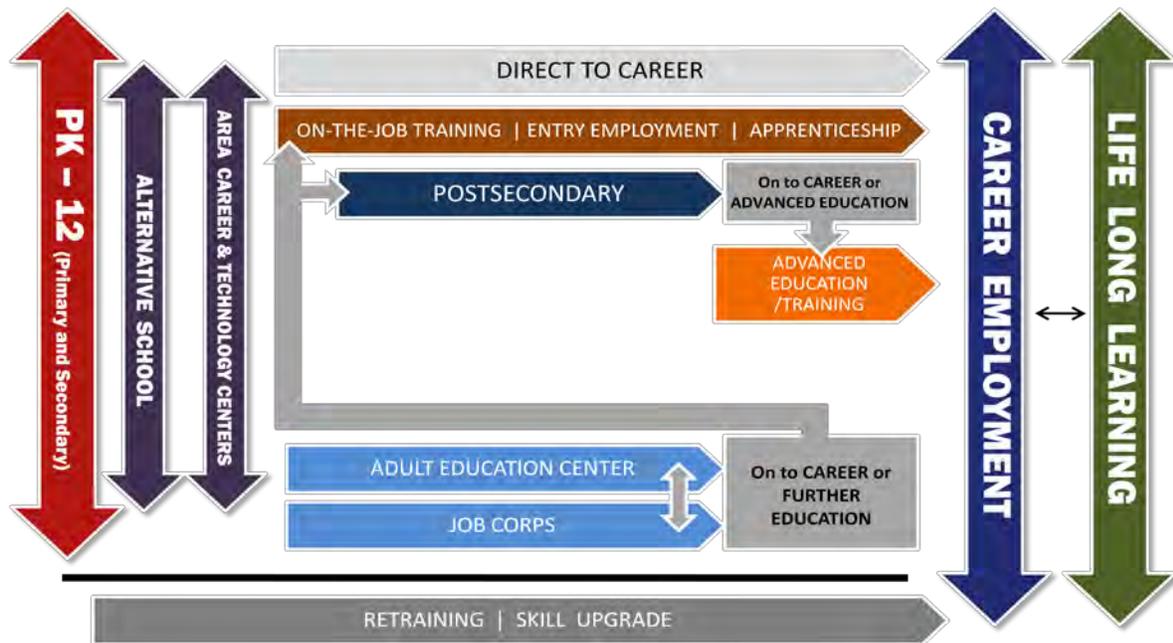
The North Dakota workforce delivery system consists of eight state agencies and a number of Tribal and non-state agencies who administer federal- and state-funded workforce development, workforce training and talent attraction programs. The eight state agencies include the Department of Commerce, Job Service North Dakota, Department of Career & Technical Education, University System, Department of Human Services, Department of Public Instruction, Workforce Safety and Insurance, and the Department of Corrections and Rehabilitation.

Federally funded programs typically focus resources on individuals, normally specific populations or individuals who are economically disadvantaged. There are specific eligibility requirements for individuals served with federally funded programs. State-funded programs are designed to fill gaps and are typically focused on the employer as the customer rather than the individual.

The North Dakota workforce delivery system must be viewed as a holistic system and not as a system of individual agencies and programs. Under a holistic system’s approach, the federal- and state-funded programs are integrated to more effectively leverage and maximize the available resources. Programs delivered by the system work best and are most effective when there is full coordination, collaboration, and integration of resources.

NORTH DAKOTA WORKFORCE EDUCATION DELIVERY SYSTEM

Multiple agencies and stakeholders working to make many paths successful.

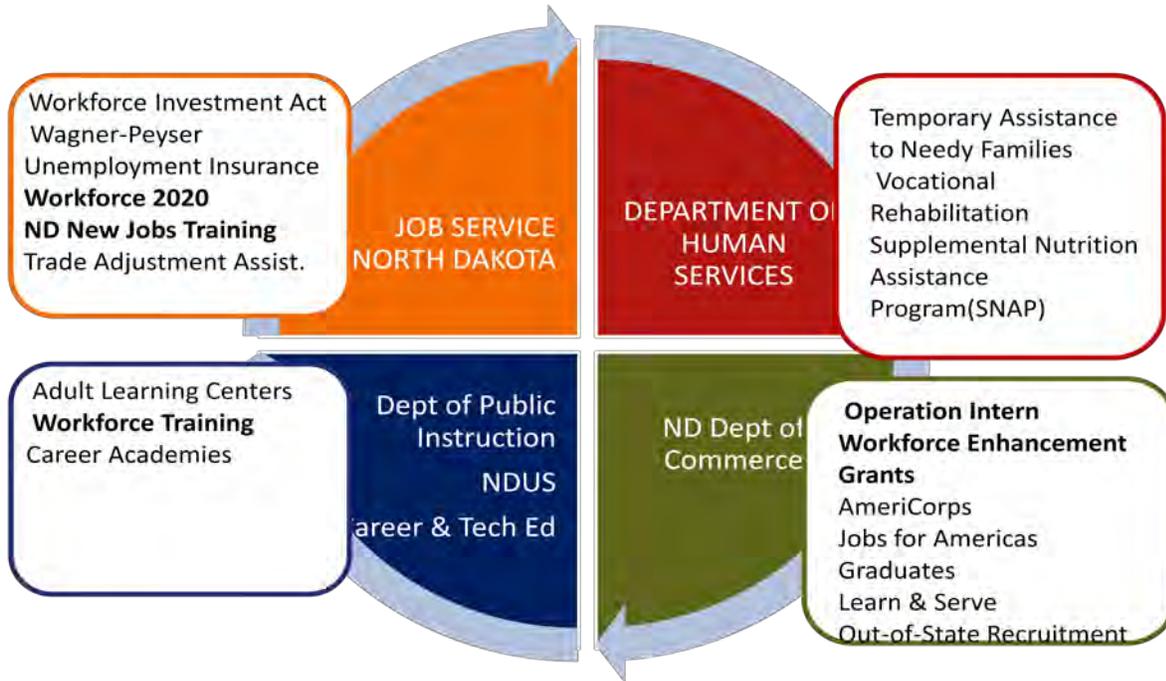


The pre-kindergarten through 12th grade (PK-12 system) provides primary education to prepare students for the workforce or postsecondary education. The PK-12 system is supported by Alternative Schools and Area Career and Technical Centers to insure each student receives individualized instruction based on their needs. For students who drop out of the traditional education system, Adult Education Centers and Job Corps Centers are an alternative to assist them in obtaining their GED. The goal for all students leaving the PK-12 system should be prepared to enter the workforce or go on to postsecondary education.

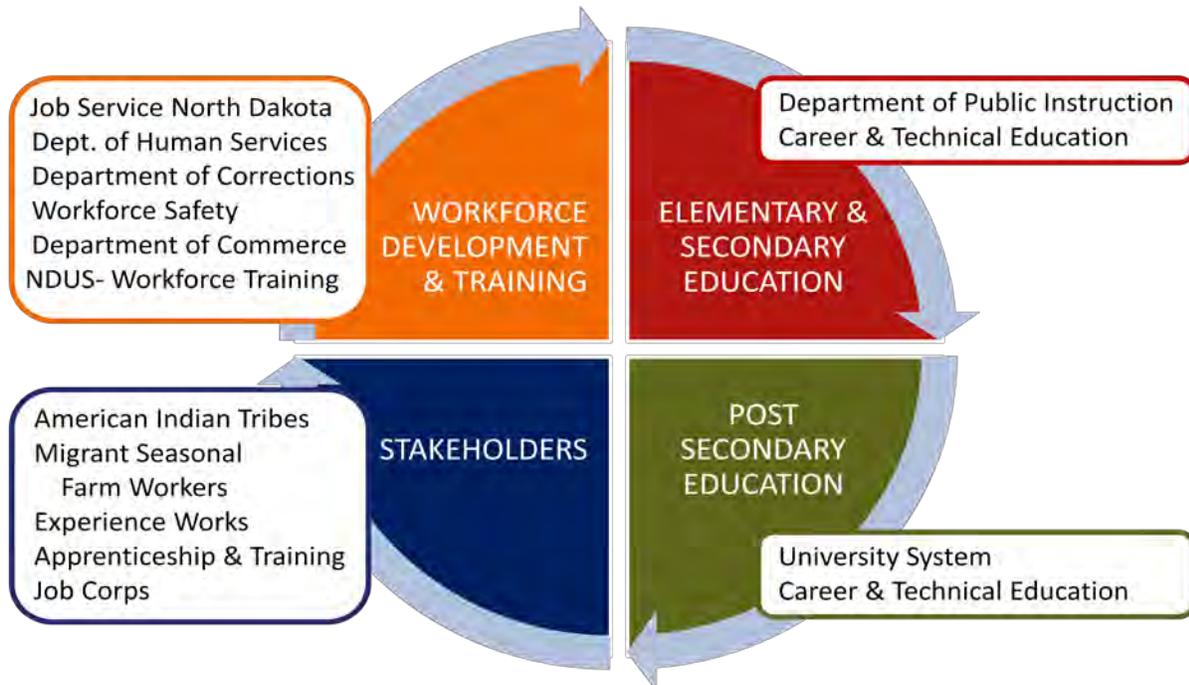
There are options to facilitate those students who chose to enter employment after high school and there are options to assist students who enter postsecondary education to continue on to advanced education and training. The goal of students selecting either path should be successful career employment supported by opportunities to pursue life-long learning.

