

A scenic view of a city with a prominent tall building, a river, and a bridge railing in the foreground. The tall building is the focal point, with a flag on top. The river is in the middle ground, and the bridge railing is in the foreground. The sky is clear and blue.

# › BC Vision Plan

June 2015

- **Executive summary**
- **Process**
- **Context**
- **Strategies and actions**
- **Metrics and accountability**
- **First 100 business days**
- **Appendix**



## ➤ Vision

*Battle Creek is a thriving community for people to live, work, and play, where there is equitable opportunity for all residents to have the income, education, and resources they need to be successful.*

# AN OPEN LETTER TO > Battle Creek

Nearly one year ago, the W.K. Kellogg Foundation and Kellogg Company convened a meeting of local leaders and residents to discuss how, together with the community at large, we could spark transformation in Battle Creek and improve the economic conditions of the community for our residents. At that meeting, the group agreed that we needed to create a shared vision for the community and an action plan that would guide our efforts to create a vibrant and equitable Battle Creek.

Since then, we have hosted more than 50 community meetings, engaged 183 different organizations, knocked on 30,000 doors and spoke with more than 8,000 Battle Creek residents to gather input and feedback from as many community leaders and citizens as possible. As a result of the tireless efforts and dedication of hundreds of individuals representing every sector and many neighborhoods, we are able to present a shared vision and action plan for the community that focuses on jobs, workforce development, and creating a culture of vitality.

While we have made great strides in the creation of the plan, we know there is still more work to do. As we implement the plan, we remain committed to a process of continuous improvement knowing we will learn valuable lessons as we move forward together that can strengthen our plan to advance our vision.

We also remain committed to ensuring this plan will have equitable outcomes for everyone in the community, no matter their race, ethnicity, gender, or income. Battle Creek has a rich foundation of honorable values, civil rights advocacy, and entrepreneurship, and this plan and our work together will embody this legacy.

As we launch the Battle Creek Vision plan it is important to remember that no single institution or individual can achieve the ambitious vision we have set for our community. It will take all of us working together and supporting each other to create a thriving community where people want to live, work, and play.

Thank you to everyone who has already supported the work of BCVision and to those who will join our efforts.

**#BCVision STEERING COMMITTEE**



# BC Vision was launched with a focus on increasing jobs, talent, and the culture of vitality in Battle Creek

## JOBS

Increase the number of permanent jobs and the number of Battle Creek residents with the skills and opportunities for employment

*(See pages 7-9, 19-20, 26-44, 60-65)*



## TALENT

Build the talent pipeline by increasing kindergarten readiness and college and career readiness

