

Advanced Manufacturing Sector Partnership Planning and Steering Committee

RWP Board Room - 100 E. Main Street, Suite A, Medford

July 21, 2015 10:00am – 12:00pm

Meeting Agenda

1. Welcome and Introductions (10 min)
2. Overview of “Next Generation” Sector Partnerships Nationally (20 min)
 - Presentation and PPT by John Melville
3. Question & Answer Session (10 min)
 - Is this of value for our region in this sector at this time? (10 min)
 - Opportunities for collaboration
 - Things to consider
 - If not this, then what? If not now, then when? If not us, then who?
 - What will it take to make this effort successful? (10 min)
 - Employer Champions
 - Neutral Conveners / Facilitators
 - Role of Community Partners
4. Launching an Employer-Driven Sector Partnership Locally (50 min)
 - Logistics of a Launch
 - Identify Employer Co-Chairs
 - Identify Conveners
 - Who needs to be on the launch invite list?
 - Businesses
 - Partners
 - The Launch: When? Where? What?
 - Outreach Plan
 - Invitation Letter / Pitch to Business Leaders
 - Agenda / Format
 - Protocols / Agreements
5. Summarize Agreements, To-Dos, and Next Steps (5-10 min)
6. Adjourn

Advanced Manufacturing Sector Partnership Planning and Steering Committee

Meeting Recap - July 21, 2015

1. Welcome and Introductions

- In attendance: Jessica Gomez (Rogue Valley Microdevices), Michael Donnelly (Carestream), Tanya Haakinson (Sierra Pine), John Underwood (Timber Products), Dale Fisher (Quantum Innovations), Stacie Grier (Quantum Innovations), Ron Fox (SORED), Andrea Carlson (SORED), Scott Beveridge (SOESD), Bill Jiron (RCC), Brandon Bretl (RCC), Jim Fong (Rogue Workforce Partnership), Graham Hetland (RWP), John Melville – Facilitator (Collaborative Economics)

2. Overview of “Next Generation” Sector Partnerships Nationally (John Melville)

- Definitions - what we’re talking about.
 - Sector Partnerships: At the regional labor market level, a partnership of employers within one industry sector or cluster that work closely with government, education and training, economic development, labor and community organizations to focus on the workforce and other competitiveness needs of the industry. These regional partnerships may or may not have support from the state and/or federal level.



- Next generation business partnerships organize around industry-determined priorities, not public programs. This means that the priorities that come out of an industry-led partnership often uncover new opportunities to strengthen the industry that are not being addressed by existing programs. Furthermore, industry-led partnerships mobilize teams of business

leaders to advance those priorities in collaboration with an engaged group of public sector partners.

- These partnerships accomplish multiple goals through their employer-led regional approach, in areas of opportunity including: talent development, infrastructure, innovation, regulatory process, export promotion, marketing, and other shared priorities to grow and support the sector in this place.
- Results:
 - Immediate actions to accelerate economic growth and improve workforce outcomes.
 - Longer term transformation of how public programs work with employers as partners.
 - New mobilizations of business leaders as champions to build stronger education and workforce systems and promote economic vitality in their communities.
- Real-World examples of Sector Partnership success nationwide
 - Northern Colorado Manufacturing Partnership (50 companies and 20 public partners) *“Partners working passionately to ensure Northern Colorado Manufacturers and our Communities thrive.”*
 - Identification of local suppliers, increased business among local companies
 - Campaign to local high school students, promoting manufacturing careers, company tours, hands-on events
 - Detailed profiles of regional high-demand occupations based on industry-wide consensus via “skills panels”
 - Plans by industry to expand internships/other workplace learning opportunities, assist local institutions on curriculum/delivery/equipment/etc.
 - New community college, university, and high school programs in process in response to industry demand
- Answering the “What’s in it for me?” question for businesses
 - A place to solve major issues, including (but not limited to) talent shortages
 - A place to jointly assess and act on opportunities for growth
 - A single table at which to work with public entities, rather than dealing with overlapping outreach from multiple public organizations
 - An opportunity to share costs related to needed solutions

3. Question & Answer Session

- Is this of value for our region in this sector at this time? -Yes!
 - There was a consensus among the business leaders at the table that they do see value in launching a “next generation” sector partnership like this in our region.
 - Co-Chairs: Jessica Gomez and Michael Donnelly volunteered to co-chair this launch.