The workforce delivery system is supported by an array of federal and state-funded programs to help individuals access education, training, and careers throughout their working life and to help North Dakota businesses by preparing the workforce with the skills they demand. The following is a representation of the state agencies, partners and stakeholders, and federal and state programs that they administer which supports talent expansion, talent attraction and talent retention initiatives:

NORTH DAKOTA WORKFORCE DEVELOPMENT, WORKFORCE TRAINING AND EMPLOYABILITY DEVELOPMENT PROGRAMS



NORTH DAKOTA WORKFORCE EDUCATION DELIVERY SYSTEM AGENCIES & STAKEHOLDERS



The North Dakota workforce delivery system is made up of both Governor’s cabinet agencies and non-cabinet agencies who report to boards or commissions. This Workforce Development and Training Strategic Plan was developed with a recognition that the plan must be dynamic yet flexible enough to allow each state agency to be able to identify with its tenets.



STATEWIDE STRATEGIC PLAN FOR WORKFORCE DEVELOPMENT AND TRAINING |||

||| Mission

Develop and maintain a world-class workforce.

||| Values

Workforce strategies and decisions:

- Are driven by qualitative and quantitative workforce intelligence
- Support North Dakota's economic development, growth, and prosperity
- Are proactive and based on coordination and collaboration among workforce system partners and stakeholders

||| Image

North Dakota has a world-class workforce system that adds value to business, and fosters rewarding job opportunities.

GOALS |||

OVERARCHING GOAL 1:

**TO BE SEEN AS A UNIFIED AND VALUED SYSTEM FOR DELIVERY OF
WORKFORCE SERVICES.**

||| Strategy 1.1: **Expand collaboration of workforce delivery system partners and stake holders.**

Action Goal 1.1.1: Develop and implement the Consolidated Biennial State Strategic Plan for workforce development, workforce training, and talent attraction.

Action Plan (1) Complete the development of the Consolidated Biennial State Strategic Plan for workforce development, workforce training, and talent attraction.

Lead: Director Workforce Development Division

Support From: Division within the Department of Commerce, North Dakota University System, Department of Career and Technical Education, Department of Public Instruction, Job Service North, Dakota, Department of Human Services. (State Agencies) Partners and Stakeholders

Complete by: October 31, 2010 and ongoing each biennium

Action Plan (2) Provide training in each quadrant of the State on the Consolidate Biennial State Strategic Plan and the North Dakota Talent Strategy to partner agency front-line staff to ensure that

the goals and objectives are understood and universally supported.

Lead: Director Workforce Development Division

Support From: State Agencies, Partner and Stakeholder Management

Complete by: March 31, 2011

Action Plan (3) The Consolidated Biennial State Plan Workgroup will conduct semi-annual reviews of the plans accomplishments and potential amendments with state agency executives, partners and stakeholders.

Lead: Director Workforce Development Division

Support From: State Agency Executives or Designee

Completed By: December 31, 2010 and every six months thereafter

||| Strategy 1.2

Improve workforce system partnerships with business, trade associations and organized labor.

Action Goal 1.2.1: Include business, trade associations and organized labor in Strategic planning discussions.

Action Plan (1) Expand Biennial Joint Planning Retreat Invitation List to include representation from the Economic Development Foundation, Organized Labor and Trade Associations.

Lead: Director, Workforce Development Division

Support From: Commerce Commissioner, State Agencies

Complete By: July 31, 2010 and May 31, 2012

Action Plan (2) Meet with ten major target industry businesses, three target industry trade or business associations, and the president of the AFL-CIO representing organized labor development of in-state and out-of-state campaigns to attract and retain talent in North Dakota.

Lead: Commerce Marketing Director

Support From: Commerce Commissioner, State Agencies

Completed By: December 31, 2011

||| **Strategy 1.3** **Solidify the Business Resource Alliance as a tool for collaboration between the Workforce System, its partners and stakeholders with business and industry.**

Action Goal 1.3.1: Help State Agency Program Managers appreciate/understand the value the North Dakota Business Resource Alliance for its potential to better integrate services to address the needs of ND business.

Action Plan (1) Expand the agenda of the Business Resource Alliance to include input from industry leaders about their challenges and ways that the Alliance can help address these challenges.

Lead: Workforce Development Division

Support From: State Agencies Partners

Completed By: December 31, 2011

Action Plan (2) Develop professional marketing piece which provides an overview of the services and incentives available to business through programs administered by State Agency partners.

Lead: Division of Vocational Rehabilitation & Workforce Development Division.

Support From: State Agency Partners

Completed By: December 31, 2010

Action Plan (3) In each quadrant, annually host training sessions for business service staff to explore ways of collaborating to meet individual program goals and overall goals of the workforce system in being responsive to North Dakota business and industry.

Lead: Workforce Development Division

Support From: State Agencies and Program Managers

Completed By: June 30, 2012

Action Plan (4) Business Service Specialists will provide information to North Dakota businesses through outreach, annually conducting a minimum of two annual Town Hall meetings, and electronic means to increase awareness of the Workforce Development partners.

Lead: Business Resource Alliance

Support From: Job Service North Dakota, TrainND, Division of Vocational Rehabilitation, partner and stakeholder organizations.

Completed By: June 30, 2011

||| Strategy 1.4 **Get the word out about accomplishments of the Workforce Development System.**

Action Goal 1.4.1: Establish a communications and marketing plan which focuses on public and policy-makers awareness and education about the North Dakota Workforce Delivery Systems and its accomplishments.

Action Plan (1) Host a 2011 Governor’s Workforce Summit, October 6 & 7, 2011, in Minot, ND.

Lead: Workforce Development Division

Support From: State Agencies and Governor’s Office

Completed By: October 31, 2011

Action Plan (2) Develop a quarterly newsletter and a Marketing Plan to create public awareness about the accomplishments of the workforce delivery system.

Lead: Department of Commerce Marketing and Communications

Support From: Workforce Division, State Agencies

Completed By: June 30, 2012

OVERARCHING GOAL 2:

TO ENHANCE WORKFORCE DECISION MAKING THROUGH EFFECTIVE USE OF COORDINATED WORKFORCE DATA.

||| Strategy 2.1: **Improve access to workforce intelligence by continuing to evolve the role of the Workforce Intelligence Council in coordination and integration from multiple sources, and effective use of workforce intelligence.**

Action Goal 2.1.1: Improve the quality and quantity of workforce intelligence data which is available on the supply and demand for target industries, demographics of target population, and emerging trends related the talent pipeline.

Action Plan (1) Disseminate workforce intelligence on supply and demand for target industry occupations, demographics of target

populations, and emerging talent pipeline trends to all stakeholders, businesses, and partner leadership and staff so all North Dakotans may take appropriate actions to meet the workforce needs of individuals and businesses.

Lead: Workforce Intelligence Council

Support from: State Agencies, partners and stakeholders

Completed By: June 30, 2013

Action Plan (2) Develop a pilot project to conduct a supply and demand gap analysis for a selected industry. Supplement existing data and information with primary research to identify the gap(s) for the industry.

Lead: Workforce Intelligence Council

Support From: Workforce Intelligence Partner agencies and selected industry representation.

Completed By: June 30, 2012

Action Plan (3) Conduct Biannual Standardized Community Labor Availability Studies in 2012 (as requested by communities).

Lead: Department of Commerce Workforce Division

Support From: Job Service North Dakota, North Dakota State Legislature, Local Economic Development Professionals.

Completed By: July 1, 2012

Action Plan (4) Conduct Industry Sector Workforce and Skill Needs Assessments when requested by industry, and if funding is available.

Lead: North Dakota Department of Commerce

Support From: Industry, Job Service ND, Department of Career & Technical Education, NDUS, and State Legislature.

Completed By: June 30, 2013

Action Plan (5) Supplement existing partner data and information with additional primary research information to provide for improved quantitative and qualitative intelligence for strategic decision making.

Lead: Workforce Intelligence Council
 Support From: State Agencies, partners, and stakeholders

Completed By: June 30, 2013

Action Plan (6) Inventory, organize and define existing workforce intelligence elements for maximum benefit to economic developers, policy makers and other stakeholders. Include workforce data such as those available through FINDET, Bureau of Labor Statistics products, Workforce Information Grant products, Department of Human Services, Department of Public Instruction, Career and Tech Ed, ND University System, and Department of Commerce and other partners.

