

Michigan's
West Coast
WIRED
...for innovation



A West Michigan Workforce Innovations Lab

REGIONAL IMPLEMENTATION PLAN

For Distribution

Background

This document describes the implementation plan for the WIRED West Michigan initiative. It is intended to be used for discussion with the ETA team at the July 24, 2006 meeting in Grand Rapids, Michigan.

It should be noted that the majority of the information requested by ETA in the implementation plan is already laid out in the WIRED West Michigan background notebooks that were distributed at the kick-off meetings held on April 19-20 in Grand Rapids. If the materials for the plan are included in the tabs in the materials notebook, these are referenced in the plan outline. If there is new material that has been developed, it is included in the plan itself.

Supplementary Materials:

- **WIRED Background Notebook**
- ***“WIRED West Michigan Innovation Portfolio”* (ppt)**
- **Three-year budget spreadsheets**
- **June 2006 – July 2007 Statements of Work**

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1. Executive Summary
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Cross-Walk With Supplementary Materials

Plan Section	WIRED Notebook Materials	Other Materials
1. Executive Summary	Tab 1 – <i>WIRED Executive Summary</i> ; <i>WIRED FAQs</i> ; and <i>WIRED PowerPoint Overview</i> summarize the WIRED West Michigan strategy.	
2. WIRED Goals	<i>Preliminary Concept Documents</i> (Tab 6) for each innovation cover: Strategies and activities; Responsible parties; Timeframes; Resources; Desired outcomes; Performance metrics	<ul style="list-style-type: none"> •“<i>WIRED West Michigan Innovation Portfolio</i>” PowerPoint slide show (shared in April) provides a one-page summary for each innovation, as well as TA priorities. •<i>Statements of Work</i> for each innovation include detailed implementation plans for the June 1, 2006 – January 31, 2007 timeframe and targeted outcomes for the initiative.
3. Governance	Tab 3 – <i>WIRED Implementation Plan</i> describes the governance system for WIRED West Michigan.	<ul style="list-style-type: none"> •Completed WIRED Policy Council membership.
4. Operations	Tab 4 – <i>Innovation Management System</i> describes our system for managing the innovation process.	<ul style="list-style-type: none"> •Updated CWS utilization plan. •Outreach and engagement strategy is the major element that needs to be developed.
5. Budget	Tab 5 – <i>Project Management and Budgeting</i> describes basic fiscal management systems.	<ul style="list-style-type: none"> •Detailed three-year budget materials.
6. TA Requests		PowerPoint materials (“ <i>Regional Assessment Materials – Priorities for National Technical Assistance</i> ”) shared with ETA at April meetings; 7-31-06 Letter to Doug Small

WIRED Goals

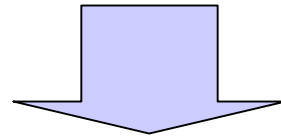
Challenges for the Workforce Investment System

- The largest macro issue is recognition and understanding that **fundamental transformation** is required, not incremental tweaking.
- This involves changing the mindset of the region to understand that the **status quo is not an option** and that we must develop and implement an innovative action plan for transforming to a knowledge-based economy.
- Recognizing the need to change will be demonstrated by our region's willingness to tackle difficult structural issues.

WIRED proposes **system changes** for this reason.

Overall WIRED West Michigan Goal

The overall goal of WIRED West Michigan is to develop and manage an “innovations lab” designed to spawn a wide range of innovations in our regional economic development, workforce development and educational systems.



