
**Northwest Michigan Workforce Development Board
Retreat**

Tuesday, September 9, 2014, 7:30 a.m. – 5:30 p.m.

**Beaver Island Lighthouse School (BILS)
Beaver Island, Michigan**

DRAFT - Minutes – DRAFT

Workforce Development Board (WDB) members present: Dave Adams, Diane Allington, Jim Barnard, Tino Breithaupt, Judy Ezop, Gary Fedus, Amanda Haworth, Andy Hayes, Paul Hresko, Gene Kaminski, Jane Korthase, Tracey Peal, Sue Peters, David Pratt, Bob Scheele, John Stephenson.

Education Advisory Group (EAG) members present: Cameron Brunet-Koch, Dave Cox, Mike Hill, Jason Jeffery, Jeff Jennette, Tim Nelson, Pete Olson, Kelly Smith, Jim Rummer.

Collaborative Development Council (CDC) members present: Doug Luciani, Rich Wolin.

Staff members present: Lisa Anderson, Dan Boss, Denise Culman, Sarah Lucas, Janie McNabb, Ken Roehling, Darla Rowland, Lisa Schut, Shelly Shugart, Steve Shugart, Tom White, Jessica Willis, Elaine Wood.

The retreat was an optional activity for board members. Certain members of two committees that work very closely with the board were also invited to participate on a voluntary basis, as they play a big role in helping us achieve our strategic plan.

A tour of the school campus was conducted for those retreat participants who were seeing the school for the first time.

A welcome message was delivered by the CEO, Elaine Wood and introductions were made around the room. E. Wood reminded participants that this was not a formal board meeting and no action would be taken. The primary purpose of the retreat was to thoroughly identify and review all activities that are taking place throughout the region that play a role in addressing any element of the WDB's Strategic Agenda, and to brainstorm additional activities that are needed.

An active and fun exercise took place whereby retreat participants identified various activities related to the Strategic Agenda and placed them on the component of the Strategic Agenda where they belong. A review presentation was then conducted by staff, explaining in more detail the various activities. Small groups then engaged in brainstorming to identify additional activities that could take place to address gaps, in order

to more fully implement the Strategic Agenda over the next few years. Summaries of the current activities and potential future activities, as identified by the retreat participants, are attached.

A presentation was made by staff about the implications of the federal law changing from the Workforce Investment Act (WIA) to the Workforce Innovation and Opportunity Act (WIOA) on July 1, 2015, as well as implications of Michigan's Regional Prosperity Initiative on the Michigan Works! system. Informal discussion took place.

During the lunch break, special recognition was given to Dave Adams, Chair of the Workforce Development Board, for his 33 years of dedicated service which will end on 12/31/14. His leadership was highlighted and several people made comments about Dave's outstanding service.

Respectfully submitted,

Denise Culman
Recording Secretary

Attachments: WDB Strategic Agenda activities to date, and list of possible additional activities

Northwest Michigan Workforce Development Board & Northwest Michigan Works, Inc.
A program of Northwest Michigan Council of Governments
Strategic Agenda, 2013-2020

Developed as a result of the Governor's Economic and Education Summits,
and the subsequent Northwest Regional Talent Summit, all held between March-May, 2013.

SUMMARY PAGE

Overriding Imperative:

Attract, develop & retain TALENT as a key driver for economic prosperity in Northwest Mi.

Goal 1: Increase occupational exposure and education at the high school and post-secondary levels, in ways that meet multiple learning styles, expose learners to real world jobs, and respond to employers' skill needs now and over the coming decade.

<u>Strategy A:</u> Increase work-based learning opportunities including internships, co-op, job shadowing, and apprenticeships.	<u>Strategy B:</u> Provide educators with summer fellowships at local employers so they can contextualize subject matter to occupations.	<u>Strategy C:</u> Increase student/parent/teacher career days and tours of businesses (Talent Tours).	<u>Strategy D:</u> Utilize & leverage media networks/avenues for marketing career opportunities to students, parents and other adults.
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Goal 2: Improve the foundational skills of both the current and future work force.