Lead: Workforce Intelligence Council

Support From: State Agencies

Completed By: June 30, 2012

Action Plan (7) Advocate for re-alignment of current FTEs to provide a Research Analyst position to enable the Workforce Intelligence Council to achieve their goals.

Lead: Department of Commerce-Workforce Development Division

Support From: Workforce Intelligence Partner agencies

Completed By: July 1, 2011

Action Plan (8) Support efforts to expand the use of WorkKeys assessments and integrate the skills assessment into available workforce intelligence data.

Lead: Department of Career & Technical Education and Department of Public Instruction.

Support from: North Dakota University System, Governor's Office, and State Agencies.

Completed By: June 30, 2013

||| Strategy 2.2: Support the development and continued expansion of the North Dakota State Longitudinal Data System (SLDS).

Action Goal 2.2.1: Identify the current and projected workforce accountability measures required by the State or Federal Government.

Action Plan (1) Develop an inventory of the current Workforce Accountability Measures.

Lead: Chair of the Statewide Longitudinal Data System (SLDS) Workforce Accountability Workgroup

Support From: State Agency Data Analysts

Completed By: December 31, 2010

Action Plan (2) Develop a definition for the workforce and education system data elements.

Lead: Chair of the SLDS Workforce Accountability Workgroup

Support From: State Agency Data Analysts

Completed By: June 30, 2011

OVERARCHING GOAL 3:

TRANSITION THE SYSTEM FROM A WORKFORCE FOCUS TO A TALENT FORCE WITH A SKILLS FOCUS.

||| Strategy 3.1: Support expansion and increased use of Registered Apprenticeship by North Dakota employers.

Action Goal 3.1.1: Market Registered Apprenticeship to North Dakota businesses, youth, parents, and career influencers.

Action Plan (1) Increase the number of Registered Apprenticeship opportunities in North Dakota by 10.

Lead: US-DOL Office of Apprenticeship

Support From: Department of Public Instruction, Career & Technical Ed, and Organized Labor.

Completed By: June 30, 2012

Action Plan (2) Develop and conduct a minimum of three education and awareness in-service presentations for providers of Workforce Training and Education on the benefits and value of Registered Apprenticeship.

Lead: US-DOL Office of Apprenticeship

Support From: Business Resource Alliance

Completed By: June 30, 2012

Action Plan (3) Research existing models and establish a Registered Pre-Apprenticeship pilot program to expand on available apprenticeship opportunities for North Dakota youth.

Lead: US-DOL Office of Apprenticeship

Support From: Commerce (Operation Intern), Dept. of Public Instruction, and Career & Technical Ed.

Completed By: September 30, 2011

||| Strategy 3.2: Support expansion of entrepreneurship in targeted industries and emerging technologies.

Action Goal 3.2.1: Showcase existing K-Adult entrepreneurship education programs as essential components of economic development, youth retention, community enrichment & personal self-sufficiency.

Action Plan (1) Contact each of the Small Business Development Centers (SBDC) and Small Business Administration (SBA) to collaborate on initiatives to provide exposure and information on entrepreneurship to unemployed and underemployed workers participating in Job Service ND activities, such as re-employment and WIA services.

Lead: Job Service North Dakota

Support From: Commerce

Completed By: June 30, 2011

Action Plan (2) Establish a ND Consortium of Entrepreneurship Education to share information and promote entrepreneurship education at the secondary and post secondary level.

Lead: North Dakota Department of Commerce

Support From: Partners willing to participate in a consortium

Completed By: June 30, 2011

Action Plan (3) Develop a collaborative plan to address gaps and opportunities in entrepreneurship education within the state.

Lead: North Dakota Department of Commerce

Support From: Members of the ND Consortium of Entrepreneurship Education once formed.

Completed By: June 30, 2012

Action Plan (4) Develop an inventory of existing entrepreneurial resources and identify additional needs across the state.

Lead: Department of Commerce, North Dakota University System

Support From: Members of the ND Consortium of Entrepreneurship Education

Completed By: June 30, 2011

||| Strategy 3.3: Support the identification of a pool of flexible funding which can be used to quickly start and deliver training in high demand occupations.

Action Goal 3.3.1: Develop a workforce training model which provides members of the workforce the opportunity to train and improve job skills.

Action Plan (1) Through the Department of Commerce will develop and submit an optional budget for consideration in the Governor's Budget a program to provide matching funds to underemployed, low-wage workers and youth to assist them in accessing short-term skill upgrade training leading to career employment of \$35,000 or more per year.

Lead: North Dakota Workforce Development Council

Support from: State Agencies, Governor's Office, and Legislature

Completed By: July 1, 2011

Action Plan (2) Secure support and funding for a University System program start-up fund for new or expanded programs that meet the following criteria: 1) address ND workforce needs; 2) have student demand; 3) are consistent with NDUS and other agency strategic plans; and 4) are compatible with campus missions.

Lead: North Dakota University System

Support From: Department of Commerce, State Agencies, Governor's Office, Legislature, ND business and industry.

Completed By: June 30, 2011

||| Strategy 3.4: Continue to support the Workforce Enhancement Grants to address the demand driven emerging workforce training needs of North Dakota business and industry.

Action Goal 3.4.1: Promote the Workforce Enhancement Grants Program to North Dakota business and industry as a way for them to meet their demand driven workforce training needs in skill shortage and high demand occupations.

Action Plan (1) Obtain input from business, industry, business organizations, and trade associations, and validate using workforce intelligence on areas of skill shortage and high demand occupations which are difficult to fill.

Lead: North Dakota Business Resource Alliance

Support From: State Agencies, State Colleges

Completed By: September 30, 2010, and June 30, 2012

Action Plan (2) Based on needs identified by North Dakota industry, work to continue to insure funding for the Workforce Enhancement Grants included in the Governor's budget.

Lead: Department of Commerce, North Dakota University System

Support From: Commerce Commissioner, North Dakota University System, North Dakota business and industry

Completed By: November 30, 2010, and September 30, 2012

||| Strategy 3.5 Support programs designed to assist employers with workforce skill upgrade and competitiveness in the world market.

Action Goal 3.5.1: Insure that State funding to support the workforce delivery system mix of programs is adequate, and allows flexibility to meet business and industry workforce needs.

Action Plan (1) Secure continued funding for Workforce 2020 and New Jobs Training programs.

Lead: Job Service North Dakota

Support From: Department of Commerce

Completed By: June 30, 2011

Action Plan (2) Working with the Legislature, support funding that enables TrainND to continue and enhance its ability to serve North Dakota’s workforce training needs.

Lead: Career and Technical Education, North Dakota University System

Support From: State Agencies, Legislature, ND business and industry, and Governor’s Office.

Completed By: June 30, 2011

OVERARCHING GOAL 4:

TO INCREASE THE QUANTITY AND QUALITY OF NORTH DAKOTA’S WORKFORCE

||| Strategy 4.1: **Connect unemployed and underemployed workers to education and skill training which will allow them to acquire skills in demand and remain competitive in a global economy.**

Action Goal 4.1.1: Expand availability, accessibility, and affordability of education and skill training for North Dakota’s skill shortage and high demand occupations.

Action Plan (1) Identify and implement high demand postsecondary education programs needed by the state based on sound workforce intelligence data and analysis.

Lead: North Dakota University System

Support From: Business Resource Alliance and Workforce Intelligence Council

Completed By: June 30, 2013

Action Plan (2): Identify and implement additional short-term, customized skills training needed to meet regional and statewide needs.

Lead: North Dakota University System

Support From: State Agencies, ND business and industry.

Completed By: June 30, 2013

Action Plan (3) Through the Department of Career & Technical Education will develop and submit an optional budget for consideration in the Governor’s Budget cure funding for a pilot program (“Emerging Technology Competency Certification Training Program”), targeting the under and unemployed in rural communities.

Lead: Career and Technical Education

Support From: State Agencies, Legislature, Private Business and Governor's Office.

Completed By: June 30, 2013

Action Plan (4) Coordinate funds available to employers and job seekers, including Workforce 2020, New Jobs Training, Workforce Investment Act, and Trade Adjustment Assistance in assisting with costs of training identified in Action goal 4.1.1, Action Plans 1-3 (high wage/high demand, customized, short term, and long term).

Lead: Job Service North Dakota

Support from: One Stop Career Center Staff

Completed By: June 30, 2012

Action Goal 4.1.2: Focus re-employment services for Unemployment Insurance claimants to prepare them to meet the needs of North Dakota's employers and become re-employed quickly.

Action Plan (1) Contract with a vendor to provide intensive reemployment services to UI claimants, which may include skills assessment, skills transferability analysis, job search methods, soft skills training, interview skills, and introductory computer training using Recovery Act funds.

Lead: JSND Customer Service Area Director

Support From: Unemployment Insurance Director

Completed By: June 30, 2011

||| Strategy 4.2: Expand access for youth and adults to secondary and postsecondary basic education and skill training.

Action Goal 4.2.1: Develop and secure sponsorship for legislation which will increase funding for at-risk youth and expand access to opportunities to both basic-skill and job-skill training.