*(see pages 10-11, 21-22, 45-54, 65-67)*



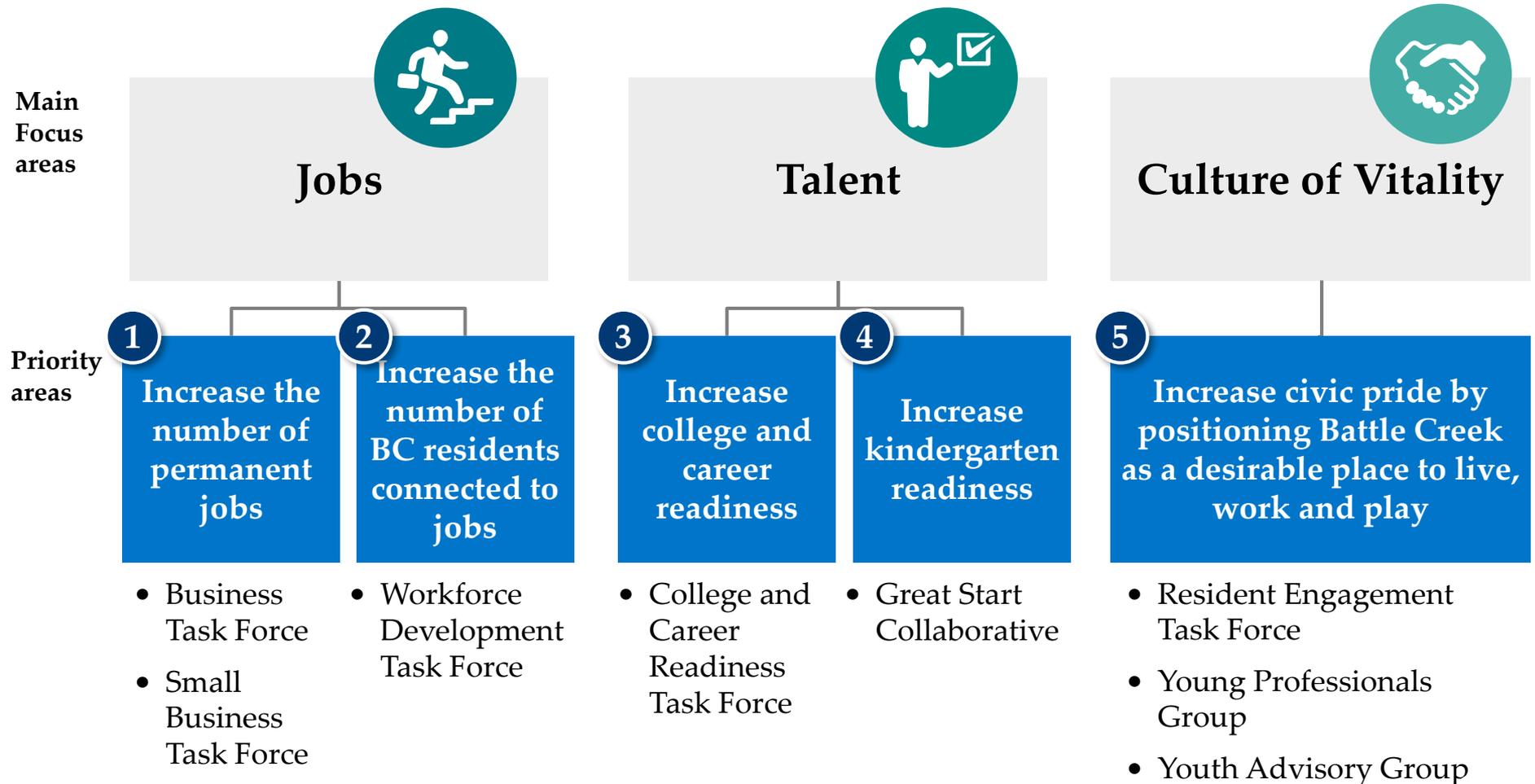
## CULTURE OF VITALITY

Increase civic pride by positing Battle Creek as a desirable place to live, work and play

*(see pages 12, 23-24, 55-56, 68)*



# Task forces and community groups were engaged to develop plans for each of the five priorities that emerged from community meetings





## INCREASE THE NUMBER OF PERMANENT JOBS: ATTRACT AND RETAIN BUSINESSES

### > **GOAL**

Battle Creek's large employers will collaborate to retain and attract businesses to increase the number of jobs and ensure a strong workforce is connected to these jobs, ultimately envisioning jobs for all residents and strong talent for employers

### > **STRATEGIES**

#### ATTRACT NEW BUSINESSES

Attract new businesses that leverage Battle Creek's core competencies

#### DEVELOP QUALIFIED WORKFORCE AND REMOVE BARRIERS TO EMPLOYMENT

Work in partnership with those supporting workforce development to help improve qualifications of the local workforce and remove barriers to employment

#### STRENGTHEN ADVOCACY CAPABILITIES

Strengthen community advocacy capabilities to attract regional, state, and federal support and resources





## INCREASE THE NUMBER OF PERMANENT JOBS: CREATE A THRIVING SMALL BUSINESS ECONOMY

### > **GOAL**

Battle Creek will be home to a thriving small business economy characterized by an increasing number of successful small businesses and growth in jobs

### > **STRATEGIES**

#### CREATE SINGLE POINT OF CONTACT IN GOVERNMENT

Create a single point of contact for government services and collaborate to streamline regulations for small businesses