Result: Compete and win in the “innovation economy”

Our Guiding Principles

Innovation

- Invest in genuine innovations that deliver performance improvements at reduced costs
- Compress cycle times
- Create customer pull

International

- Target performance outcomes against global benchmarks and global value chains
- Create global awareness at every level of the system
- Source from the best in the world

Integration

- Create seamless integration between the K-16 education system; workforce development and training; economic development; and enterprise development
- Integrate work and learning

WIRED Sub-Goals and Strategies

Goal	Goal Statement	Innovation Strategies
Market Intelligence	Better understand the structure of regional employment clusters and the emerging skill requirements for the innovation economy.	<ul style="list-style-type: none"> •Emerging Sector Skill Analysis •Regional Supply Chain Evolution analysis •Knowledge Workers & Economic Development
Innovation	Catalyze, support and sustain strategies to support innovation in our regional economy.	<ul style="list-style-type: none"> •Innovation Curriculum •Industrial Design Council •Innovation Forum •Intellectual Property Commercialization
Workforce System Transformations	Restructure key elements of our workforce development and education systems for emerging, existing and transitional workers.	<ul style="list-style-type: none"> •Global School Model •Accelerated Engineering Program •Manufacturing Skill Development Coop •Performance Based Credentialing Using WorkKeys •Manufacturing Skills Standards •Health Care RSA •Tri-Sector Workforce Development (SOURCE)
Enterprise Development	Stimulate entrepreneurship and new business creation in key sectors of the innovation economy.	<ul style="list-style-type: none"> •West Michigan Entrepreneurial League System

WIRED Sub-Goals and Strategies_revised

Goal	Goal Statement	Innovation Strategies
Market Intelligence	<ul style="list-style-type: none"> • Understand the future potential businesses that will emerge in the knowledge economy in West Michigan and the skill sets required to support them. • Conceptualize how to build skills and businesses simultaneously. 	<ul style="list-style-type: none"> • Emerging Sector Skill Analysis • Regional Supply Chain Evolution analysis • Knowledge Workers and Economic Development
Innovation	<ul style="list-style-type: none"> • Conceptualize innovative strategies and implement demonstrations of how they can really work. • Demonstrate the use of Stage Gates and have a mix of projects in each gate. At least some will be at the “experimentation” stage, and some at the “scale” stage. 	<ul style="list-style-type: none"> • Innovation Curriculum • Industrial Design Council • Innovation Forum • Intellectual Property Commercialization
Workforce System Transformations	<ul style="list-style-type: none"> • Restructure key elements of our workforce development and education systems for emerging, existing and transitional workers. • Complete projects that demonstrate how to build an effective work force that is (slightly) ahead of the needs of the new business models. 	<ul style="list-style-type: none"> • Global School Model • Accelerated Engineering Program • Manufacturing Skill Development Coop • Performance Based Credentialing Using WorkKeys • Manufacturing Skills Standards • Health Care RSA • Tri-Sector Workforce Dev. (SOURCE)
Enterprise Development	<ul style="list-style-type: none"> • Stimulate entrepreneurship and new business creation in key sectors of the innovation economy. • Demonstrate how businesses are “powered up” using these unique new models. 	<ul style="list-style-type: none"> • Entrepreneurial League System of West Michigan

Strategy Details

There are three additional levels of detail for each innovation:

- Preliminary concept documents. (See WIRED Notebook.)
- A one-page overview for each project. (Follows, grouped by initiative type)
- Statements of Work for the June 1, 2006 – January 31, 2007 timeframe. (Can be provided on request.)

Preliminary Concept Document Outline

A “Preliminary Concept Document” has been developed for each of the innovations in the WIRED West Michigan innovation portfolio. The purpose of these documents is to describe the current state of thinking for each project. The standard format for each concept document includes:

- Descriptive Text From the WIRED Grant – a verbatim repetition of the material in the final USDOL grant application.
- Innovation Rationale – a description of the basic concept and its innovation potential.
- Key Implementation Elements – a description of the process and content involved in implementing the innovation.
- Current State of Development – a description of the prior work done on this innovation and where it is in its developmental cycle.
- Targeted Performance Outcomes – initial description of the performance outcomes expected from the innovation.
- Preliminary Budget Allocation – the range resources allocated in the preliminary budget for this innovation over a three year period. (Actual allocations will be based on the stage-gate review process.)
- Next Stage of Development – next steps in the development process.
- Some Questions to be Addressed in the Business Plan – a “parking lot” for the questions that might be addressed in the business plan for the innovation.