4. Launching an Employer-Driven Sector Partnership Locally

- Logistics of a Launch
 - Identify Employer Co-Chairs: Jessica Gomez and Michael Donnelly
 - Identify Conveners: The team of neutral conveners, including RWP and SOREDI, will assist in convening the launch.
 - Who needs to be on the launch invite list?
 - Businesses – Jessica and Michael will work with RWP, SOREDI, and John Melville to review the list of advanced manufacturing businesses in our region, identify invitees, and coordinate outreach plan.

- Partners – Co-chairs will vet list of public partners to include in launch invite.
- The Launch:
 - When? Mid-September, we will nail down date in upcoming conference call.
 - Where? Carestream, if there is available space. Otherwise possibly RCC.
 - What? Mid-afternoon launch meeting, with drinks and reception to follow.
 - Outreach Plan - Will be nailed down in upcoming co-chair conference call
 1. Invitation Letter / Pitch to Business Leaders
 2. Agenda / Format
 3. Protocols / Agreements

5. Agreements, To-Dos, and Next Steps

- Jessica Gomez and Michael Donnelly agreed to act as co-chairs for the launch, and as standing co-chairs of the partnership as it gets underway.
- Michael Donnelly volunteered to host the launch meeting at Carestream, if space allows.
- John Melville is committed to acting as facilitator for the launch meeting and the next follow-up meeting.
- RWP agreed to help facilitate and project manage this launch.
- SOREDI offered support by bringing all relevant community partners to the table to address business opportunities or issues that may arise out of this sector partnership.
- SOREDI agreed to share the results of their one-on-one business outreach so far from this year, including the pressing topics that came up in conversation, as well as identifying who might be considered a “civic entrepreneur” and possible employer champion.
- **To Dos:**
 - SOREDI will send RWP their business contact info (DONE)
 - Graham from RWP will compile and de-dupe the Rogue Valley manufacturing business list to share with co-chairs (DONE)
 - Launch Event Planning Meetings/Conference Calls (8/7 & 8/11)
 - John Melville, Jessica Gomez, Michael Donnelly, Graham Hetland, Jim Fong
 - Schedule concrete date and time for launch.
 - Decide on location.
 - Outline invitation messaging.
 - Divide and conquer industry outreach list.
 - Outreach phase 1 (August)
 - Telephone outreach by co-chairs
 - Email follow-up
 - Outreach phase 2 (September)
 - Email outreach with Outlook invite
- Partnership Launch Event Dates:
 - Current proposed/tentative dates:
 - October 28th, 2015 4:00pm – 8:00 pm
 - October 30th, 2015 4:00pm – 8:00pm