#### INCREASE PROCUREMENT FROM SMALL BUSINESSES

Develop supports to increase medium company, large company, and government procurement from small businesses

#### CREATE ENTREPRENEURIAL ECOSYSTEM

Create public / private partnerships to build an equitable, cohesive entrepreneurial ecosystem

#### LEVERAGE GOVERNMENT OPPORTUNITIES

Pursue regional, state, and federal government funding, programs, and services to accelerate small business progress





## INCREASE THE NUMBER OF RESIDENTS WITH THE SKILLS AND OPPORTUNITIES FOR EMPLOYMENT

### > **GOAL**

All Battle Creek residents – regardless of race, gender, or socioeconomic background – have equitable opportunities to gain the required skills for permanent jobs that provide both access and visibility into career advancement as well as lead to family economic security

### > **STRATEGIES**

#### CREATE FORMAL EMPLOYER, FUNDER, EDUCATION AND SERVICE PROVIDER PARTNERSHIPS

Create formal employer, funder, education, and service provider partnerships to increase alignment with job and career opportunities and to remove barriers to employment

#### INCREASE AWARENESS OF JOB OPENINGS

Increase awareness of job openings through a website and targeted outreach to job seekers

#### IMPROVE ACCESS TO INFRASTRUCTURE SUPPORTS

Work with employers and service providers to improve access to infrastructure that supports individuals in securing and sustaining employment, including transportation and childcare

#### REMOVE BARRIERS TO EMPLOYMENT

Partner with employers to remove barriers to employment, whether through changes in human resource practices or providing integrated employment supports within one physical location



## INCREASE COLLEGE AND CAREER READINESS



### GOAL

All students—regardless of race, gender, or socioeconomic background—will be successful in pursuing careers and life paths that lead to their economic stability

### STRATEGIES

#### CREATE AN EQUITABLE CULTURE OF ACADEMIC AND CAREER PATHWAYS

Encourage alignment with post-secondary training programs, higher education and employers to develop clear pathways for youth; enhance and align mentorship, internship and training opportunities; ensure all students have an advocate who is able to effectively support them in preparing for post-secondary opportunities.

#### CREATE AN EXCELLENT, EQUITABLE, QUALITY PRE-K – 16 EDUCATION SYSTEM IN THE BATTLE CREEK AREA

Accelerate rapid transformation efforts of Battle Creek Public School and Lakeview School Districts and explore through a feasibility study, what it will take to create this system to benefit all students in Battle Creek, which includes consideration of district structure.



## INCREASE KINDERGARTEN READINESS

### > **GOAL**

Every child will have a great start; they will be safe, healthy, prepared, and eager to succeed in school and in life

### > **STRATEGIES**

#### PROMOTE A SHARED DEFINITION

Promote a county-wide shared definition of kindergarten readiness

#### ADVOCATE FOR EARLY EDUCATION

Recognize and adopt early childhood education as an equitable workforce development strategy

#### IMPROVE QUALITY OF SERVICES

Improve quality of early learning experiences through the coordination, alignment, and implementation of professional development/training and coaching

#### INCREASE COORDINATION

Increase coordination and alignment of policies, services, and supports that impact families with children

#### INCREASE ACCESS TO CARE

Increase access to quality and culturally appropriate early learning and child care opportunities





## STRENGTHEN THE CULTURE OF VITALITY



### > **GOAL**

Increase civic pride, unity, collaboration, trust, and healthy lifestyles among the diverse community members that live, work, and play in Battle Creek

### > **STRATEGIES**

#### ACTIVE AND LIVELY DOWNTOWN

Foster investment and activity in the downtown

#### PROMOTE BATTLE CREEK

Engage business and residents in promoting Battle Creek

#### SAFE NEIGHBORHOODS

Build the capacity of neighbors to promote and advocate for safe neighborhoods

#### COMMUNITY EVENTS

Strengthen existing events through coordination and collaboration across multiple entities to reach a wider demographic and draw from further distances

#### PHYSICAL AND NATURAL ENVIRONMENT

Coordinate river restoration with the State's efforts to reconnect communities to water resources

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## The starting point for BC Vision

The charge for BC Vision:

*Within one year, in partnership with residents and leaders across all sectors, co-create a vision and an actionable long-term sustainable community and economic development plan that leads to a vibrant and equitable transformation of Battle Creek*

This community plan was developed by parents, students, leaders of local institutions and businesses, members of city government, and many other passionate residents of Battle Creek.