Economic Development: Research

Summary of Market Intelligence Initiatives

Project	Phase I Budget	Purpose
Emerging Sector Analysis (Upjohn Institute)	\$	Analyze the structure of the emerging economic sectors, and the types of occupations, career paths and skill sets required for success in those sectors.
Global Supply Chain Analysis (IRN, Inc.)	\$	Create a framework for understanding how companies anticipate redesigning their supply chains over the coming decade, and how those shifts will affect the skill sets required in the workforce.
Knowledge Workers and Economic Development (Work Design Collaborative)	\$	Develop an economic development strategy to attract and retain knowledge workers including through the design of work places.
Regional Outreach and Engagement	\$	Ongoing initiatives to understand regional influences and impacts and activate a regional mindset around WIRED.
Total	\$	

Emerging Sector Analysis – Phase I

Purpose:

Undertake analysis of the structure of the emerging economic sectors, and the types of occupations, career paths and skill sets required for success in those sectors.

Phase I Budget Allocation: \$

Proposed Partner/Vendor:

W.E. Upjohn Institute for Employment Research

Contact: George Erickcek

Phase I Deliverables:

- Clear definition of the labor market boundaries.
- Development of alternative economic growth scenarios and assessment of strengths and weaknesses of each.
- One-on-one interviews to identify emerging industry clusters.
- Analysis of entrepreneurship levels of activity through ES 202 database. (Connects to Entrepreneurial League System ®)
- Analysis of skill development needs for key industry clusters.
- Literature review on knowledge-based worker strategies. (Connects to Economic Development and Knowledge Workers)

Global Supply Chain Analysis -- Phase I

Purpose:

Create a framework for understanding how companies anticipate redesigning their supply chains over the coming decade, and how those shifts will affect the skill sets required in the workforce.

Phase I Budget Allocation:

\$

Proposed Partner/Vendor:

IRN, Inc.

Contact: Melissa Anderson

Phase I Deliverables:

- Definition of Key Sectors.** Defining the key business sectors around which to conduct the analysis.
- Definition of Supply Chain Trends.** Overview of key supply chain trends from secondary data.
- In-Depth Company Interviews.** In-depth interviews with 10-15 companies on their emerging global supply chain strategies.
- Broader Employer Scan.** A questionnaire survey of a broader employer population to understand variations in strategy across sectors and companies.
- Summary Analysis of Supply Chain Trends.** Summarize and integrate the findings from secondary and primary research.
- Design a System for On-going Monitoring.** Make recommendations on the design of a system for continuous updating of knowledge about changes in supply chain structures.

Knowledge Workers & Economic Development

– Phase I

Purpose:

Develop an economic development strategy to attract and retain knowledge workers through the design of work places.

Phase I Budget Allocation:

\$

Proposed Partner/Vendor:

Work Design Collaborative
Contact: Dr. Charles Grantham

Phase I Deliverables:

- Develop a regional stakeholder group and a shared vision statement for the project.
- Assess the current situation in West Michigan with respect to knowledge workers and economic development.
- Benchmark against “best practice” communities.

Economic Development: Infrastructure

Summary of Innovation Initiatives

Project	Phase I Budget	Purpose
Commercialization Infrastructure (The Right Place, Inc.)	\$	To build an infrastructure in West Michigan to rapidly commercialize available intellectual property in area companies.
Design Council (Lakeshore Advantage)	\$	To leverage West Michigan's industrial design capacity as a tool for economic growth in the innovation economy.
Innovation Curriculum (GRCC and CQIN)	\$	Create a curriculum for developing the skills needed to position continuous innovation as a core competency in the existing and emerging workforce.
Total	\$	

Commercialization Infrastructure – Phase I

Purpose:

To build an infrastructure in West Michigan to rapidly commercialize available intellectual property in area companies.

