

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.

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

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

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

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

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.

Strategy	Tactics	Primary Responsibility	Key Partner(s)	Essential Activities	Timing
Strategy A: Increase work-based learning opportunities including internships, co-op, job shadowing, and apprenticeships.	Incorporate work-based components into all MW just-in-time trainings.	- Northwest Michigan Works	- Businesses and industry cluster partnerships - Training schools - WDA	- Build into all training designs and RFPs	Immediate & ongoing
	Develop non-traditional apprenticeship models for high school grads and adults.	- Northwest Michigan Works	- Post-secondary institutions - Businesses and industry cluster partnerships - DOL	- Use previous CNA Apprenticeship as a model - Develop curriculum/work models for other occupations	Immediate & ongoing
	Increase internship, co-op and job shadowing activities for high school students, to help students	- WDB's Education Advisory Group	- ISDs – Career Tech Centers - High schools - Businesses and industry cluster	- Build models and examples - Utilize Career Pathways materials to integrate into	Develop during 2013-2014 school year; Implement in

	understand careers and appropriate workplace behaviors.		<ul style="list-style-type: none"> - partnerships Parents/students 	<ul style="list-style-type: none"> - curriculums Promote widely - Implement in early-adopting schools - Continue to promote for expansion 	2014-2015 school year and ongoing
Strategy B: Provide teachers with summer fellowships at local employers so they can contextualize subject matter to occupations.	Develop fellowship model with key employment sectors in each sub-region.	<ul style="list-style-type: none"> - WDB's Education Advisory Group - ISDs 	<ul style="list-style-type: none"> - K-12 school districts - Businesses and industry cluster partnerships - Business associations 	<ul style="list-style-type: none"> - Design/develop program - Market program - Find sponsors - Implement - Continue promoting for expansion 	Develop during 2013-2014 school year; Implement summer 2014 and ongoing
Strategy C: Increase student/parent/teacher career days and tours of businesses (Talent Tours).	Develop a variety of activities under the banner of Talent Tours in each sub-region.	<ul style="list-style-type: none"> - WDB's Education Advisory Group - ISDs - Businesses and industry cluster partnerships 	<ul style="list-style-type: none"> - K-12 school districts - Business associations 	<ul style="list-style-type: none"> - Design/develop program, building on current activities - Market program - Find sponsors - Implement - Continue promoting for expansion 	Develop during 2013-2014 school year; Implement summer 2014 and ongoing
Strategy D: Utilize media networks/avenues for marketing career opportunities to students, parents and other adults.	Engage two or more media outlets to commit to ongoing (2 year commitments minimum each) to regional career opportunity marketing campaign.	<ul style="list-style-type: none"> - WDB's Education Advisory Group - ISDs - Business associations - Industry cluster partnerships - Media outlets 	<ul style="list-style-type: none"> - K-12 school districts 	<ul style="list-style-type: none"> - Build on current Career Spotlight activities - Greatly expand scope & reach - Develop matrix of materials and schedule for use by media - Engage use school newsletters & websites 	Develop during 2013; Implement in 2014 and ongoing

Goal 2: Improve the foundational skills of both the current and future work force.					
Strategy	Tactics	Primary Responsibility	Key Partner(s)	Essential Activities	Timing
Strategy A: Connect EDPs to career goals.	Promote the use of career goals in EDPs throughout all school districts in the region.	<ul style="list-style-type: none"> - WDB's Education Advisory Group - ISDs 	<ul style="list-style-type: none"> - K-12 school districts 	<ul style="list-style-type: none"> - Provide rationale and examples/models - Promote widely - Implement in early-adopting schools - Continue to promote for expansion 	Develop during 2013-2014 school year; Implement summer 2014 and ongoing
Strategy B: Develop & deliver a refresher course for foundational skills for adults.	Establish one comprehensive, yet expedient, foundational skills course that is modularized and therefore customizable to the needs of individuals.	<ul style="list-style-type: none"> - Northwest Michigan Works - Adult Ed Learning Labs 	<ul style="list-style-type: none"> - Specific employers - Industry cluster partnerships - Business associations 	<ul style="list-style-type: none"> - Identify existing curriculums such as Key Train - Select one/ more curriculum(s) and modify as needed - Implement regular schedule of offerings - Incorporate into PATH program - Incorporate as a strongly suggested activity for other customer s - Utilize internet-based approaches and distance learning to greatest degree possible 	Develop during Oct.-Dec. 2013; Implement 2014 and ongoing