<u>Strategy A:</u> Connect EDPs to career goals.	<u>Strategy B:</u> Develop & deliver a refresher course for foundational skills for adults.
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Goal 3: Attract and retain more young adults for all kinds of professional and technical positions.

<u>Strategy A:</u> Develop a single point of information for recruitment and retention strategies.	<u>Strategy B:</u> Develop Talent Co-ops for pooling of resources for industry-specific talent attraction.	<u>Strategy C:</u> Promote quality of life in Northwest MI.; implement "attract back" activities for high school and college graduates of the region.	<u>Strategy D:</u> Develop a campaign to educate employers about factors that attract young people.
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Goal 4: Increase diversity of job opportunities in the region.

<u>Strategy A:</u> Establish a system for "entrepreneurship apprenticeships" and entrepreneurship incubator(s).	<u>Strategy B:</u> Promote the telecommute economy and fiber infrastructure/high speed internet; develop telecommuting centers.	<u>Strategy C:</u> Reinforce the essential connections among place-making, jobs, community vitality and economic prosperity.	<u>Strategy D:</u> Promote multi-cultural events and foreign student opportunities.	<u>Strategy E:</u> Target wealthy visitors & residents for business attraction and social entrepreneurship.
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Northwest Michigan Workforce Development Board

Strategic Agenda Activities, Update 10/1/14

Goal 1: Increase occupational exposure and education at the high school and post-secondary levels, in ways that meet multiple learning styles, expose learners to real world jobs, and respond to employers' skill needs now and over the coming decade.

Strategy A: Increase work-based learning opportunities including internships, co-op, job shadowing, and apprenticeships

Activity	Lead Agency	Partners	Description	Also aligned with Goal/Strategy
Work-based Learning Scholarships	Northwest Michigan Works! (NMW!)	Educational institutions	NMW! has committed a large portion of its occupational training funds to scholarships for low-skilled, eligible participants to attend short-term training programs that incorporate a work-based learning component.	2
OJT	NMW!	Local Employers	NMW! offers an incentive to employers to hire and train individuals who are lacking some of the necessary skills for the job.	2
Apprenticeship	NMW!	Local Employers and educational institutions	NMW! can sponsor apprenticeships for any employer in any occupation. NMW! will manage the tracking and documentation requirements with the U.S. Department of Labor, thereby reducing the burden on the employers.	2
CNC Bootcamp	MMTC/NMC	NMW!, Local Employers	Intensive, short-term training program that teaches students the basics of Machine Operation and CNC programming. This foundation prepares them for further training on the job, based on the company's needs.	
Fab Lab	NCMC	NLEA, NMW!, Local Employers, Tribe, local secondary schools	Mobile training facility for digital manufacturing. Travels to local companies and high schools to provide training as needed.	

Co-ops	All Career Tech programs	Local Employers	An opportunity to gain school credit while working in a local business and gaining experience in the workplace	2
Required Internships for various college programs	Colleges	Local Employers	Internships are required for NMC's Business and Tech programs, Baker College's programs	2
Work Experience Programs	NMW!	Local employers	WIA Youth, PATH, and Prisoner Reentry programs provide funding to support work experience and community service programs for participants. This offers a chance to experience a real work environment and apply soft skills.	2
MAT2	Baker College of Cadillac	MEDC, NMW!, WMISD, Local Employers	Michigan Advanced Technician Training. This program will be offered in our region starting January, 2015 by Baker College of Cadillac. The program trains individuals in Mechatronics, a cross-functional and broad-based specialty. The program is unique in that it alternates periods of classroom training with training at a workplace. Employers sponsor participants by paying for their tuition and hiring them for work periods; graduates commit to working for that employer for a minimum of two years following the program.	
Just-in-Time Trainings	NMW!	Local employers, colleges, tech centers	As-needed response to critical need for trained workers. Developed by convening employers to determine specific skill needs; educational institutions create an intensive program that delivers training to meet those needs.	
Youth Development & Mentoring Program	MDOT	Local employers	Opportunities for high school students to work in engineering co-ops during the summer, alongside mentors in the field.	2

Goal 1: Increase occupational exposure and education at the high school and post-secondary levels, in ways that meet multiple learning styles, expose learners to real world jobs, and respond to employers' skill needs now and over the coming decade.