Phase I Budget Allocation:

\$

Proposed Partner/Vendor:

The Right Place, Inc.

Contact: Twayne Howard

Phase I Deliverables:

- Regional Steering Committee.** Establishment of a regional steering committee to provide guidance and perspective.
- Marketing and Public Relations.** Provide public announcements and marketing of training opportunities, study results, and events.
- Baseline Regional Study.** Complete research to provide an objective baseline and maximize potential to leverage regional assets and worldwide best practices.
- Best Practice / Global Benchmarking Analysis.** Research on best practices from outside the region.
- InnovationWORKS Director.** Hire leader of InnovationWORKS based on criteria established through needs assessment and best practices study.
- Business Plan.** Develop structure, required elements, performance goals and strategies for the InnovationWORKS concepts.

Design Council – Phase I

Purpose:

To leverage West Michigan's industrial design capacity as a tool for economic growth in the innovation economy.

Phase I Budget Allocation:

\$

Proposed Partner/Vendor:

Lakeshore Advantage
Contact: Randy Thelen

Phase I Deliverables:

- Stakeholder Group.** Creation of a group of local design students and professionals as well as key research and development professionals from the areas of manufacturing, engineering, and the sciences.
- Vision and Mission.** The stakeholder group will develop a compelling vision and mission to inspire and produce action toward deliverables from a strategic plan.
- Current State Assessment.** An assessment of the “as is” condition, capabilities, and needs of West Michigan around industrial design capabilities, design process, and other tools that nurture and develop innovation.
- Global Best Practices.** Identification and analysis of models that build design awareness, diversity of thought, and capabilities to business sustainability and emerging segment growth.
- Strategic and Operational Plan.** Development of goals and objectives that will deliver world class design and innovation capabilities. The plans should demonstrate how the processes, tools, and capabilities will foster innovation.

Innovation Curriculum – Phase I

Purpose:

To create a curriculum for developing the skills needed to position continuous innovation as a core competency in the existing and emerging workforce.

Phase I Budget Allocation:

\$

Proposed Partner/Vendor:

Grand Rapids Community College and
the Continuous Quality Improvement
Network

Contact: Judy Stark

Phase I Deliverables:

- **Advisory Group.** Create a regional advisory group to guide the development of the curriculum content.
- **Organize the CQIN Curriculum Consortium.** A sub-set of CQIN members who are interested in participating in the development of the Innovation Curriculum will be organized.
- **Map Innovation Competencies.** A “skills map” of the clusters of skills required for the management of innovation processes within companies will be developed. It will be developed through several means:
- **Business Plan.** A plan will be developed for creation of curriculum modules around each of the skill clusters. It is expected that this will involve a distributive system for development of training modules by several colleges in a common format.

Economic Development: Infrastructure

Summary of Enterprise Development Initiatives

Project	Phase I Budget	Purpose
Entrepreneurial League System® (Collaborative Strategies)	\$	Implement the Entrepreneurial League System® (ELS) to create a system that consistently supports the development of entrepreneurs from early stages of business development through business growth.

Entrepreneurial League System® – Phase I

Purpose:

Implement the Entrepreneurial League System (ELS) to create a system that consistently supports the development of entrepreneurs from early stages of business development through business growth.

Phase I Budget Allocation:

\$2

Proposed Partner/Vendor:

Collaborative Strategies

Contact: Gregg Lichtenstein

Phase I Deliverables:

- **Baseline.** Establish a baseline on entrepreneurship in the region from which to establish goals and measure the impact of the innovative activities undertaken;
- **Outcomes.** To establish a clear set of desirable outcomes to be achieved by this project;
- **Regional Assessment.** To collect the detailed on-the-ground knowledge necessary to adapt the Entrepreneurial League System® to the unique conditions in this region; and
- **Shared Understanding.** To foster a common understanding among a wide range of interested stakeholders of what is required to create entrepreneurial communities and begin to build support for the implementation phase.
- **Implementation Plan.** Develop a business and operations plan for implementing the ELS.
- **Manager.** Recruit and hire a General Manager.