BUSINESS-LED SECTOR PARTNERSHIPS

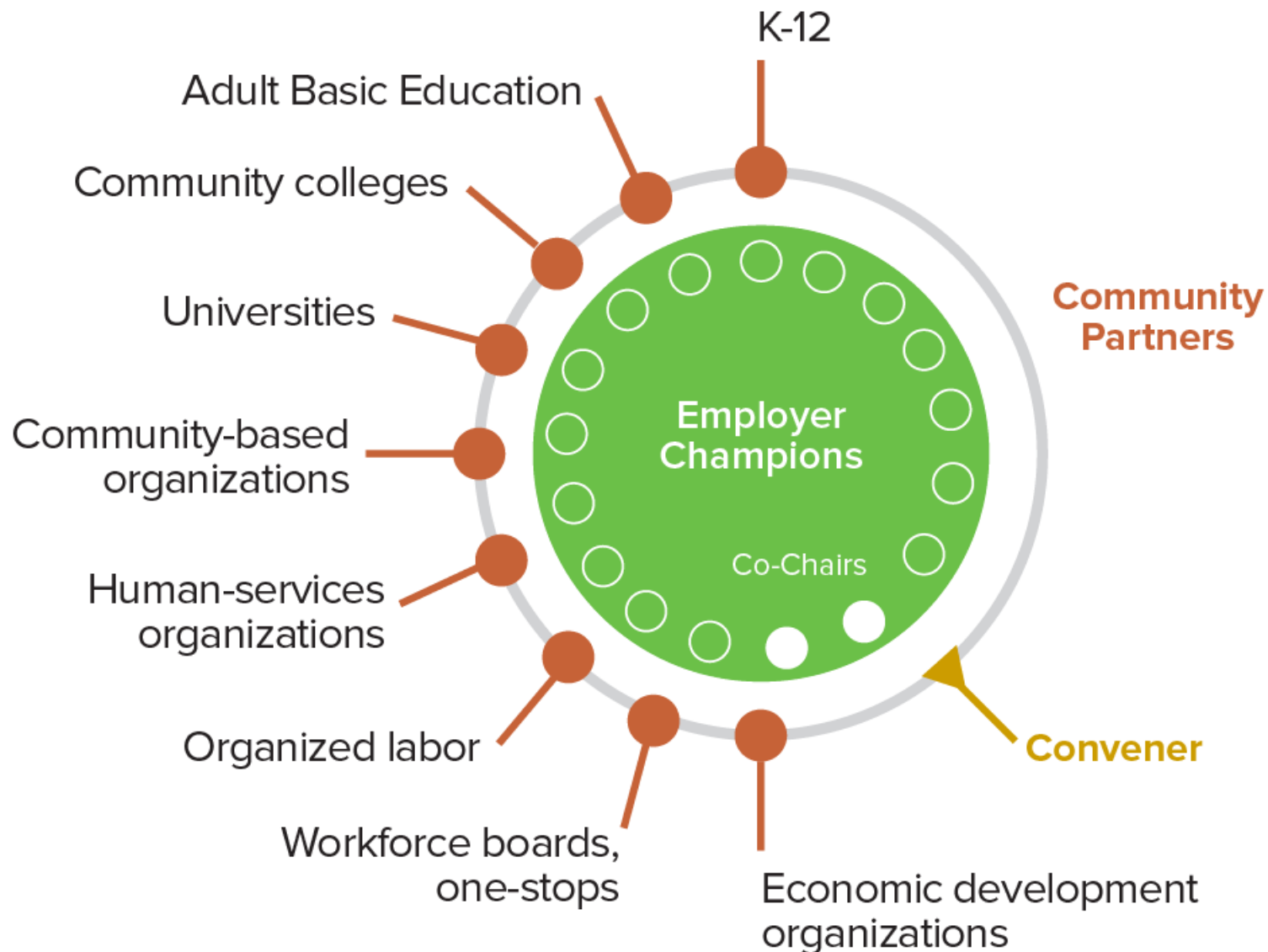
Mobilizing for Action

July 21, 2015

WHAT ARE SECTOR PARTNERSHIPS?

At the regional labor market level, a **partnership** of employers within one industry sector or cluster that work closely with **government, education and training, economic development, labor and community organizations** to focus on the workforce and other competitiveness needs of their industry. These **regional partnerships** may or may not have support from the state and/or federal level.

EMPLOYER-DRIVEN, COMMUNITY-SUPPORTED SECTOR PARTNERSHIPS



WHAT DO THEY ACCOMPLISH?

- Talent
- Infrastructure
- Innovation
- Regulatory Process
- Export Promotion
- Marketing
- Other Shared Priorities to Grow and Support Sectors

RESULTS

Immediate actions to accelerate economic growth and improve workforce outcomes

Longer term transformation of how public programs work with employers as partners

New mobilizations of business leaders as champions to build stronger education and workforce systems and promote economic vitality in their communities

NORTHERN COLORADO MANUFACTURING PARTNERSHIP

More than 50 northern Colorado manufacturing companies and 20 public partners established the Manufacturing Partnership in 2013 to address common issues in the industry

Mission statement: “Partners working passionately to ensure Northern Colorado Manufacturers and our Communities thrive.”



PRIORITIES INCLUDE:

Networking and local supply chain issues

Changing the perception of the industry and encouraging youth to pursue manufacturing

Developing vocational/technical skills as a career pathway for youth and adults in transition

NORTHERN COLORADO MANUFACTURING PARTNERSHIP

Results thus far:

Identification of local suppliers, increased business among local companies

Campaign to local high school students, promoting manufacturing careers, company tours, hands-on events

Detailed profiles of regional high-demand occupations based on industry-wide consensus via "skills panels"

Plans by industry to expand internships/other workplace learning opportunities, assist local institutions on curriculum/delivery/equipment/etc.