Strategy B: Provide educators with summer fellowships at local employers so they can contextualize subject matter to occupations.

Activity	Lead Agency	Partners	Description	Also aligned with Goal/Strategy
Return to Industry program	NMC	Local Employers	Instructors work for a brief period at a local employer within their field, learning the latest industry trends, tools, and application of theory. NMC and the employer split the cost of wages.	
Adjunct Faculty	Baker College	Local Employers	Instructors are cultivated from leaders in the field.	2

Goal 1: Increase occupational exposure and education at the high school and post-secondary levels, in ways that meet multiple learning styles, expose learners to real world jobs, and respond to employers' skill needs now and over the coming decade.

Strategy C: Increase teacher, student, parent career days

Activity	Lead Agency	Partners	Description	Also aligned with Goal/Strategy
Talent Tours	NMW!	School and employers	Tours of local businesses for disadvantaged youth to expose them to career fields.	
Career Expo	Career Jumpstart	NMW!, MEDC, schools, East Jordan Chamber	A business expo for students – businesses set up booths and students tour the expo asking questions about the industries and occupations represented.	

Manufacturing Day – Cadillac, Traverse City, Manistee	Varies	Local employers, school districts/ISDs, colleges, MMTC	Local manufacturing companies open their doors to public tours; schools have expos of programs showcasing educational opportunities	
Summer Career camps	Varies	NMW!, local employers, colleges, ISDs	Summer programs for elementary, middle, and high school students to explore career fields. Examples include STEM, healthcare, robotics, and more.	

Goal 1: Increase occupational exposure and education at the high school and post-secondary levels, in ways that meet multiple learning styles, expose learners to real world jobs, and respond to employers’ skill needs now and over the coming decade.

Strategy D: Utilize & leverage media networks/avenues for marketing career opportunities to students, parents and other adults.

Activity	Lead Agency	Partners	Description	Also aligned with Goal/Strategy
Student Video contest	NMW!	All ISDs, colleges, high schools, employers	A contest open to teams of high school students in the ten-county region. Teams create a video showcasing the career topic. In 2013-14, the topic was manufacturing careers. In 2014-15, the topic will be STEM. Prizes go to first and second place winners – both the school and the team members receive a prize.	3, c
Career Spotlight	NMW!	All ISDs	A series that showcases careers in high demand industries, and highlights the ways in which knowledge economy skills are applied on the job. Careers explored thus far are healthcare, manufacturing, and information technology. The series includes a video, a web page, and a flyer.	
Career awareness Articles series in Petoskey News	Career Jumpstart	MEDC, Petoskey News Review, local employers, NCMC	A bi-weekly column dedicated to informing the general public about in-demand occupations and the skills they require.	

Radio Talk Show spots	Varies		Periodic appearances on radio talk shows to promote in-demand career opportunities. Includes Andy Hayes on Michigan Business Network; Laura Oblinger on Ron Jolly; various NMW! Staff on Ron Jolly; etc.	

Goal 2: Improve the foundational skills of both the current and future workforce.

Strategy A: Connect EDPs to career goals

Activity	Lead Agency	Partners	Description	Also aligned with Goal/Strategy
Regional ISD Strategic Plan	All ISDs	NLEA	All ISDs in the region are creating a regional strategic plan that aligns with the workforce development board's strategic agenda. This plan includes emphasis on connecting students' EDPs to career goals.	

Goal 2: Improve the foundational skills of both the current and future workforce.

Strategy B: Develop and deliver soft skills training in a variety of methods for young people and adults.

Activity	Lead Agency	Partners	Description	Also aligned with Goal/Strategy
Soft Skills Videos	MEDC		A series of videos that teaches and tests "soft skills" such as teamwork, critical thinking, communication, and attitude.	
JAG	NMW!	Local districts, EAG	A national program providing evidence-based curriculum in soft skills training for youth. The program teaches 37 competencies that focus on work ethic, attitude, financial literacy, and more.	
KeyTrain Career Skills Series	NMW!	ISDs	A series of web-based training modules that teach career skills such as communication, accessing technology, analyzing information, and more. These modules are aligned with the National Career Readiness Certificate Plus.	