Workforce Development

Summary of Workforce Systems Transformation Initiatives

Project	Phase I Budget	Purpose
Global School and Accelerated Engineering (New Urban Learning)	\$	<ul style="list-style-type: none"> •Develop a model operating system for area schools that allows them to meet global benchmarks in math, science and technical skills. •Assess the feasibility of developing a compressed two-year bachelors degree in engineering.
Manufacturing Skills Coop (Grand Rapids Community College)	\$	To test the feasibility of developing a genuine demand-based (“pull” as opposed to “push” system) for skill development for the West Michigan manufacturing community.
WorkKeys and Work-Based Learning (Metrics Reporting)	\$	Implement WorkKeys and related skill measuring systems in a critical mass of employers and education institutions in the region.
Manufacturing Skills Standards (GRCC)	\$	Implement the Manufacturing Skills Standards in a critical mass of regional companies as a means of creating a region-wide portable credentialing system for skilled manufacturing workers.
Health Care Regional Skills Alliance (Alliance for Health)	\$	Align the region’s workforce development and education systems around the emerging skill requirements of the health care sector.
Tri-Sector Workforce Development (SOURCE) (Delta Strategy, GRCC)	\$	Expand the SOURCE model to a regional scale, to include adaptations to specific employment sectors (such as health care) and target populations (such as ex-offenders).
Total	\$	

Global School & Accelerated Engineering – Phase I

Purpose:

- Develop a model operating system for area schools that allows them to meet global benchmarks in math, science and technical skills.
- Assess the feasibility of developing a compressed two-year bachelors degree in engineering.

Phase I Budget Allocation:

\$

Proposed Partner/Vendor:

New Urban Learning
Contact: Pete Plastrik

Phase I Deliverables:

- **Stakeholder Group.** Creation of a regional stakeholder group for the Global School vision and a shared vision and plan.
- **Current State Assessment.** Assessment of the “as is” condition, performance, and needs of math/science/technical education in Western Michigan, including any educational improvements efforts underway.
- **Global School Benchmarking.** Development of a benchmarking analysis of global school models and performance standards, against which the Global School Operating System will need to be competitive.
- **Accelerated Engineering Benchmarking.** Development of a benchmarking analysis of accelerated engineering program designs.
- **College Prep Urban Engagement Model.** Provides support to the implementation of a student engagement 6-12 “college prep” model for urban learners in Grand Rapids (the University Preparatory Academy model). This model is the underlying “platform” for the Global School Operating System.
- **Operating System Elements.** Identify key elements of the Global School Operating System.
- **Implementation Options.** Develop implementation options, performance goals and strategies for implementing the Global School model.

Manufacturing Skills Development Coop – Phase I

Purpose:

To test the feasibility of developing a genuine demand-based (“pull” as opposed to “push” system) for skill development for the West Michigan manufacturing community.

Phase I Budget Allocation:

\$

Proposed Partner/Vendor:

New Urban Learning
Contact: Pete Plastrik

Phase I Deliverables:

- **Stakeholder Group.** Creation of a regional stakeholder group for the Skills Coop vision.
- **Vision/Mission.** Development of stakeholder agreement on the Vision/Mission for a demand-based workforce development system for manufacturing.
- **Customer Requirements.** Feedback from potential users about the key deliverables and their performance requirements (quality; delivery; cost) that would be create long-term value.
- **Benchmarking of Existing Models.** Research on existing models for employer demand-driven workforce development models from the U.S. and internationally.
- **Business Design Options.** Identify the range of business design options for the Coop; their pros and cons; and system/resource implications.
- **Preliminary Business Design Selection.** Work with the Stakeholder Group to select the preferred business design for business plan development.

WorkKeys and Work-Based Learning – Phase I

Purpose:

Implement WorkKeys and related skill measuring systems in a critical mass of employers and education institutions in the region.