Action Plan (1) Increase funding for high school dropouts to receive GED and post secondary academic prep at Adult Learning Centers with emphasis on satellite services/distance education to rural areas and support summer programs.

Lead: Department of Public Instruction

Support From: Governor's Office, Legislature, and State Agencies

Completed By: June 30, 2011

Action Plan (2) Secure support and funding to expand access to Career and Technical Education programs by secondary students which are not served by a Career and Technical Education Center.

Lead: Career and Technical Education

Support From: State Agencies, Legislature, Private Business and Governor's Office.

Completed By: June 30, 2013

Action Plan (3) Secure support and funding to expand access to Career and Technical Education programming, through cooperative agreements between schools, to increase access for secondary students who do not have access at their local school.

Lead: Career and Technical Education

Support From: State Agencies, Legislature, Private Business and Governor's Office.

Completed By: June 30, 2013

Action Goal 4.2.2: Hold town-hall meetings across the State to create awareness and promote AmeriCorps and Learn & Serve grant opportunities to non-profits, faith-based and community organizations as a way for citizens to gain experience and training while addressing community service needs.

Action Plan (1) Annually, host a minimum of four town-hall meetings to provide information on AmeriCorps and Learn and Serve Opportunities, and the Request for Proposal Process.

Lead: Workforce Development Division

Support From: Department of Commerce Staff and Job Service North Dakota (Share Network and meeting space)

Completed By: December 31, 2010, 2011 & 2012

||| **Strategy 4.3:** **Support programs and initiatives which will reduce the number of dropouts at both the secondary and postsecondary level.**

Action Goal 4.3.1: Secure State funding to address the needs of at-risk youth and the growing issue of school dropouts in North Dakota.

Action Plan (1) Contact local school boards, legislatures, and the Governor’s Office, using Power School data defining the problem, to promote and gain support for efforts to reduce high school dropouts in ND through alternative high schools, GED programs, JAG programs, and career advisors.

Lead: Department of Public Instruction

Support From: State Agencies, Legislature, Governor’s Office, and Local Education.

Completed By: June 30, 2013

Action Plan (2) Through the Department of Commerce develop and submit an optional budget for consideration in the Governor’s Budget continuation of the three Jobs for America’s Graduates pilots and expand the number of pilots by an additional three schools in the next biennium.

Lead: Workforce Development Division/North Dakota University System.

Support From: Commerce Commissioner, University System, Governor’s Office, and State Legislature.

Completed By: June 30, 2013

Action Plan (3) Secure State support and funding to provide more CTE programming, which has demonstrated it increases graduation rates and workforce readiness.

Lead: Career and Technical Education

Support From: Legislature, Governor’s Office, and State Agencies

Completed By: June 30, 2013

Action Goal 4.3.2: Continue to seek opportunities to integrate and coordinate the AmeriCorps and Learn & Serve grants to support opportunities for citizens to explore career interests and gain experience while addressing needed community services.

Action Plan (1) Develop a community information and marketing program which will focus on the positive difference that AmeriCorps and Learn & Serve projects are making in their communities.

Lead: Workforce Development Division

Support From: AmeriCorps and Learn and Serve Sub-grantees, Commerce Communications Staff.

Completed By: December 31, 2012

Action Goal 4.3.3: Work with elementary education to support initiatives such as the Minnesota Reading Corps with a goal of helping every North Dakota child become a successful reader by the end of the third grade.

Action Plan (1) Develop a minimum of one pilot program using AmeriCorps members to implement a researched based early literacy effort designed to help struggling readers improve their reading skills.

Lead: Workforce Development Division

Support From: Department of Public Instruction, Regional Education Associations, and Local Elementary Education.

Completed By: December 30, 2013

Action Plan (2) The Department of Human Services will provide information to clients on Temporary Assistance for Needy Families support programs such as childcare and initiatives such as JAG and Job Corps, which address dropouts from secondary schools.

Lead: Department of Human Services

Support From: County Social Services, Career Options, Job Service North Dakota.

Completed by: July 1, 2011

||| Strategy 4.4: Support programs and initiatives which retain youth in North Dakota

Action Goal 4.4.1: Establish a North Dakota Youth Office

Action Plan (1) Maintain legislative support and funding by effectively managing the Operation Intern Program to insure 100% of appropriated funds are expended within the guidelines of the program.

Lead: North Dakota Youth Office

Support From: Commerce Commissioner

Complete By: June 30, 2011

Action Plan (2) Enhance the Career Conversations program to reach one-third of the state's high schools and include a broader array of speakers.

Lead: North Dakota Youth Office

Support From: Commerce Commissioner

Complete By: December 31, 2011

Action Plan (3) Host a minimum of four virtual job fairs via WebFairND.com

Lead: North Dakota Youth Office

Support From: Commerce Commissioner

Complete by: June 30, 2013

Action Plan (4) Build a solid Youth Forward brand that uses multiple social networks which engage at least 500 individuals.

Lead: North Dakota Youth Office

Support From: Commerce Commissioner

Complete By: December 31, 2011

Action Plan (5) Expand access to the RUPrepareND on-line Career Planning System to include college students and out of school adults.

Lead: Career and Technical Education

Support From: Department of Public Instruction, University System,
Department of Human Services

Complete by: July 1, 2012

Action Goal 4.4.2: Expand AmeriCorps opportunities in North Dakota as a way to connect youth with their community.

Action Plan (1) Participate in a minimum of two secondary or postsecondary volunteer or college career/job fairs annually to market the AmeriCorps and Learn & Serve opportunities to the youth as a way for them to become engaged in leadership roles, make connections with their community, gain useful experience while making an difference and giving back to their community.

Lead: Workforce development Division

Support From: North Dakota University System, Job Service North Dakota

Completed By: June 30, 2012

Action Plan (2) Secure “Campus Compacts” sponsors to provide work study and service-learning postsecondary students the opportunity to earn an AmeriCorps Education Award.

Lead: Workforce development Division

Support From: North Dakota University System

Completed By: June 30, 2012

||| Strategy 4.5: Increase the workforce development and workforce training services for individuals residing on American Indian Reservations.

Action Goal 4.5.1: Work with Tribal education agencies, non-profits and Tribal Government to identify AmeriCorps and Learn & Serve opportunities where American Indians can participate and meet community service needs on the Reservations.

Action Plan (1) Annually host a minimum of two town-hall meetings on American Indian Reservations to provide information on AmeriCorps and Learn and Serve Opportunities and the request for Proposal Process.

Lead: Workforce Development Division

Support From: Department of Commerce Staff and Tribal WIA, Tribal Leadership

Completed by: December 31, 2010, 2011 & 2012

Action Plan (2) TrainND regions will contact the tribal colleges within their region to explore possible partnership opportunities.

Lead: North Dakota University System

Support From: Tribal Colleges

Completed by: June 30, 2011

||| Strategy 4.6: Support programs and initiatives that attract qualified workforce for North Dakota employment.

Action Goal 4.6.1: Establish and enhance the North Dakota Relocation program

Action Plan (1) Expand the use of the monthly North Dakota Ambassadors newsletter to recruit out-of-state job seekers for North Dakota employment.

Lead: North Dakota Department of Commerce

Support: Commerce Commissioner

Complete by: December 31, 2011

Action Plan (2) Expand the monthly Employer and Employee Alerts to interested parties.

Lead: North Dakota Department of Commerce

Support From: Commerce Commissioner

Complete by: December 31, 2011

Action Plan (3) Secure continued funding for Spidering feature on the Job Service North Dakota online labor exchange system to maintain North Dakota's strong workforce recruitment efforts and assist employers and job seekers in connecting via a single portal.

Lead: Job Service North Dakota

Support From: Department of Commerce

Complete By: June 30, 2011

Action Goal 4.6.2 Utilize tools to encourage hiring of targeted worker populations

Action Plan (1) Facilitate employer hiring of targeted populations of ND workers by promoting tools and incentives available through the Workforce Investment Act, Work Opportunity Tax Credit,

Alien Labor Certification, ...include incentives from VR and other agencies.

Lead: Job Service North Dakota, VR, (agencies with programs added to list above).

Support from: Business Resource Alliance

Completed By: June 30, 2012

OVERARCHING GOAL 5:

TO MAXIMIZE THE FEDERAL FUNDING AVAILABLE TO NORTH DAKOTA FOR WORKFORCE DEVELOPMENT AND WORKFORCE TRAINING.

||| Strategy 5.1: Take necessary action to ensure that North Dakota is eligible to receive Workforce Investment Act Incentive funding.

Action Goal 5.1.1: The North Dakota Workforce Development Council will work with Job Service North Dakota, Career and Technical Education and Department of Public Instruction to insure that the negotiated levels of performance are reasonable based on the clients served and is achievable with some stretch.

Action Plan (1) The NDWDC will receive reports on progress toward performance indicator goal achievement during each of their quarterly meetings.