Work Experience Training	Goodwill	Local employers	Training programs that integrate case management with instructor-led training. This design provides immediate feedback and correction for participants, increasing retention of both the occupational skill and the employability skill.	
TCAPS Mentoring	TCAPS	Poverty Reduction Initiative	This program finds volunteer mentors for students at risk of dropping out or not completing high school with a diploma.	
National Career Readiness Certificate	ACT	NMW!, ISDs, Local Employers	The NCRC is a competency-based assessment that measures a person's ability to apply academic principles in a work environment. The certificate is awarded based on scores from three WorkKeys tests: Applied Mathematics, Locating Information, and Reading for Information. Certificates come in Bronze, Silver, Gold, and Platinum. The ACT website describes how certificate level matches skill level for hundreds of occupations.	

Goal 3: Attract and retain more young adults for all kinds of professional and technical positions.

Strategy A: Develop initiatives to attract and retain skilled workers.

Activity	Lead Agency	Partners	Description	Also aligned with Goal/Strategy
Wing Man program	TC Young Professionals	Traverse City Area Chamber of Commerce	A professional who is new to the area or considering employment opportunities in the area, can connect with a Young Professional. The YP will meet for coffee, happy hour, or at a family-friendly park to discuss what it's like to live in this region.	
Shifting Gears	MEDC	NMW!, Local employers	This program teaches seasoned professionals to "shift gears" and market themselves in a new way for a new job market. An example includes a dislocated C-level professional from a large corporation who learns to apply his/her skills in a small business environment. The program includes an 80-hour pro bono internship at a local small business.	

Live-Work-Play web site	Networks Northwest	MyNorth Media, local EDOs	The immensely popular “MyNorth.com” web site has been designated the regional Live-Work-Play web site. The site is undergoing a few enhancements to include information on Living in Northwest Lower Michigan, as well as information on Working here. This initiative will leverage the large customer base that already enjoys Playing here.	

Goal 3: Attract and retain more young adults for all kinds of professional and technical positions.

Strategy B: Develop Talent Co-ops for pooling of resources for industry-specific talent attraction.

Activity	Lead Agency	Partners	Description	Also aligned with Goal/Strategy
Live-Work-Play web site industry sections	Networks Northwest	MyNorth Media, local EDOs	A potential future enhancement for the Live-Work-Play web site will be to feature industry sectors that are growing and offering significant job opportunities. A Co-op for pooling and/or attracting talent would be a natural evolution of this program.	3, C

Goal 3: Attract and retain more young adults for all kinds of professional and technical positions.

Strategy C: Promote quality of life in Northwest Michigan, specifically targeting individuals with prior connection to the area

Activity	Lead Agency	Partners	Description	Also aligned with Goal/Strategy
DreamJob	MEDC	Local employers	DreamJob is a job fair of immense scale. Recently held in Detroit, it was an effort to attract talent from out of state to move to Michigan and access the many job opportunities available here. Northwest Lower Michigan had a “quality of life” booth, showcasing our region as a great place to live.	
MichAgain	MEDC		A marketing effort targeted at former residents of Michigan who may be interested in returning for the right job opportunity. MEDC is able to market job opportunities from around the state to the database they have been building based on expos they have conducted around the country.	

Goal 3: Attract and retain more young adults for all kinds of professional and technical positions.

Strategy D: Educate employers about factors that attract young people

Activity	Lead Agency	Partners	Description	Also aligned with Goal/ Strategy
ETC Workshop: Recruiting and Retaining Young Talent	NMW!	AlcoTec Wire, Grand Traverse Container, Benzie Area Chamber of Commerce	The Employer Training Council (ETC) is a collaborative group of local employers and support organizations that offer periodic workshops on topics of interest to local businesses. A recent workshop featured how to recruit and retain young talent. It boasted near record attendance. www.nwm.org/ETC	

Goal 4: Increase diversity of job opportunities in the region.