Phase I Budget Allocation:

\$

Proposed Partner/Vendor:

Grand Rapids Community College
and Metrics Reporting
Contact: Bill Guest

Phase I Deliverables:

- **Stakeholder Group.** Creation of a regional stakeholder group for WorkKeys, the Career Readiness Credential (CRC) and Work-based learning (WBL).
- **WBL “As Is.”** Define the current state of work-based learning in our region. Identify concepts to improve. Identify content targets for the WBL business plan that will be completed by June 30, 2007.
- **Best Practices.** Summary of best practices in the use of WorkKeys in the leading states that use this tool for workforce and economic development.
- **Prototype Lab.** Development of a “best in class” prototype learning lab that administers WorkKeys tests, provides training to increase skill levels, and issues CRCs to worthy individuals.
- **Employer Demand.** Development of a Crawl-Walk-Run model for implementation of CRCs and WorkKeys that meets the needs of various segments of employers (small, medium, and large). Engage 25 employers in pilot implementation.
- **School Engagement.** Development of a sustainable commitment to WorkKeys and the CRC with our community colleges, ISDs, and schools.

Manufacturing Skills Standards – Phase I

Purpose:

Implement the Manufacturing Skills Standards in a critical mass of regional companies as a means of creating a region-wide portable credentialing system for skilled manufacturing workers.

Phase I Budget Allocation:

\$

Proposed Partner/Vendor:

Grand Rapids Community College
Contact: Judy Stark

Phase I Deliverables:

- **Advisory Group.** Create a regional advisory group to guide the implementation of the standards.
- **Outreach.** Meet with each of the Manufacturers Councils in the region to explain the MSSC system and its potential.
- **Lead Companies.** Identify a minimum of five regional manufacturing companies to pilot the implementation and develop and execute an implementation plan for each of the pilot companies.
- **Implementation Plan.** Based on the pilot implementation, develop a strategy and business plan for broad regional implementation.

Health Care Regional Skills Alliance – Phase I

Purpose:

Align the region's workforce development and education systems around the emerging skill requirements of the health care sector.

Phase I Budget Allocation:

\$

Proposed Partner/Vendor:

Alliance for Health
Contact: Craig Nobellin

Phase I Deliverables:

- **Strategies for Key Occupations.** Between 6-10 priority occupations will be identified, and preliminary strategies developed to address skill shortages in these occupations.
- **Michigan Works! Agencies (MWAs) Training Opportunities.** The key areas where Michigan Works! Agencies can provide training programs to the health care sector will be identified, and plans put in place to implement the programs.
- **Uniform Assessment Tool/Process.** The design of a uniform assessment tool for the health care sector will be identified, and the tool will be piloted with 10 employers.
- **Regionally-focused Website.** The need for and options for development of such a website will be explored.
- **Plan for Collaboration among Intermediate School Districts (ISDs).** ISDs and their school systems are developing programs to improve the preparation and supply of students going into the health care field. A strategy will be developed and implemented for bringing them together to collaborate on the development of K-12 health science pathways and career development programs.
- **Best Practices for Retention in Health Care.** Best practices for improving retention in health care occupations will be identified and disseminated.

Tri-Sector Workforce Development (SOURCE) – Phase I

Purpose:

Expand the SOURCE model to a regional scale, to include adaptations to specific employment sectors (such as health care) and target populations (such as ex-offenders).

Phase I Budget Allocation:

\$

Proposed Partner/Vendor:

Delta Strategy

Contact: Connie Bellows

Phase I Deliverables:

- **Regional Stakeholder Group.** Creation of a regional stakeholder group to gain broad support for the visioning and mission development for the adaptation and scaling of the model across the seven-county region.
- **Business Plan.** Develop the business plan for bringing the model to scale in the West Michigan region.
- **Playbook, Templates, Surveys and a Communications Plan.** Develop playbook, incorporating our experience from The SOURCE, Health Field Group, Reentry Roundtable and national best practices, to be used by interested communities in adapting the model.
- **Develop Relationships with Key Partners.** This will include the Health Field Group program expansion (HFG); the Kent County Reentry Roundtable (RRT); the Ottawa County Employment Alliance; and Grand Rapids Northwest.
- **Learning and Public Policy.** Develop a public policy plan.