Lead: North Dakota Workforce Development Council

Support From: Job Service North Dakota, Career and Technical Education, Department of Public Instruction

Completed By: June 30, 2013

Action Plan (2) The NDWDC Council will be proactive with State Agencies by leveraging support during their negotiation of performance levels with their federal partner and will support State Agencies during the program year by establishing ad-hoc workgroups to address performance level deficiencies and work on corrective action plans.

Lead: North Dakota Workforce Development Council

Support From: Job Service North Dakota, Career and Technical Education, Department of Public Instruction

Completed By: June 30, 2013

ECONOMIC ASSESSMENT |||

||| Summary of Findings-February, 2010

Since the 2002 analysis and strategic plan, North Dakota has improved considerably in almost all measurements of economic activity. The following assessment examines population, education, wages, age, labor force, employment, growth industries and exports. It provides a status report on these key economic indicators and offers strategic direction for future state and local policies and investments.

This assessment is based on data collected from the following sources:

- US Census Bureau
- US Bureau of Economic Analysis
- US Bureau of Labor Statistics
- US Department of Energy
- International Trade Administration
- ND Department of Commerce, Tourism Division
- ND Job Service
- ND Industrial Commission, Oil & Gas Division

||| Highlights of the Assessment

POPULATION:

Since 2003, estimates from the US Census bureau have shown a steady increase in North Dakota's population. Net migration has changed into a positive number after many years of out-migration.

- North Dakota's population has grown five of the last six years, up over 14,000 from a decade low of 632,809 reported in 2003.
- 2009 had the highest amount of births in the decade at 9,052.
- Annual births in the state increased 18 percent from 2001 to 2009.
- Immigration in 2009 was nearly 1,900, the second highest of the decade.
- North Dakota's 2009 population estimate showed a growth of 4,644 from the 2000 count.
- Median age, while increasing, is not increasing nearly as fast as most of the region or the country as a whole.
- Expectations are high for a respectable increase in the 2010 Census actual count.

WAGES:

Wage and income growth statistics show North Dakota far outpacing the nation.

- North Dakota median income was up over 40 percent from 2000 to 2008, far exceeding the U.S. growth of 21.7 percent and was second fastest growth in the seven-state region.
- North Dakota led the nation in per capita personal income growth for both 2007 and 2008. North Dakota's per capita personal income was at 99 percent of the national per capita income compared to 80 percent in 1995.

LABOR FORCE:

North Dakota’s labor force growth has been significant.

- Since 2001 North Dakota nonfarm payroll has increased 11.4 percent compared to a 0.9 percent drop for the nation (as of 11-09).
- As of November, 2009, North Dakota had the lowest unemployment rate in the nation at 4.1 percent compared to the national rate of 10.0 percent.
- North Dakota’s technology-related employment is growing. Professional and Technical services employment grew from 8,997 in 2002 to 12,935 in 2008, and within this sector computers systems design and related services grew from 1,633 in 2002 to 3,356 in 2008.

PRODUCTIVITY:

In 2008, North Dakota led the nation in growth of gross domestic product (GDP). Up 7.3 percent, our GDP grew twice as fast as all other states except Wyoming.

EDUCATION:

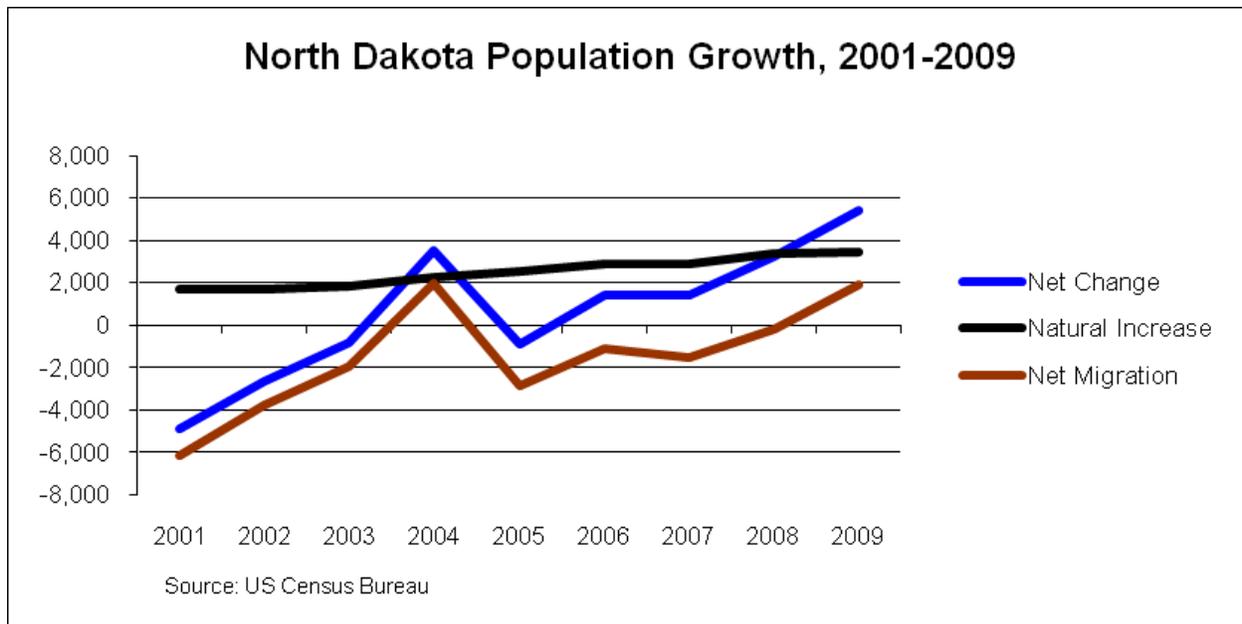
North Dakota has the second most educated workforce in the region and far exceeds the national average in terms of the percentage of adults who have some college education or greater.



||| Population

During the 1990s, North Dakota began to reverse the negative growth trends that occurred in the 1980s. Early in the 2000s, population estimates declined again, but have been on an upward trend since 2003. Growth rates have been modest but consistently positive.

- See growth statistics in highlights above.
- Median age is growing slower than the national rate, employment is increasing especially in the younger age brackets and natural and net migration has increased in annual populations estimates.
- According to U.S. Census Bureau estimates, North Dakota continues to lag behind other states in the region in population growth.
- While many factors impact population growth, clearly jobs and economic opportunities are the leading components.



Strategic Implications: Good job opportunities are the key factor in retaining the state’s young educated workers and attracting new people to the state. In order to continue stabilizing and growing the state’s population, state and local leaders should:

1. Continue developing the state’s targeted industries.
2. Support initiatives that foster a culture of entrepreneurship.
3. Continue building an environment where innovative, tech-savvy companies can thrive.

||| Education

North Dakota has enjoyed a measurable improvement in its education attainment levels during the last two decades. Despite a slight decline between 1990 and 2000, the state leads the region in the share of its adult population enrolled in college or graduate school. College enrollment continues to grow, up 20 percent since 2000.

- The North Dakota K-12 school system and universities are producing an educated workforce.
- North Dakota's challenge is retaining these workers after they complete their education with good job opportunities that appeal to younger workers.
- North Dakota has made progress in this respect. Data from the Job Service North Dakota's Local Employment Household Dynamics program shows an average increase of over 3,000 workers under age 35 per year between the years 2003 and 2008.

Strategic Implications: North Dakota's education system generates the state's future workforce. In order to support the growth of North Dakota business, the state must:

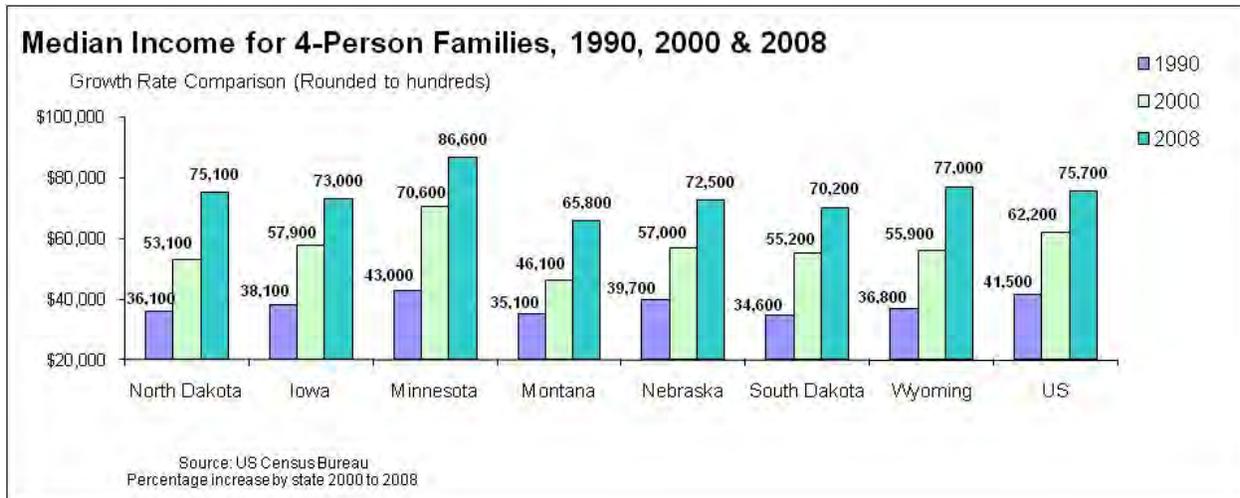
1. *Continue investing in initiatives aimed at informing students and parents about career opportunities in North Dakota.*
2. *Support educational programs at North Dakota schools, colleges and universities that prepare young people for high-demand jobs in North Dakota.*

||| Wages

Wage rates in North Dakota declined sharply in the 1980s. In the 1990s, the state reversed this decline. Since 2000, the rate of growth in wages has accelerated over that of the 1990s, up 13.7 percent over inflation from 2000 to 2008.