BC Vision has been and remains a dynamic process of transformation that will require us all to learn, refine our strategies and approaches, and improve over time. Please consider this BC Vision plan as a living document that builds on our assets, captures our aspirations, and provides a starting point for our transformation.





## The BC Vision planning process was guided by five core principles

- 1. Transform the community:** Commit to community change for the benefit of all with an emphasis on equity
- 2. Plan and work together:** Involve key stakeholders across sectors; value and leverage community assets
- 3. Partner with the community:** Engage community members as genuine partners
- 4. Use shared data:** Identify common metrics, set the agenda and improve over time
- 5. Champion the cause:** Be an ambassador for community change



# The plan was developed over 12 months, through an intensive community-engaged process

**GOAL:** Within one year, in partnership with residents and leaders across all sectors, co-create a vision and an actionable long-term sustainable community and economic development plan that leads to a vibrant and equitable transformation of Battle Creek.

## PHASE 1 ►

## PHASE 2 ►

## PHASE 3 ►

## PHASE 4

**RESEARCH & DESIGN**  
(April – August 2014)

**ENGAGEMENT:**

- Focus groups, interviews and stakeholder meetings
- Funders Group
- Data collection, analysis and synthesis

**OUTCOME:**

Human resources in place to support and design a 12 month action process to reach overall goal

**CO-DESIGN ENGAGEMENT FRAMEWORK** (August – October 2014)

**ENGAGEMENT:**

- Focus groups, interviews and stakeholder meetings
- Community kick-off meeting (Sept. 29)
- Community readiness series (Oct. 24, 25)

**OUTCOME:**

Co-design framework for a multi-sector stakeholder process

**ACTION PLAN DEVELOPMENT** (November 2014 – May 2015)

**ENGAGEMENT:**

- Priority action meetings (Nov. 11, 12, Dec. 11, 16)
- Action planning labs (Feb. 23, Mar. 12, Apr. 13-14)
- Steering committee (Mar. 23, May 2, May 18)
- Plan development and refinement
- Community canvassing
- Community updates

**OUTCOME:**

Community-informed action plan emerging from a shared vision

**STRATEGIC IMPLEMENTATION**  
(May 2015+)

Implementation begins and more complex elements of the plan are further refined

Ongoing research and learning

Ongoing engagement of business, residents, educators

Steering Committee



## Throughout that time, thousands of Battle Creek's residents provided input to the plan



**50** meetings since May 2014

**183** participating organizations

**811** individuals participating in at least one meeting

**1,195** Facebook members

**2,500** community survey participants

**8,210** conversations

**30,009** households canvassed

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## Context: Jobs (1/2)

Please see the appendix slides 81-87 for more detail

### > KEY CHALLENGES

- Many jobs in the Battle Creek labor market remain unfilled because of a lack of qualified applicants
- Job forecasts suggest that, in the years to come, jobs will require employees to have a higher level of educational preparation and skills – including for entry level positions
- Certain populations in the community are struggling at disproportionate rates, particularly people of color and residents with a high school diploma or less, limited English speaking skills, and/or limited work experience
  - These populations are more likely to be unemployed or under-employed, with African Americans and Hispanics having an unemployment rate nearly double the rate for Whites
- Some employers noted applicants' substance abuse and lack of proficiency in reading and math as key barriers to employment
- Many small businesses that could drive job growth, struggle to grow as they need more customers and access to smaller amounts of capital and/or higher risk capital than is available from current lending sources
  - Many of the available services are perceived as inaccessible or not tailored to specific needs of small business owners
  - There is a challenging regulatory/policy environment for businesses, including limiting zoning and land use requirements, restrictive barriers around types of businesses permitted downtown, and a complicated business permitting process