Goal 3: Attract and retain more young adults for all kinds of professional and technical positions.					
Strategy	Tactics	Primary Responsibility	Key Partner(s)	Essential Activities	Timing
Strategy A: Develop a single point of information for recruitment and retention strategies.	Develop a Live/Work/Play website for the Northwest region, to include an intake/referral process for common use by all partners.	<ul style="list-style-type: none"> - NWMCOG/ Northwest Michigan Works 	<ul style="list-style-type: none"> - Human resources associations - Chambers of commerce - EDOs - Community Colleges 	<ul style="list-style-type: none"> - Establish common intake & referral process among partners for individuals looking to relocate to region - Research any existing platform(s) that would be appropriate for this purpose - Seek funding and sponsors - Establish and use a local design team, including young professionals - Contract with site developer 	Development process during 2014; Implement by end of 2014; Market aggressively through all partners
Strategy B: Develop Talent Co-ops for pooling of resources for industry-specific talent attraction.	Establish a methodology and support system for companies with similar talent needs to conduct joint marketing activities for talent attraction.	<ul style="list-style-type: none"> - Northwest Michigan Works - Human Resources Associations - Business associations 	<ul style="list-style-type: none"> - Businesses and industry cluster partnerships - Chambers of Commerce - EDOs - MEDC 	<ul style="list-style-type: none"> - Identify sector(s) for early adoption - Design with employers leading - Develop on-line infrastructure to support - Tie to talent recruitment site (Goal 3.A.) - Promote widely - Replicate 	Develop during 2014; Implement and replicate in 2015 and on-going

Strategy C: Promote quality of life in Northwest MI.; implement “attract back” activities for high school and college graduates of the region.	Sponsor at least 1 Live-Work-Play event in the region per year.	<ul style="list-style-type: none"> - NWMCOG/ Northwest Michigan Works - MEDC 	<ul style="list-style-type: none"> - Chambers - EDOs - Colleges - MEDC 	<ul style="list-style-type: none"> - Apply to MEDC for funding - Develop a sub-regional calendar of annual L-W-P events - Tie events to other activities & highlights - Promote widely 	Begin in summer 2013; Continue on-going for at least 5 years
	Design and implement a marketing campaign to young adults who graduated from school in the region.	<ul style="list-style-type: none"> - ISDs - Northwest Michigan Works - EDOs 	<ul style="list-style-type: none"> - High schools - MEDC - Colleges - Business organizations - Family members 	<ul style="list-style-type: none"> - Research any models currently in place via MEDC - Identify sponsors and funding - Engage the schools’ participation - Develop the implementation strategy 	Begin process in summer of 2014; Campaign in place by winter of 2015; On-going implementation for at least 3 years, depending upon funding
Strategy D: Develop a campaign to educate employers about factors that attract young people.	Tie this activity to the tactic for Goal 3, Strategy A, by including a component in the website designed specifically for employers.	<ul style="list-style-type: none"> - NWMCOG/ Northwest Michigan Works 	<ul style="list-style-type: none"> - Human resources associations - Chambers of Commerce - Northwest Michigan Works - EDOs - Community Colleges 	<ul style="list-style-type: none"> - Research any existing platform(s) that would be appropriate for this purpose - Seek funding and sponsors - Establish a local design team, including local companies - Contract with site developer 	Development process during 2014; Implement by end of 2014; Market aggressively through all partners on on-going basis
	Design and implement a marketing campaign to businesses.	<ul style="list-style-type: none"> - NWMCOG/ Northwest Michigan Works 	<ul style="list-style-type: none"> - EDOs - Media - One or more key 	<ul style="list-style-type: none"> - Identify one or more marketing firm sponsors 	Begin process in fall 2013; Campaign in