Governance

Governance

Detail on the governance and decision-making structure for WIRED West Michigan are provided in Tab 3 of the WIRED Notebook – “*WIRED Implementation Plan.*”

An updated membership for the WIRED Policy Council is provided on the following page.

Policy Council Membership

Co-Chairpersons:

- Fred Keller**, Chairman/CEO, Cascade Engineering
- Lynne Sherwood**, Chairperson, JSJ Corporation

National/State Selections:

- Keith Cooley**, Executive Director, Focus Hope

Other Regional Representatives

- Nancy Crandall**, WMSA
- Dr. Patricia Oldt**, Vice President, GVSU
- Jim Fisher**, President, Shoreline Recycling
- Mark Murray**, President, Meijer
- Bruce Los**, Vice President, Gentex
- Keith Brophy**, President, NuSoft Solutions
- Elizabeth Cherin**, President, Fremont Area Foundation
- Andy Lock**, Chief Administrative Officer, Herman Miller
- Dr. Susan Meston**, Superintendent, Muskegon ISD
- Jane Clark**, President, Holland Chamber of Commerce
- Haig Kassouni**, President & CEO, NK Plastics
- Phillip Rios**, Assistant Director, West Michigan Center for Arts & Technology
- Wayman Britt**, Deputy County Administrator, Kent County

First meeting completed: July 25, 2006

Operations

Operations

- The details of our management system are described in Tab 4 – *Innovation Management System* in the WIRED Notebook.
- A detailed strategy use of the Collaborative Workspace is under development.
- The next major plan for development will be the Education and Communication strategy. The Project Manager will lead this effort.
- The kick-off meeting of the WIRED Policy Council was completed July 25, 2006. Agendas for future work sessions and their quarterly meetings are being designed.

Budget

WIRED West Michigan Three-Year Budget

WIRED Three Year Budget (\$1,000)				
Revised 7.19.06				
	Year 1	Year 2	Year 3	Total
Market Intelligence Initiatives				
Emerging Sector Analysis				
Supply Chain Evolution Analysis				
Knowledge Workers and Economic Development				
Regional Outreach & Engagement				
Innovation Infrastructure Initiatives				
InnovationWORKS				
Enterprise Development Initiatives				
West Michigan Entrepreneurial League System				
Workforce System Transformation				
Regional Manufacturing Skills Cooperative				
WorkKeys and Work-Based Learning				
Manufacturing Skills Standards				
Global School and Accelerated Engineering Model				
Tri-Sector Workforce Development (SOURCE)				
Health Care Regional Skills Alliance				
Initiative Strategic Support				
Total -- Direct Programs				
Administration				
WMSA Administration				
GVSU Administration				
Total Initiative Budget				

(Detailed spreadsheets for the administration budget are available if needed.)

Investment Allocation

WIRED West Michigan Innovations Portfolio #1		Total Low End	%	Total High End	%
Economic Development: Research	Market Intelligence Initiatives				
	Emerging Sector Analysis				
	Supply Chain Evolution Analysis				
	Knowledge Workers and Economic Development				
	Regional Outreach & Engagement				
	TOTAL				
Economic Development: Infrastructure	Innovation & Enterprise Development Initiatives				
	InnovationWORKS				
	West Michigan Entrepreneurial League System				
	TOTAL				
Workforce Development	Workforce System Transformation				
	Regional Manufacturing Skills Cooperative				
	WorkKeys and Work-Based Learning				
	Manufacturing Skills Standards				
	Global School and Accelerated Engineering Model				
	Tri-Sector Workforce Development (SOURCE)				
	Health Care Regional Skills Alliance				
	TOTAL				
	TOTAL INVESTMENT				