## Context: Jobs (2/2)

Please see the appendix slides 81-87 for more detail

**OPPORTUNITY:** Battle Creek has five core competencies that can serve as the basis for attracting and retaining new businesses; in addition, Battle Creek has a small business community that is committed to transformation

### > ASSETS

- Battle Creek has five core competencies:
  - National defense
  - Aviation
  - Food and agriculture
  - Logistics
  - Manufacturing
- Manufacturing in the Battle Creek region is evolving, with transportation equipment, primary metal manufacturing, and fabricated metal products manufacturing all becoming increasingly important, creating the potential for new job creation
- Non-manufacturing industries, such as health care and aviation-related support activities are emerging industries that are becoming more important to the region
- Several local programs that provide job training and placement support have had initial success (although the scale is limited), and there are emerging partnerships between educational institutions, training providers, and employers
- Several local funds and tax incentives work to support small business growth (e.g., BCU Direct Investment Fund, Local Property Tax Abatement, MEDC Debt Funding), and the Battle Creek Area Chamber of Commerce is focused on promoting a business-friendly environment through advocacy
  - Several organizations provide training, coaching, and space for business incubation in Battle Creek (e.g., Chamber of Commerce, Center for Entrepreneurship, Inge's Place, WMU's Small Business Development Center)
- Several programs are providing workers with infrastructure supports to access and maintain employment (e.g., BC Rides)



## Context: Talent (1/2)

Please see the appendix slides 89-93 for more detail

### > KEY CHALLENGES

- Today, there are 108 licensed child care homes, centers, Great Start Readiness Program classrooms, and Head Start centers to serve the ~4,350 children, ages 0 - 4 in Battle Creek; however, program capacity is insufficient to meet demand, and programs struggle to hire and retain qualified staff
- Children are not performing at grade level in school, with only 34% of Battle Creek students achieving proficiency in math and 55% achieving proficiency in reading by the 3<sup>rd</sup> grade
- A significant educational achievement gap exists among different subpopulations and communities; for example, African American and Hispanic residents are less likely to have a high school diploma and postsecondary degree than their white counterparts
- In interviews, employers noted that many applicants with a high school diploma were not career ready due to inability to pass literacy, math, and substance use screens



## Context: Talent (2/2)

Please see the appendix slides 89-93 for more detail

**OPPORTUNITY:** There are a set of strong programs within Battle Creek that can meaningfully contribute to developing the workforce of tomorrow

### > ASSETS

- Early Childhood Connections (ECC) began serving children and families in Battle Creek in 2010, providing coordinated services so that kids are developmentally ready for kindergarten. Services including Welcome Baby Basket visits, Home Visits, Toddler Playgroups, and training and support for quality childcare and preschool
- Kellogg Community College (KCC) , Miller College, the Math & Science Center, and Western Michigan University all have strong educational programs linked to career opportunities
- KCC offers several programs providing counseling and financial support to students in need (Upward Bound, Starting Here and Now program)
- Miller College is currently working to enhance its focus on community outreach and student supports, while also strengthening the transfer process from KCC to Miller
- Many robust community programs currently provide services to students to connect them to postsecondary education



## Context: Culture of vitality (1/2)

Please see the appendix slides 95-98 for more detail

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### > KEY CHALLENGES

- There has been a tendency among Battle Creek residents to focus on Battle Creek's "glory days," rather than expressing pride in Battle Creek today and excitement about its future
- Structural inequality and differences in social mobility and social capital among racial and ethnic groups undermine Battle Creek's culture of vitality



## Context: Culture of vitality (2/2)

Please see the appendix slides 95-98 for more detail

**OPPORTUNITY:** Battle Creek is a community with a strong sense of belonging and history that can contribute to a culture of vitality