The median income for a family of four in North Dakota grew at a rate of nearly double the U. S. growth rate from 2000 to 2008.



Strategic Implications: *In order to continue growing wages, state and local leaders should:*

1. *Continue developing the state's targeted industries.*
2. *Invest in research and development that improves North Dakota's assets and competitiveness in emerging industries such as life sciences and advanced technology.*
3. *Continue investing in programs that foster entrepreneurship and nurture a business culture where innovative, tech-savvy companies can thrive.*

||| Age

Newly released U.S. Census Bureau data shows that the nation as a whole is aging, and North Dakota follows that trend. However, since 2000 North Dakota's median age has increased slower than the region (with the exception of Wyoming) and the U.S. as a whole. North Dakota's birthrate increased steadily during the last decade and was up more than 20 percent in 2009 compared to 2001.

Strategic Implications: The retirement of the baby boom generation will leave significant vacancies in the workforce. Two strategies will help North Dakota businesses prepare for these workforce shortages:

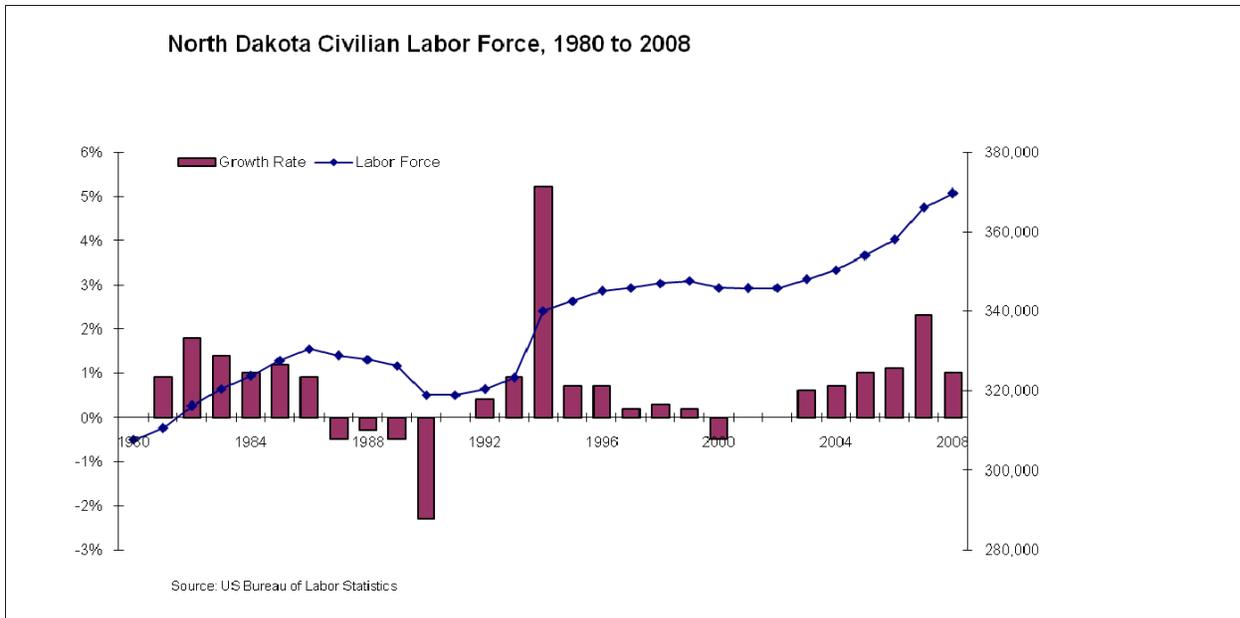
1. *Help existing businesses prepare for a smooth transition from one generation to the next with efforts such as succession planning.*
2. *Intensify initiatives aimed at attracting and retaining talent.*
3. *Reduce incentives that encourage people to retire early.*

||| Labor Force and Employment

The growth in North Dakota's labor force throughout the 1990s was a significant reversal of the trends of the '80s. Since 2000, the civilian labor force has grown by nearly 24,000 workers reaching 370,000 in 2008. Fifty percent of this increase occurred in 2007-08. Based on each sector's share of total employment from 2002 to 2008 the sectors with the fastest growth were mining up 85 percent, management services up 28 percent, professional and technical services up 26 percent and construction up 20 percent.

In actual employment numbers from 2002 to 2008, the fastest growing sectors were construction up 5,650, health care up 5076, professional & technical up 3,938, and mining up 3,601. All sectors showed growth in employment except information which includes telecommunications, newspaper, and media business.

Likewise, employment statistics show North Dakota has enjoyed a 40 percent increase in nonfarm payrolls since 1990, outpacing national employment growth for the last 19 years.



Strategic Implications: North Dakota's growing, well-educated workforce is a valuable asset for the state. The quality and quantity of the workforce is a prime measurement for private sector capital investment. Several strategies, working together, will help fuel ongoing growth of the labor force.

1. Promote policies and initiatives that grow the state's targeted and emerging industries to generate challenging, good paying jobs for young people.
2. Intensify initiatives aimed at attracting and retaining talent.
3. Support efforts to align the state's education and training programs with future North Dakota jobs.

||| Growth Industries

Since 1991, North Dakota has experienced its strongest industry growth rates in construction and manufacturing. North Dakota exceeded the nation in the creation of manufacturing jobs during the last 16 years. However, the future of the nation's manufacturing industry remains unclear.

Employment indicators released by the US Bureau of Labor Statistics show significant decreases in manufacturing employment and clearly show that the U.S. economy is transitioning away from manufacturing toward a more service-oriented economy. Services include; jobs in law, information technology, engineering, software development, architecture, accounting, and research services.

Since 2002 North Dakota has shown above average growth in mining, management, professional & technical services, proving the state can compete in a services-based economy.

Strategic Implications: Nationally, many economic and business leaders believe the U.S. needs to shift growth strategies toward technology-based economic development which focuses on creating a climate where innovative, technology-savvy companies can thrive. State, local and federal leaders should focus on:

1. *Creating initiatives to enhance the state's intellectual and physical infrastructure.*
2. *Cultivating a technically skilled workforce.*
3. *Improving access to capital.*
4. *Developing an entrepreneurial culture that encourages innovation.*
5. *Focusing on new and emerging industries with an emphasis on helping them to establish and grow in North Dakota.*

||| International Exports

From 2002 to 2008 North Dakota exports of all merchandise was up 222 percent, with manufactured goods up 200 percent. Machinery exports made up 62 percent of the manufactured goods exported. Agricultural exports were up 241 percent.

The global recession is having an effect on international sales, however, as North Dakota's exports for the first nine months of 2009 were down 26 percent for all merchandise and 25 percent for manufactured goods. Processed foods are a bright spot, with exports up 55 percent for the first nine months of 2009.

North Dakota's top customer is Canada, which accounts for more than 50 percent of the state's exported manufactured goods.

Strategic Implications Working with the North Dakota Trade Office and with industry groups, the state can take advantage of a lower U.S. dollar and continue building on recent export growth in commodities, processed foods, machinery, and computer and electronic products. Specific recommendations include:

1. *Providing expertise to North Dakota businesses looking to expand internationally*
2. *Helping businesses access capital for international expansion.*
3. *Educating and improving awareness of trade issues, opportunities, and the exporting process.*
4. *Helping qualified buyers or distributors access North Dakota markets.*



SECTORAL ANALYSIS |||

During the statewide community meetings, the Foundation analyzed each region's economic strengths, opportunities and weaknesses. In developing this strategic plan, the Foundation also examined data provided by the Bureau of Labor Statistics regarding business sectors, using the North American Industry Classification System (NAICS) in classifying and defining a business sector. The NAICS classifies individual business locations by type of economic activity in Canada, Mexico and the United States. The purpose of this system is to facilitate the collection and organization of business data in a uniform way in order to promote uniform analysis of the North American economy. The following sector analysis summarizes key findings by identifying the state's large and small sectors, major assets and key challenges for economic growth.

||| Key Findings: Large Sectors

Sector strength is measured by comparing Bureau of Labor Statistics (BLS) location quotient (LQ) data (by NAICS sub-sector) for North Dakota to the nation as a whole. The location quotients are calculated by comparing the sector's share of total local employment to the sector's national share. This ratio will yield a value generally between 0.00 and 2.00, where 1.00 demonstrates an equal share percentage between the local and national economies. Sector concentrations greater than 2.00 indicate a strong sector agglomeration. Those less than 0.50 indicate weak sectors.