New community college, university, and high school programs in process in response to industry demand



HUMBOLDT MADE



Results thus far:

Training to expand pool of food processing supervisors, helping businesses expand and opening up back-fill opportunities

Comprehensive branding, bundling, and export strategy, growing customer base, increasing jobs, and raising wages

Coordination of local shipments, filling trucks and creating cost savings

Strong business influence to successfully improve broadband and approve \$100m bypass for improved shipping flow

Restructuring of local community college curriculum, reorientation of local WIB funding priorities



NORTHEAST WISCONSIN MANUFACTURING ALLIANCE

Started with 6 manufacturers, **now over 150**

18-county region

Meet every month, **4 taskforces:** K-12; existing worker advancement; image and marketing; excellence in mfg (operations and innovation)

Outcomes:

Doubled enrollees at 2-year tech program

Re-worked local welding program; college scholarships; direct hire agreements



KINGMAN/MOHAVE MANUFACTURING

35 manufacturers

Program partners: workforce development, education, economic development

Priority areas:

- 1) Talent
- 2) Shared Marketing
- 3) Infrastructure/transportation improvements

Outcomes:

Retooled and expanded apprenticeship program

Transportation coop among companies

Strategy for branding as “an inland port”



We believe we can address anything that we in the manufacturing community want to address—we have a voice, we have some concrete wins, and we have the buy-in of the greater community - John Hansen, President, Laron Inc.

INDUSTRY: WHAT'S THE GOAL?

Industry Leadership in developing the agenda, the priorities and the strategies for action.

Industry Partnership demonstrated in a willingness to collaborate together (company-to-company), and with support partners.

Industry Commitment in implementing action areas, including time, in-kind and financial commitments as required to realize goals.

EMPLOYER ENGAGEMENT PATHWAYS

THE SHORT GAME

Makes sense for some purposes, but not structured to produce lasting results or commitment

Transactional in nature

- Survey of needs
- Focus groups
- Event sponsorship
- Single program advisory boards

THE LONG GAME

Makes sense for relationship/trust building that yields long term impact

Transformational in nature

- Employers as partners, Chairs of Sector Partnerships, co-investors
- Shared stake in comprehensive education and training
- Tackling other opportunities beyond just workforce issues
- Sustained engagement over time
- Expanded engagement by more employers

The “What’s in it for me” of Sector Partnerships: **FOR COMPANIES**

A place to solve major shared issues, including talent shortages

A place to jointly assess and act on opportunities for growth

A single table at which to work with public entities

An opportunity to share costs related to needed solutions

A

DEFINING THE SCOPE OF YOUR SECTOR PARTNERSHIP

- 1.** MAKE THE CASE FOR A NEW APPROACH
- 2.** CREATE A REGIONAL SECTOR STRATEGY TEAM
- 3.** ASSEMBLE A SHARED SET OF FACTS
- 4.** FOCUS ON WORKING DEFINITIONS
- 5.** DEVELOP WORKABLE SOLUTIONS

B

PREPARING TO LAUNCH YOUR SECTOR PARTNERSHIP

- 1.** DESIGNATE A SECTOR STRATEGY CONVENER TEAM
- 2.** FOCUS ON CIVIC ENTREPRENEURS
- 3.** IDENTIFY AND RECRUIT EMPLOYER CHAIRS
- 4.** BUILD THE LIST OF POTENTIAL EMPLOYER CHAMPIONS
- 5.** MAKE THE RIGHT ASK AND FOLLOW UP

C

HOLDING THE LAUNCH MEETING

- 1.** CHOOSE A DISCIPLINED PROCESS (THE HOOK)
- 2.** START WITH OPPORTUNITY
- 3.** MOVE TO REQUIREMENTS FOR ACTION
- 4.** ASK FOR CHAMPIONS AROUND PRIORITIES
- 5.** AGREE ON A CLEAR NEXT STEP