Strategy A: Establish a system for “entrepreneurship apprenticeships” and entrepreneurship incubator(s).

	Lead Agency	Partners	Description	Also aligned with Goal/ Strategy
Cool House Labs	Private Company		A private company that is developing entrepreneurs in Harbor Springs, Cool House Labs offers young aspiring business talent with an intensive experience to create their own company. Investors review and select promising enterprises to support.	
Business Development Center (pending)	SBDC, Baker College	Networks Northwest, NMW!	Baker College and the Small Business Development Center are actively exploring formal and informal ways to offer a one-stop location for a wide variety of business development services in Cadillac.	

Goal 4: Increase diversity of job opportunities in the region.**Strategy B: Promote the telecommute economy and fiber infrastructure/high speed internet; develop telecommuting centers.**

Activity	Lead Agency	Partners	Description	Also aligned with Goal/Strategy
Framework for our Future	Networks Northwest	EDOs, colleges, and many others too numerous to list	The Regional Prosperity Plan will have a strong emphasis on the degree to which infrastructure needed for the telecommute economy and other business requirements for high speed internet service are being met, or are not being met, in specific areas of the region. Each county will have a detailed assessment of growth and investment factors within the Regional Prosperity Plan, allowing communities to see where investments need to be made to support broadband infrastructure.	

Goal 4: Increase diversity of job opportunities in the region.**Strategy C: Reinforce the essential connections among place-making, jobs, community vitality and economic prosperity.**

Activity	Lead Agency	Partners	Description	Also aligned with Goal/Strategy
Framework for Our Future	Networks Northwest	Traverse City Chamber, NLEA, AES, MLUI, NMW!, PRI, many more	A regional plan for Transportation, Energy, Growth & Investment, and Housing. The plan also incorporates symbiotic topics such as Talent, Health, Food Access, Recreation, and more. The plan and the strategies identified during the arduous public input process underscore the connections among quality of life, income stability, and overall prosperity.	
Regional Prosperity Initiative	Governor Snyder		A new means of supporting and incentivizing collaboration for efficiency and economic growth. Regions were defined through research on labor sheds, population density, and economies. All state programs are aligning with the regions; the Governor's office is offering regional collaboration grants for voluntary alignment.	

Goal 4: Increase diversity of job opportunities in the region.

Strategy D: Promote multi-culture events and foreign student opportunities.

Activity	Lead Agency	Partners	Description	Also aligned with Goal/Strategy
Chinese Exchange Partnership	TCAPS		The program offers students a short-term or long-term exchange opportunity with a partner school in Dalian, China.	
International Affairs Forum	NMC	International Affairs Forum, Academic WorldQuest	Offers conferences, lecture series, and other events that explore global issues and raise awareness of the need for our region to embrace cultural diversity in an effort to succeed in a global economy.	
International Baccalaureate Programs	Local school districts		Several school districts throughout the region have begun to offer IB programs, which emphasize global mindedness, cultural exploration, and development of character traits that are valued throughout the world.	

Goal 4: Increase diversity of job opportunities in the region.

Strategy E: Target wealthy visitors & residents for business attraction and social entrepreneurship.

Activity	Lead Agency(ies)	Partners	Description	Also aligned with Goal/Strategy
No specific activity as of yet.				

Potential Additional Activities for the Strategic Agenda

This was a brainstorming session. All ideas were included.

Potential activities to address Goal 3, Strategy B: Develop talent co-ops for pooling of resources for industry-specific talent attraction.

- Do a northwest version of the Dream Job event
- Determine which talent pools need to be targeted
- Coordinate with staffing agencies
- Team up educators with industry representatives
- Do marketing by industry, pooling employers' resources
- Start with companies that are open minded about collaboration
- Need an assessment of employers' needs for talent
- Tie in talent recruitment to major regional events
- Provide internship recruitment assistance for companies
- Use professional groups on LinkedIn
- Develop sector sites on the live-work-play site
- Need more young professional housing opportunities

Potential activities to address Goal 3, Strategy C: Implement "attract back" activities for high school & college grads of the region.

