

# [GLI] GROW!

## GREATER LOUISVILLE REGION OPTIMIZING WORKFORCE

A regional talent attraction and retention strategy. Nothing is more critical than attracting and retaining talented, skilled people to grow our region's economy and change the trajectory of our community.

### Talent Challenges

- ☆ Population Growth
- ☆ Supply & Demand
- ☆ Workforce Sustainability
- ☆ Wage Stagnation



### Median Wage & UnderEmployment

Greater Louisville's median wage is strong and has held steady through the toughest years of this economy, but it still lags behind the national average. Some of Louisville's competitor cities, while also lower than the national average, have a somewhat higher median wage: Raleigh at \$48,590; Indianapolis at \$45,780 and Nashville at \$44,700. Underemployment (skilled workers employed below earning and productivity potential) is also a concern. National data shows **14.5%** of workers are underemployed, while in Louisville **28.2%** are underemployed.



### The Talent Attraction & Retention Problem:

Census data shows that the Louisville's MSA grew 5% over the last 15 years, while competitors like Raleigh grew 53%, Nashville 25% and Indianapolis 12%. Data also shows that Louisville is in a challenging position as it relates to the percentage of the regional population with college degrees, a proxy for skilled workers. There is important work being done to grow "our own" and retain them, but we also need to focus on recruiting talent so we increase the population in number and education level simultaneously. Foreign-born population, a critical factor in successful urban growth, is only one third of the average for the top 50 metros and our talent challenges are compounded by negative stereotypes that still persist. Simply put, Louisville is losing its edge in an increasingly competitive and global world. There are also other factors at play.

### Global Talent Fueling Positive Growth

International immigration into Greater Louisville has helped to offset demographic shifts, keeping the region's population growth at a slight increase. Many come to Louisville with advanced degrees and are helping to fill professional positions. More than 30% of the foreign born population in Louisville holds a bachelor's degree and more than 42% of foreign born



### Impact Statement

It is time to develop and implement a comprehensive strategy to expand and retain the region's existing talent pool. At the same time, an aggressive approach must be taken to attract skilled new talent to increase existing businesses' ability to grow and thrive and to attract others to locate here. Kentucky's 'brand' has long been erroneously associated with an uneducated, impoverished population and an uncultivated demographic; this has been a restricting factor in attracting and retaining talent. Greater Louisville must remake and strategically market an authentic, distinct and positive 'brand' for the region. Programs must accelerate skilled worker recruitment and retention through robust data analytics, crowd-sourced social media, business toolboxes, community marketing, and civic leadership.

The workforce and future economy stand at a tipping point, and the only viable choice is to tip-forward. If Greater Louisville does not address this growing challenge, it will fall further behind in economic growth. To do this it will require collaboration between community leaders and business leaders. This would be a game-changer for the Greater Louisville region.

### Global (cont)

students' curriculum focuses on STEM (Science, Technology, Engineering and Math education). There is great opportunity to fill high-tech, science, and health-related jobs with international talent.

### Workforce Sustainability

In comparing data focused on current and future trends, Louisville faces a particular challenge. Data shows that Louisville has a higher population in age groups 45-65 than its competitor cities, while lagging behind age groups representing 18-44 years. This means that more of the population will be retiring in the next 20 years than coming into the workforce.

US Avg.	18-24	25-44	45-64	65+
	<b>10.3%</b> 33,345,375	<b>30.2%</b> 97,769,934	<b>22.0%</b> 71,223,131	<b>12.4%</b> 40,143,946
<b>Austin</b>	10.1% 197,349	32.8% 637,291	23.2% 452,631	9.5% 184,821
<b>Raleigh</b>	<b>11.6%</b> 144,184	<b>34.9%</b> 433,797	20.7% 257,295	<b>8.6%</b> 106,895
<b>Columbus</b>	10.7% 213,415	32.6% 650,218	<b>21.2%</b> 422,841	10.0% 199,453
<b>Nashville</b>	10.2% 182,850	32.9% 589,781	22.0% 394,382	10.0% 179,264
<b>Indianapolis</b>	8.8% 173,472	32.2% 634,750	21.5% 423,823	10.9% 214,868
<b>Louisville</b>	<b>8.8%</b> 111,734	<b>30.7%</b> 389,800	<b>23.2%</b> 294,572	<b>12.6%</b> 159,983

While the "aging out" phenomenon is not unique to this region, the raw demographic realities create ever more acute challenges if decisive action is not taken now.

### Supply & Demand

Greater Louisville has more than 8,800 posted positions seeking a professional with a 4-year degree or higher. Research shows that jobs in the greatest demand by the year 2020 will be in the healthcare, business services, and construction industries. Not all of these careers require a 4-year degree, but research shows that these occupations reflect growth in sectors that are driven by other higher-skilled sectors of the economy.