D

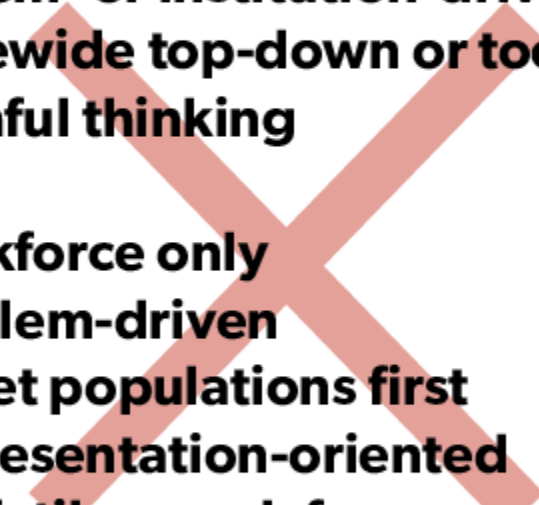
ORGANIZING THE AFTERMATH

1. IMMEDIATELY EXPAND THE CIRCLE OF EMPLOYERS
2. GIVE SPACE FOR THE EMPLOYER VOICE TO EMERGE
3. BUILD COALITIONS OF THE WILLING AROUND PRIORITIES
4. STAY AGILE AND OPPORTUNISTIC
5. CREATE JUST ENOUGH ORGANIZATION

WHAT WORKS WELL (AND NOT SO WELL)



Clusters of companies
Employers as partners
Industry-driven
Regionally-based
Existing industry strength or emerging specialty
Industry competitiveness/growth
Opportunity-focused
Employer priorities first
Champion-driven
Coalitions of the willing
People and relationships
A disciplined, replicable process



Individual firms
Employers as customers
System- or institution-driven
Statewide top-down or too local
Wishful thinking
Workforce only
Problem-driven
Target populations first
Representation-oriented
The futile search for consensus
Organizations and jurisdictions
A mysterious, unique occurrence

Sector Partnership Launch – Advanced Manufacturing

Task	Resources/People Involved	Deliverables	Timeframe	Outcome
Retrieve SOREDI's List of the 50ish companies that they have spoken with so far this year.	Graham – Follow-Up Sent Andrea - SOREDI	List of companies who they have spoken with so far, along with summaries of their major concerns.	By 7/28/2015	To be added to master list of prospective "Employer Champions" in this sector
Refine RWP Labor Market list of Adv. Manf. Companies	Graham	Larger, more exhaustive list of advanced manufacturers in the region.	By 7/28/2015	To be combined with SOREDI's list to form the "Master List"
Connect an RWP laptop with SOREDI's CRM system.	Graham – PM Rick Millus – RWP IT support Tekmanagement – SOREDI IT support	This will give us access to the contact information for the companies on the Master List	Shooting for 7/28/2015	Will flesh out the Master List with contact information.
Email completed Master List to John Melville and our Employer Champions	Graham	This will begin the process of identifying additional potential employer champions in the sector.	By 7/30/2015	A shared list of potential employer champions in this sector.
Convene conference call with RWP, co-chairs, John Melville, and SOREDI.	Co-Chairs John Melville Graham Hetland Jim Fong Ron Fox Andrea Carlson	A chance to chat about potential employer champions, and to coordinate outreach and invitation.	By 7/30/2015	A game-plan for who and how to continue larger outreach.
-Schedule Launch for mid-September		Get this event on our calendars, and set concrete plans for formal invitation of the larger group.	During call	A date for the Sector Partnership Launch event.
-Write launch invitation "script" and follow-up calendar invite		Outline loose script and formal invite, including signatures, and all pertinent invitation details.	During call	The necessary ingredients for a launch invitation package.
-Create master invite list and divide it up to coordinate contact		Invite list and contact plan. (We will organize via tiered system: Tier 1 = Co-Chairs will call; Tier 2 = Co-Chair Email, or RWP In-Person)	During call	A coordinated invite by co-chairs to a jointly vetted employee champion master invite list.
Telephone outreach with Email follow-up	Co-chairs		August 3rd – 17th	Co-chairs will call the high-priority contacts on their list to tell them about the planned partnership and prep them for the coming invite.
Send Official Invite	Co-chairs	An official invite, sent to all prospective employer champions.	August 17th	Official invite will be out to all potential employer champions.

Convene “Southern Oregon Economy Team”	RWP SOREDI Business Oregon SVTG Integrated BOTS?	Update on Partnership Outreach, and plan for ongoing communication to businesses that we’re all out there talking to.	Week of August 17 th	A coordinated outreach message for any and all Adv Manf or IT/Ecomm companies that we make contact with before mid-September “Launch”
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