### > ASSETS

- Battle Creek is a small but diverse community with many long-term residents
- Battle Creek has a rich history of civic engagement, including a variety of community organizations working diligently to improve the quality of life
- There are noteworthy efforts to promote racial equity and multi-cultural awareness, as well as build strong working relationships among diverse community groups
- There is some positive momentum around building a stronger culture within Battle Creek, likely due, in part, to programs like the Downtown Transformation Initiative
- A large number of people have been involved in launching BC Vision
- There are several active arts institutions (e.g., symphony, music school, art center)

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## INCREASE THE NUMBER OF PERMANENT JOBS: ATTRACT AND RETAIN BUSINESSES



### Large Business Goal

Battle Creek's large employers will collaborate to retain and attract businesses to increase the number of jobs and ensure a strong workforce is connected to these jobs, ultimately envisioning jobs for all residents and strong talent for employers



## Strategy #1: National Defense

Opportunity	<ul style="list-style-type: none"><li>• Leverage corporate and community influence to advocate for Ballistic Missile Defense System, cyber security squadron and remote controlled drones</li></ul>
Progress to date	<ul style="list-style-type: none"><li>• Secured funding for full 10,000-foot runway</li><li>• Identified Battle Creek Area Chamber of Commerce to lead citizen engagement activities</li><li>• Identified BCU to lead elected official engagement; secured meetings with various government leaders</li></ul>
Key actions	<ul style="list-style-type: none"><li>• Develop more comprehensive plan that includes ongoing citizen engagement, ongoing elected official engagement plan and expansion of advocacy efforts beyond Battle Creek to the regional, state and national level (where appropriate) with clear targets including number of activities organized, number of elected officials involved, number of citizens taking action, etc.</li></ul>
Who	<ul style="list-style-type: none"><li>• BCU, Battle Creek Area Chamber of Commerce (“BCACC”), City of Battle Creek, Air National Guard, with support from Kellogg Company and business community</li></ul>



## Strategy #2: Aviation

<p><b>Opportunity</b></p>	<ul style="list-style-type: none"> <li>• Leverage strong aviation capabilities including WMU College of Aviation, Duncan Aviation, 10,000 foot runway, proximity to I-94, Chicago and Detroit, Air National Guard presence and local airport to explore aviation industry expansion opportunities</li> </ul>
<p><b>Progress to date</b></p>	<ul style="list-style-type: none"> <li>• City of Battle Creek approved investment to hire a top airport management firm to develop a plan, including business development opportunities, for the airport; process will take 12 -18 months</li> <li>• Identified growth opportunities: 1-5 years             <ul style="list-style-type: none"> <li>- Advocated for state funding to expand WMU College of Aviation, estimated to be \$19 million</li> <li>- Supported eventual expansion of Duncan Aviation</li> <li>- Created access and develop open land on the southwest side of the airport</li> </ul> </li> <li>• Identified growth opportunities: 5-10 years             <ul style="list-style-type: none"> <li>- Explored business jet management complex</li> <li>- Secured flying missions for the Air National Guard</li> <li>- Explored possibility to serve as alternate landing site for Chicago</li> <li>- Supported Ballistic Missile Defense</li> </ul> </li> </ul>
<p><b>Key actions</b></p>	<ul style="list-style-type: none"> <li>• Support City of Battle Creek airport management consulting project; implement plan when approved</li> <li>• Continue advocacy efforts for WMU expansion</li> </ul>
<p><b>Who</b></p>	<ul style="list-style-type: none"> <li>• City of Battle Creek, BCU, and BCACC with support from WMU, Duncan Aviation, Air National Guard and business community as needed</li> </ul>