Measuring sector employment in North Dakota as a percent of total employment between 2002 and 2008 indicates which sectors were growing faster or slower than state average growth. Sectors that showed a decrease in share of employment does not necessarily mean the sector employment decreased but that its percentage share of total employment was less than the statewide total average growth. The only sector to show an actual decrease in employment was NAICS code 51 Information, i.e., telecommunications, broadcasting, and publishing and data processing services. In North Dakota employment in this sector dropped 6.3 percent in actual numbers of jobs. However at the national level this sector dropped 11.2 percent during the same period.

Fastest Growth:

The fastest growing sector was natural resources led by oil and gas, followed by management, professional and technical services, construction, transportation and agriculture. Information had the sharpest percentage decline driven by significant changes and job losses in the newspaper and media business. Manufacturing, trade, finance and real estate showed slight percentage decreases.

Largest Sectors:

1. **Agriculture:** By far the strongest industry sector in North Dakota is agriculture. This sector points clearly to the extraordinarily important role North Dakota plays in raising crops and livestock to feed the world's growing population and meet increasing demands for renewable energy and life science applications. Based on three-year estimates obtained in the 2006-2008 American Communities Survey, agriculture in North Dakota employs more than 29,000 workers and has an LQ of 4.75.
2. **Natural Resources:** North Dakota's second strongest private sector LQ is natural resources, which includes oil and gas production and coal mining. According to 2008 U.S. Bureau of Labor Statistics, the state employs almost 7,000 workers in this sector, registering an LQ of 3.77.
3. **Higher Education & Research:** This sector includes teaching professionals and staff in both public and private universities, junior colleges, and commercial and noncommercial research organizations.

The high LQ reflects the emphasis North Dakotans' have historically placed on education as well as significant new investments in research and development. This sector's employment in 2008 was almost 14,700 with an LQ of 1.42.

4. **Tourism:** The tourism industry is not easily measured by standard economic metrics since it is demand not supply driven. A number of different NAICS codes need to be used to capture tourism's impact. North Dakota has conducted extensive research to measure the impact of tourism. Recent studies show North Dakota's tourism growth has outpaced the nation, 37.6 percent since 2001 compared to the nation's growth of 31 percent according to the U.S. Travel Association. IHS Global Insight research shows North Dakota's core tourism grew 10.7 percent between 2006 and 2008 while the rest of the nation posted an 8.1 percent gain. Visitor expenditure studies and return on investment research also show positive growth. NDSU research which uses like methodology across various industries shows tourism has seen consistent growth since 1990 when it began the study. This growth reflects North Dakota's emphasis on targeted, research-driven marketing efforts since 2003.

Other Strengths:

- a. **Utilities:** This sector includes electric services, gas distribution, water supplies, and irrigation systems. With an LQ of 2.42, utilities are strongly influenced by North Dakota's strengths in natural resources and agriculture. Total employment in 2008 was 3,416.
- b. **Wholesale Trade:** With an LQ of (1.32), the strength of this sector is most likely connected to the state's strong agricultural economy. This sector includes business to business trade of all durable and non-durable merchandise. Employment in 2008 was 19,866.

||| Key Findings – Emerging Sectors

Chemicals and Plastics: Currently, this is a small sector in North Dakota that offers big growth potential because of oil and gas development and emerging biofuels. This sector includes manufacturers of refined petroleum products into non-durable end products made from hydrocarbons such as benzene or durable end products made of plastic. North Dakota realized growth in the LQs of both chemical manufacturing and plastics between 2002 and 2008, indicating this sector is already growing.

Challenges :

North Dakota faces a number of challenges for future economic development, some are new but many of them are familiar.

Geography/Image:

Distance from markets, lack of a major metropolitan area, and a negative image are familiar challenges for North Dakota. New technology and the internet have decreased some of the geographic barriers. And the recent attention North Dakota has received as a result of its strong economy provides a different national storyline about North Dakota that highlights some of the state's most attractive qualities and provides a sharp contrast to the traditional national story about the state's remoteness and cold weather.

Outsourcing:

The nation's manufacturing industry has been devastated by companies moving their production facilities off-shore to reduce labor costs. Every business is under severe pressure to remain competitive and North Dakota companies are no exception. The state has worked hard to maintain the best business environment possible and in this global market must maintain a laser-like focus on offering businesses a highly competitive business climate.

National Recession:

While North Dakota hasn't suffered as much as many areas as a result of the recession, firms here are feeling the effects. Exports and employment are down, especially in manufacturing. On the other hand, home prices have remained stable and the current debt and credit crises has had less impact here than in the rest of the country. However, the potential exists for more negative impact before the recession is over.

Federal Policy:

Because health care is our largest employer and carbon-based energy is a significant and growing part of our economy, national government policy changes such as health reform and cap-and-trade will have a major effect on North Dakota.

TARGET INDUSTRY EVALUATIONS |||

The Economic Development Foundation and the Governor have identified a roster of target industries for the State. The target industries were developed based on the likelihood of success in a very dynamic and unpredictable global and national economy. A solidly based target industry evaluation allows local economic development leaders to focus their resources on those opportunities that can be reasonably expected to result in a positive outcome.

The targets are sufficiently broad to be able to incorporate smaller niches that might emerge in the state's economy.

The target industries are:

- | | |
|-----------------------------|---------------------------|
| ~ Advanced Manufacturing | ~ Value-Added Agriculture |
| ~ Technology-Based Business | ~ Tourism |
| | ~ Energy |

Advanced Manufacturing

According to the March 2009 North Dakota Job Service report on Advance Manufacturing, this sector has grown from the sixth to the fifth largest employment sector in the state. It also reports 10,000 new jobs since 1990, a 60 percent increase.

North Dakota Opportunities:

- **Biotech manufacturing:** Among high tech manufacturing industries, North Dakota has the greatest competitive advantage in biotechnology manufacturing. The state's rapidly growing biotechnology sector employs over half its tech-related manufacturing workforce.
- **Agricultural biotech:** This is a niche within biotechnology. Also referred to as bioengineering, this technology promises to drastically alter the way farmers produce foods. North Dakota's natural resources in production agriculture provide an obvious competitive edge for ag-biotech.

- Agricultural-related technology manufacturing: The state's large agricultural economy and value-added activities provide an opportunity for North Dakota to be a leader in producing electronic products for farm and food processing machinery.

Technology Based Businesses

North Dakota has experienced measurable successes since the mid-1990s in employment growth through information technology (IT).

North Dakota Opportunities:

- Entrepreneurial startups: North Dakota's opportunities in IT can be maximized by nurturing a multitude of entrepreneurial startups initiated by local talent.
- Meteorological software development also appears to be an opportunity that could increase the efficiencies of agricultural production in the state and also support North Dakota's growing wind power industry.
- Higher education's technology centers and research facilities along with new research & development tax credits are helping to set the stage for real opportunities in technology-based businesses.

Value-Added Agriculture

North Dakota ranks as the largest U.S. producer of 16 different commodities, including spring and durum wheat, sunflowers, and barley among other crops. The state currently has an obvious competitive advantage in agricultural production, employing more than four times as many workers as the national average.

North Dakota Opportunities:

- Convenience" foods: Export growth of North Dakota processed foods has steadily increased, including strong growth during the global recession.
- Specialty foods for niche markets: Specialty production presents North Dakota with an opportunity to generate growth from higher impact sectors such as agricultural biotech and "natural" foods. In addition, food production has traditionally been a strong point in North Dakota's economic, cultural and political foundations. To the extent that North Dakota has an international reputation, food has been a significant asset. Building on that identification will facilitate greater global recognition for the state.

Tourism

Tourism continues to rank second among industries contributing to North Dakota's economy with \$3.9 billion spent in 2007. The growth of tourism is felt statewide and the growth of the industry is outpacing the nation as documented in several recent studies. Tourism created 31,208 jobs accounting for \$760 million in total wages and salaries. The legendary branding, creative strategies and comprehensive media plans are showing a strong return on investment with \$123 returned for every \$1 invested in advertising. Advertising North Dakota as a tourism destination also has a positive impact on the image of North Dakota. Tourism is a key factor in promoting our quality of life.