		- Chambers of Commerce	marketing firms	- Seek funding for development - Develop a marketing campaign and implementation strategy	place by spring 2014; On-going implementation for at least 3 years
Goal 4: Increase diversity of job opportunities in the region.					
Strategy	Tactics	Primary Responsibility	Key Partner(s)	Essential Activities	Timing
Strategy A: Establish a system for “entrepreneurship apprenticeships” and entrepreneurship incubator(s).	Develop a model for entrepreneurship apprenticeship that encompasses curriculum with certification, work-based experience, and mentorship	- Northwest Michigan Works - NWMCOG/ SBTDC	- Colleges - Chambers of Commerce - SCORE - High schools - Businesses	- Research any existing models - Determine one or two pilot sites - Promote widely - Replicate in other locations	Design & development throughout 2014; Implement in 2015 and on-going, depending upon funding availability
	Develop at least one incubator location that supports entrepreneurial start-ups	- NWMCOG/ SBTDC - Business Atlas partnership	- Colleges - Chambers of Commerce - SCORE	- Verify currently identified location - Find sponsors for furnishings & technology - Develop fee schedule - Market widely	Design & development throughout 2014; Implement in 2015 and on-going, depending upon funding availability
Strategy B: Promote the telecommute economy and fiber infrastructure/high speed internet; develop telecommuting centers	Continue aggressive economic development activities to ensure technology infrastructure continues to grow	- NWMCOG - EDOs - Local govts.	- Businesses - Business associations - Chambers of Commerce	- Utilize CEDS as the supporting framework - Build on place-making activities	Immediate & on-going
	Utilize entrepreneurs' incubator center(s) as support locations for	- NWMCOG/ SBTDC - Business Atlas	- Colleges - Chambers of Commerce	- Verify currently identified location	Design & development throughout

	telecommuters (per Goal 4, Strategy A)	partnership	- SCORE	<ul style="list-style-type: none"> - Find sponsors for furnishings & technology - Develop fee schedule - Market widely 	2014; Implement in 2015 and on-going, depending upon funding availability
Strategy C: Reinforce the essential connections among place-making, jobs, community vitality and economic prosperity.	Introduce and pursue Governor Snyder's Regional Reinvention initiative, including joint board meetings and future of greater consolidation	<ul style="list-style-type: none"> - NWMCOG/ Northwest Michigan Works/ Workforce Board - Governor's office 	<ul style="list-style-type: none"> - Business organizations - Other units of government 	<ul style="list-style-type: none"> - Introduce Governor Snyder's Regional Reinvention initiative - Begin holding regular joint board meetings - Submit application to state for Tier 2 status 	Introduce at joint NWMCOG-WDB board meeting in August 2013; Fully implement with joint board schedules of 2014 and ongoing; Tier 2 application in Fall 2013
	Reorganize the agency into the model of a Regional Prosperity Council, per Governor Snyder's Regional Reinvention initiative	<ul style="list-style-type: none"> - NWMCOG/ Northwest Michigan Works/ Workforce Board - Governor's office 	<ul style="list-style-type: none"> - Business organizations - Other units of government 	<ul style="list-style-type: none"> - Conduct planning and implementation process for Tier 3 status 	Submit Tier 3 application by Fall 2014
Strategy D: Promote multi-cultural events and foreign student opportunities	Establish marketing/ communications ties among sectors and organizations to increase awareness & promotion of multi-cultural events	<ul style="list-style-type: none"> - Colleges - Chambers of Commerce - Convention & Visitors Bureaus - Businesses 	<ul style="list-style-type: none"> - DDAs - Arts & food organizations - Northwest Michigan Works 	<ul style="list-style-type: none"> - Identify all relevant players and form steering group - Encourage media partners - Establish on-line connections - Promote widely 	Start in fall 2013; ongoing
	Increase/replicate community college activities to bring foreign students to the	<ul style="list-style-type: none"> - NMC - WSCC - NCMC 	<ul style="list-style-type: none"> - Businesses - Cities - Healthcare communities 	<ul style="list-style-type: none"> - Encourage sharing of college approaches - Establish greater 	Start in fall 2013; ongoing

	region		- Northwest Michigan Works	ties to local communities and businesses for foreign students	
Strategy E: Target wealthy visitors & residents for business attraction and social entrepreneurship	Establish a matrix of activities and connections that can identify wealthy visitors & residents	- EDOs - Convention & Visitors Bureaus	- Chambers of Commerce - NWMCOG/SBTDC - Colleges	- Identify group of interested parties and develop steering team - Identify concrete action steps and agreements	Plan and develop during fall 2013 through spring 2014; Implement spring 2014 and ongoing
	Develop an attraction/marketing brochure for distribution to visitors	- EDOs - Chambers of Commerce	- Mayors & village presidents - Visitor & Convention Bureaus - Airports - Lake associations - NWMCOG/SBTDC	- Determine content - Find sponsoring marketing company & printer - Develop companion on-line presence	Plan and develop during fall 2013 through spring 2014; Implement spring 2014 and ongoing