- Do a follow up study; where are they?
- Promote greater diversification in the region's economy so there will be more jobs for them to come back to
- Promote job availability & life style via social media
- Address related issues that stand in the way, such as housing, wages, public transportation
- Local pride social media groups
- Stories of people who have come back successfully
- Take advantage of class reunions somehow
- Identify the barriers for those who want to come back but haven't found a way
- Continue to promote positive placemaking
- Promote the region as a great place to live, work, play, and raise a family
- Identify the kinds of jobs that are most likely to attract young people back
- Figure out better mechanisms to link job opportunities with specific talented people

Potential activities to address Goal 4, Strategy A: Establish a system for "entrepreneurship apprenticeships" and entrepreneurship incubators.

- Learn from Cool House Labs
- Get ideas from CEO roundtable groups, and investor groups like Blue Water, NM Angels, Grand Angels, Talent 2025
- NMC's "Hacker & Maker Space"
- Make better use of the Business Atlas

- Use “aging out” entrepreneurs for apprenticeship & mentoring
- Get into EB5 – international investment
- Business start-ups are public record
- Empower people to be entrepreneurs by integrating Entrepreneurial Skills into education, providing more community support, and embracing failure rather than fearing it
- Better identify the skill sets of successful entrepreneurs
- Deal with the perception of job diversity in the region; it’s not all tourism!
- Investigate succession planning in major companies
- Gap analysis of entrepreneurial skill sets:
 - Short term – mentor, classes, contests, pitch sessions
 - Long term – culture change, risk, perception of failure, community support
- Support system - Dream Maker - attract, develop, retain entrepreneurs

Potential activities to address Goal 4, Strategy B: Promote telecommute economy and fiber infrastructure.

- Community-based broad band initiatives; more private funding to support
- Assess broadband inventory in region to focus on gaps
- Help providers collaborate
- Look into options other than hard wire or fiber
- Look into successful broadband project in other regions
- Inventory the existing stock of “fractional office space” and promote it
- Use the “code red” project in GT Co. for more than an emergency communication system
- Professional development training around infrastructure that will encourage development
- Promote telecommuting centers to encourage companies to hire people here to do various jobs/projects
- Use “Pure Michigan” to promote broadband infrastructure
- Use MyNorth.com to promote broadband
- Address the cultural conflict around broadband – the view that broadband promotes unwanted busy growth
- Discuss some of these ideas with SCORE groups for promotion and to assess needs
- Look to targeted population groups to form shared office centers; i.e.: human resources, sales, IT; promote not only cost savings but benefits of collaboration and networking
- Find successful models; research & develop

Potential activities to address Goal 4, Strategy E: Target wealthy visitors for business attraction and social entrepreneurship to increase diversity of job opportunities

- Amateur sports leagues/tournaments attract highly-educated, wealthy demographics
- Need a database to capture info on visitors for marketing

- Distribute bookmarks, etc. for live-work-play site at sporting events, wine festivals, music festivals, etc.
- Word of mouth relationships are best
- Economic development “ambassadors” at big events
- Need an asset inventory to show that we are more than just a resort area (great schools, manufacturing, etc.)
- Use existing media for feature articles
- Target geographies where we know we’ve lost people (such as Chicago) to attract them back
- Make it easier for the workforce to live here so businesses can invest with more confidence; need housing, transportation & other infrastructure to support & attract investors
- Businesses will come if we have skilled workers
- Continue to advocate for Detroit turnaround; will have a positive impact on NW MI
- Take better advantage of big events like the Equestrian shows, Boyne Thunder boating event, film Festival, etc.
- Formal connections, partnerships & collaborations between EDCs & visitors bureaus
- Think outside the region; support improvement statewide
- Don’t sell out the region to just any wealthy people; target those with values, generosity, community-minded, etc.
- Placemaking
- Don’t kill the goose that laid the golden egg; keep our many assets strong
- Be welcoming communities