North Dakota Opportunities:

- North Dakota continues to be challenged by our lack of image, climate, geographic location and lack of nationally recognized landmarks which precipitates the need for aggressive marketing.
- Canadian travel continues to be strong. Although affected by exchange rates and border's security, a targeted year-round campaign is needed to increase the 1.5 million trips to ND by Canadians.
- Our Outdoors is one of the main motivators for travel to North Dakota. Hunting and fishing continue to drive traffic throughout the year. A comprehensive plan to continue communicating the value of our natural resources should be a priority.
- Rural and Agra-tourism is one area visitors are looking to experience in North Dakota. Efforts to expand these opportunities will help these sectors grow.
- Businesses/leisure travel has moved to the top four types of travel (along with outdoors, festivals and events and touring) to North Dakota. Although business travel only accounted for 18% of total 2008 travel to North Dakota, most of the country is seeing decreases in business travel.
- North Dakota currently does not offer certified Green Travel options. As the demand for environmentally friendly travel options grows North Dakota needs to be prepared to offer green options. Nature-based opportunities do exist and need to be tied to these efforts.

Energy

North Dakota is poised to be a model for America in the development of diverse energy resources to meet our nation's growing demand for energy in a clean, environmentally friendly and sustainable way. North Dakota is home to the world's largest deposits of lignite coal, the fourth largest oil producing state, massive wind energy potential, and the top producer of 16 different agricultural commodities to that provide materials to support biofuels and biomass industries. North Dakota is also home to the nation's only National Center for Hydrogen Technology. All this combines to make North Dakota a major provider of energy in the future.

North Dakota Opportunities:

- **Oil and Gas:** Increased production of oil & gas from the Bakken and Three Forks formations has significantly boosted North Dakota output and has boosted tax revenues and economic activity. The outlook for future oil & gas production is positive. North Dakota's recoverable reserves were estimated at 1 billion barrels of oil in 2005. This figure has jumped to 3.1 billion barrels of oil today. Estimated gas reserves have risen from 1 trillion cubic feet to 3.1 trillion cubic feet in the same period.
- **Wind:** North Dakota is nationally recognized as having the greatest potential of any state in its capacity to produce energy through wind power. Full realization of our wind power will require further development of the power transmission grid.
- **Coal:** Research and development of clean coal technology, carbon capture and coal liquefaction promises to provide new opportunities for developing North Dakota's coal resources.
- **Biofuels:** Growing fuel as well as food provides a new avenue for diversification for North Dakota's agriculture industry. New crop varieties are under development to decrease the cost and increase the efficiency of biofuels. North Dakota is positioned to be a leader in the production of biomass and biofuels.

- **Manufacturing, Services and By-product Production:** Every sector within North Dakota's energy industry offers enormous potential for further development of supply chains, component manufacturing, and by-product development.

In summary, the target industries identified offer the greatest opportunity for growth and expansion to North Dakota. In addition to the target industries there are other high-growth, high-wage occupations in the healthcare and other supporting sectors which we need to pay attention to. Economic Development requires that the State and communities pay attention to those industry sectors which contribute to quality of life. Healthcare, education and law enforcement are key contributors to quality of life and projection of a positive image for our State.

Employment Projections

North Dakota's Unemployment Levels, although higher than the past has remained relatively low when compared to the rest of the county and region. Employment demand has also remained relatively high in many sectors of the economy. www.FindJobsND.com has monthly job vacancies listing that consistently ranged in the 8,000-9,000 level. Employment demand is projected to continue to be strong with the potential for significant increases in some sectors depending on Federal Policy.

Those occupational areas with the greatest numeric growth projected between 2006 and 2016 are listed in the table below. (Education/Training Codes used are: AD=Associates Degree; BD=Bachelors Degree; ST= Short-Term OJT; MT=Moderate-Term OJT; LT= Long-Term OJT; WE= Work Experience;



STATEWIDE OCCUPATION OPENINGS RANKED BY NUMERIC GROWTH |||

The summary table is restricted to those occupations with a 2006 base employment greater than 100

Numeric Growth Rank	Occupational Title	2006 Base Emp.	2016 Proj. Emp.	2008 Typical Wage (\$)	Education. / Training Code
1	Registered Nurses	7,130	8,514	51,253	AD
2	Retail Salespersons	11,522	12,901	18,882	ST
3	Customer Service Representatives	4,580	5,664	25,319	MT
4	Truck Drivers, Heavy and Tractor-Trailer	6,526	7,480	34,474	MT
5	Janitors/Cleaners, Exc. Maids & Housekeeping	7,190	8,024	20,786	ST
6	Personal and Home Care Aides	4,436	5,211	19,105	ST
7	Home Health Aides	3,104	3,846	20,944	ST
8	Combined Food Preparation and Serving Workers	6,085	6,715	15,256	ST
9	Waiters and Waitresses	7,454	8,084	14,379	ST
10	Office Clerks, General	13,607	14,185	21,686	ST
11	Sales Rep., Wholesale & Mfg, Exc. Tech. Products	4,039	4,585	42,627	MT
12	Accountants and Auditors	3,139	3,644	42,755	BD
13	Team Assemblers	2,989	3,473	26,160	MT
14	General and Operations Managers	3,816	4,296	77,134	BD+
15	Nursing Aides, Orderlies, and Attendants	6,536	6,981	22,657	VT
16	Child Care Workers	3,851	4,272	17,202	ST
17	Carpenters	2,973	3,394	31,283	LT
18	Truck Drivers, Light or Delivery Services	2,647	3,024	23,944	ST
19	Receptionists and Information Clerks	2,883	3,228	21,706	ST
20	Elementary School Teachers, Exc. Special Edu.	5,403	5,744	40,841	BD
21	Maintenance and Repair Workers, General	2,742	3,056	31,297	MT
22	Electricians	1,825	2,126	43,976	LT
23	Maids and Housekeeping Cleaners	3,544	3,831	17,001	ST
24	Welders, Cutters, Solderers, and Braziers	1,707	1,993	33,075	LT
25	Computer Systems Analysts	826	1,109	50,513	BD
26	Computer Software Engineers, Applications	733	1,013	55,703	BD
27	Social and Human Service Assistants	1,534	1,814	22,757	MT
28	Landscaping and Groundskeeping Workers	2,440	2,706	20,532	ST
29	Bill and Account Collectors	875	1,129	24,617	ST
30	Service Unit Operators, Oil, Gas, and Mining	627	869	42,528	MT
31	Heating, Air Conditioning, Refrigeration Mechanics	890	1,128	33,825	LT
32	First-Line Super./Mgr, Construction Trades Workers	1,549	1,782	48,045	WE

33	First-Line Super./Mgr, Production & Operating Wkrs	1,533	1,756	45,706	WE
34	Tellers	2,191	2,405	21,434	ST
35	Helpers--Production Workers	1,078	1,292	21,416	ST
36	Computer Support Specialists	1,022	1,235	32,269	AD
37	Supervisors, Food Preparation & Serving Workers	2,374	2,586	26,495	WE
38	Laborers & Freight, Stock & Material Movers, Hand	5,333	5,541	21,799	ST
39	Bookkeeping, Accounting, and Auditing Clerks	6,155	6,360	26,879	MT
40	Graduate Teaching Assistants	742	944	29,373	BD
41	Cooks, Restaurant	2,277	2,476	19,136	LT
42	Executive Secretaries & Administrative Assistants	3,769	3,968	32,806	MT
43	Operating Engineers & Other Const. Equip. Oprs.	2,163	2,356	37,730	MT
44	Roustabouts, Oil and Gas	490	675	33,629	MT
45	Counter and Rental Clerks	1,752	1,936	17,424	ST
46	First-Line Super./Mgr, Office Admin. Support Wkrs	2,873	3,054	39,392	WE
47	Hairdressers, Hairstylists, and Cosmetologists	2,481	2,660	22,562	VT
48	Teacher Assistants	3,456	3,634	24,067	ST
49	Computer Software Engineers, Systems Software	382	555	68,111	BD
50	Driver/Sales Workers	1,628	1,800	20,393	ST

*Based on input from the power generation, oil and natural gas industries the typical wage for occupation in those industries are vastly understated due to overtime and hours worked.

According to 2006-2016 ND Employment Projections, the top five jobs based on percent growth and wages are Computer Software Engineers, Systems Software, computer and Information Systems Managers, Industrial Engineers, Physician Assistants Mechanical Engineers.

||| Summary

North Dakota's labor force today has a higher proportion of women, is aging, and is more racially and ethnically diverse, compared to the workforce of decades ago. In brief, our workforce reflects the changing composition of the population. The aging of the workforce and lower birthrates and the expanding economy in North Dakota suggests a potential labor shortage in the future. To meet the needs of North Dakota business and industry it will be necessary to tap the talent of our entire working age population. To do that, we must ensure that our residents have access to affordable education and job skill training which is required to keep them globally competitive.

If we keep the status quo, and do nothing more than we are doing now, we may find tomorrow's workforce unprepared and North Dakota businesses unable to secure the talent they need to sustain and grow their business. By acting now, we can insure that North Dakota is positioned to sustain continuous economic growth, create new opportunities for previously underutilized populations and position all North Dakotans to share in the prosperity.