Technical Assistance

Priorities for Technical Assistance

- General Needs
 - Benchmarking information
 - Connections to subject matter experts
 - Leveraging of existing resources
- Specific Requests
- CAEL: soft skill assessment, workforce system alignment, best practices and competency based credentialing, directly connecting with 3 key projects in the West Michigan WIRED implementation plan:
 1. Manufacturing Skills Standards
 2. Manufacturing Skill Development Co-op
 3. Performance Based Credentialing using WorkKeys
 4. Mapping of federal government funding into West Michigan, including \$ transferred through the state of Michigan (baseline assistance)

TA Assistance Opportunities by Initiative

Initiative	Technical Assistance Needs
<i>Emerging Sector Analysis</i>	<ul style="list-style-type: none"> •Data on generic skill development needs by sector. •Models other regions have developed for ongoing analysis of skill needs in specific sectors.
<i>Global Supply Chain Analysis</i>	<ul style="list-style-type: none"> •Data and analysis on the changes in global supply chain structure by sector (auto, furniture, health care, etc.). •Other examples of ongoing regional supply chain analysis initiatives.
<i>Knowledge Workers and Economic Development</i>	<ul style="list-style-type: none"> •Research on strategies to attract and retain knowledge workers as part of a regional economic development strategy. •Research on the changing structure of work and its impact on skill development.
<i>InnovationWORKS</i>	<ul style="list-style-type: none"> •Information on other regional structures for intellectual property commercialization. •Ideas about speakers for the Innovation Forum. •Examples of Industrial Design sector development from other regions. •Information on existing curricula for innovation skill development.

TA Assistance Opportunities by Initiative

Initiative	Technical Assistance Needs
<p><i>Regional Manufacturing Skill Development Coop</i> **CAEL Priority</p>	<ul style="list-style-type: none"> • Benchmarking on national and international models for employer “pull” systems for workforce development. • Examples of cross-employer IT infrastructures for demand forecasting for skill requirements.
<p><i>WorkKeys</i> ** CAEL Priority</p>	<ul style="list-style-type: none"> • Examples of other regions with critical mass implementation of WorkKeys in regional employers and schools. • Experience with Career Readiness Certificates.
<p><i>Manufacturing Skills Standards</i> ** CAEL Priority</p>	<ul style="list-style-type: none"> • Ideas about how to implement the Skills Standards on a regional basis. • Relevant experience from implementation of other alternative credentialing systems.
<p><i>Global School and Accelerated Engineering</i></p>	<ul style="list-style-type: none"> • Examples of successful STEM high schools. • Global benchmarking of K-12 systems. • Examples of successful Early College programs with a technical focus.

Priorities By Initiative

Initiative	Technical Assistance Needs
<p><i>Tri-Sector Workforce Development (SOURCE Model)</i></p>	<ul style="list-style-type: none"> • Examples of successful programs for moving transitional workers (welfare; ex-offenders; etc.) into employment. • Examples of employer collaboration on career to career paths. • Examples of common assessment and credentialing tools across employers.
<p><i>Health Care Regional Skills Alliance</i></p>	<ul style="list-style-type: none"> • Examples of regional workforce development alliances focused on the health care sector. • Examples of common assessment tools in the health care sector. • Strategies for curriculum modularization across health care careers.
<p><i>Entrepreneurial League System</i></p>	<ul style="list-style-type: none"> • Strategies for connecting entrepreneur development to commercialization processes. • Examples of entrepreneur development systems for youth. • Connection of entrepreneur development for use in manufacturing product development and business spin-outs.
<p><i>Federal Fund Mapping</i> ** CAEL Priority</p>	<ul style="list-style-type: none"> • Multi-year detailed report and analysis of funds entering West Michigan from governmental agencies with recommendations for additional funding opportunities.