According to the Brookings Institute "Metro areas with a well-educated labor force matched with industry demand have performed more strongly and will continue to do so for the next ten years."



## Peer City Strategies

### Raleigh, NC

Louisville's competitor cities have already begun to focus efforts and funding on talent attraction. In the Raleigh, NC, area the Chambers created a regional approach to attracting "smart" talent focused on science-related industries. The branding campaign, "Work in the Triangle, Smarter from Any Angle," has won a number of national awards.



### Indianapolis, IN

The Indianapolis region created a \$1.4 million strategy called "Xtern" focused on matching tech-skilled college students with Indy-based companies.

### Omaha, NE

Omaha's "We Don't Coast" campaign has focused on quirky, out of the ordinary ways to help young people network, creating energy that Omaha is a hip place to live, offer high-paying jobs, and an eclectic way of life.



## Summary of Key Strategies

Business and community leaders must act now. Many competitor metros have organized efforts and started campaigns, but they are not yet so far ahead that Louisville cannot close the gap.

There is a sense of urgency that Greater Louisville must immediately act on strategies to retain and attract educated, innovative, and quality talent. With limited funds, there will be limited results. With the appropriate funding and thoughtful physical and financial investment, these strategies can transform the Greater Louisville image, increase the talent pool, and improve the overall economy.

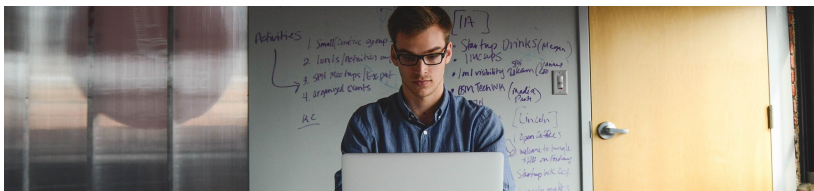
The following are a few examples of key strategies GLI is working on with business and community leaders:

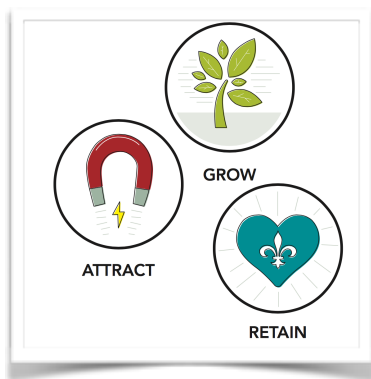
### ★ Coordinate community talent attraction efforts.

- ▶ Create a talent attraction coalition to serve as thought leaders in the talent attraction/process
- ▶ Build a robust online talent toolkit website for the ambassador program, corporate recruiters, and job seekers.
- ▶ Launch a community ambassador program to empower community champions to recruit from within their spheres of influence.
- ▶ Champion and enhance current education attainment efforts/programs
- ▶ Develop and support targeted local specific initiatives; as well as veteran pipeline; and gig worker pipeline
- ▶ Create a community "road show" for trade shows, conferences, events outside of our region to augment regional business recruitment efforts and showcase Greater Louisville's opportunities and quality of life.

### ★ Coordinate and expand talent retention initiatives.

- ▶ Support employers by building a community onboarding program to provide a consistent welcome experience and facilitate connections for new hires.
- ▶ Develop and support targeted programing through the Ambassador network to provide retention and development of local talent
- ▶ Targeted effort to retain regional graduates to fill positions in the regional job market





### Collaborative Approach

GLI is already engaged in several collaborative partnerships in talent and workforce, and serves as a champion for these initiatives. This ongoing work with companies, universities, community partners, government, and school systems has established a foundation on which to build. The Greater Louisville Foundation has agreed that talent attraction is its number one priority and is committed to facilitating fundraising and strategy execution.



**Greater Louisville Project**  
ADVANCING A COMPETITIVE CITY

- ▶ Coordinate a targeted regional initiative focused on retaining graduates from Kentucky schools and universities

### ★ Increase positive awareness for Greater Louisville specifically focused on regional talent opportunities and quality of life.

- ▶ Develop a branding campaign with dynamic content designed for our target audiences, including international, health, technology and service-related professionals, with a focus on the region's five cluster industries.
- ▶ Broadcast branding campaign on a national and global level
- ▶ Collect and analyze marketing outreach and engagement data

### Tip Forward Contributors

- ★ ARG Financial Group
- ★ AT&T Kentucky
- ★ Baptist Health
- ★ Beam Suntory
- ★ Brown-Forman Corp.
- ★ City of Jeffersontown
- ★ LG&E
- ★ Louisville & Jefferson County Metropolitan Sewer District
- ★ Mountjoy Chilton Medley LLP
- ★ Norton Healthcare
- ★ Old National Bank
- ★ PNC Foundation
- ★ Republic Bank
- ★ Stock Yards Bank & Trust Company
- ★ The Gheens Foundation, Inc.
- ★ University of Louisville Foundation

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