## Strategy #3: Food and Agriculture

Opportunity	<ul style="list-style-type: none"><li>• Leverage Michigan’s diverse agriculture base and local food manufacturing expertise to attract food processing and other related food manufacturing opportunities</li></ul>
Progress to date	<ul style="list-style-type: none"><li>• Engaged with regional stakeholders including International Food Protection Training Institute, Michigan Department of Agriculture and Rural Development, local farmers and area businesses to better understand local potential; identified the following opportunities to explore:<ul style="list-style-type: none"><li>- Food processing industrial park</li><li>- Juicing; some farmers sending produce to WI for processing</li><li>- Artisan food products</li><li>- Food inspector training programs</li><li>- Food transportation</li><li>- Wet and dry grain milling</li><li>- Agri-tourism/Food Prize</li></ul></li></ul>
Key actions	<ul style="list-style-type: none"><li>• Partner with Michigan Department of Agriculture to seek leadership role for Battle Creek within state initiative</li><li>• Prioritize above opportunities and develop more detailed action plan for top priorities</li></ul>
Who	<ul style="list-style-type: none"><li>• BCU and IFPTI with support from food manufacturers including Kellogg, ConAgra Foods, Post, Prairie Farms and others as interested</li></ul>



## Strategy #4: Logistics

<b>Opportunity</b>	<ul style="list-style-type: none"><li>• Leverage existing assets including airport, Foreign Trade Zones, proximity to I-94 as well as Chicago and Detroit and local business needs to grow logistics-related business opportunities</li></ul>
<b>Progress to date</b>	<ul style="list-style-type: none"><li>• Hosted preliminary meetings with area logistics professionals to help assess potential for Battle Creek; identified next steps to help surface specific opportunities to pursue</li></ul>
<b>Key actions</b>	<ul style="list-style-type: none"><li>• Reconvene area logistics professionals to further develop recommendations and action plan</li><li>• Audit local assets (e.g., storage capabilities, current business needs, infrastructure, Foreign Trade Zone)</li><li>• Evaluate logistics spend from large businesses for potential leverage to create satellite operations in Battle Creek</li><li>• Evaluate frequently used suppliers (e.g., ingredients, card board) to determine potential for satellite operations in Battle Creek</li><li>• Leverage supply chain expertise from area universities; WMU and MSU have highly rated supply chain management programs</li></ul>
<b>Who</b>	<ul style="list-style-type: none"><li>• BCU, Farrow and EPI with support from food and auto part manufacturers</li></ul>



## Strategy #5: Manufacturing

### Opportunity

- Leverage existing competencies in auto parts manufacturing, food production and other manufacturing to expand existing businesses and recruit new businesses to the region; initial focus should be on filling existing jobs and meeting the needs of current employers and then focus on recruiting new businesses; see workforce development plans



## Additional Opportunities for Future Exploration

- Healthcare industry could leverage health care systems and nursing program at Miller College
- Leverage existing packaging industry and Michigan State University, which has a strong school of packaging
- Potentially pursue other opportunities to leverage fiber optics



## These strategies will support increased equity in several ways:

- Opening the dialogue between large employers and employees allows the community to identify trends and create individualized solutions to meet the needs of employers and employees
- The existence of the task force has allowed for an evolving conversation that is solution-oriented, resulting in businesses having a stronger connection to the community and improving collaboration across sectors



## INCREASE THE NUMBER OF PERMANENT JOBS: CREATE A THRIVING SMALL BUSINESS ECONOMY



### Small Business Goal

Battle Creek will be home to a thriving small business economy characterized by an increasing number of *successful* small businesses and growth in jobs



## Strategy #1: Create a single point of contact for government services and collaborate to streamline regulations for small businesses

### Rationale

- Confusing and outdated regulations, combined with a historically weak customer service orientation, makes navigating city regulatory processes inefficient and frustrating for current and prospective small business owners
- Aligning and streamlining services and regulations will promote growth and provide a culture of small business support

### Key actions

- Create a position within city government to serve as a single point of contact for small business owners (*already accomplished*)
- Coordinate with key stakeholders in city government to identify what is needed to streamline regulations (e.g., 211 model of this approach)
- Track progress of regulations and new government position
  - Potentially consider review and refinement on a quarterly basis
- Implement more training opportunities in multiple languages for small businesses to learn about city processes and appropriate entry points



## Strategy #2: Develop supports to increase medium company, large company and government procurement from small businesses

### Rationale

- There are beneficial reasons for businesses to purchase products and services at the local and regional level
- Having medium and large companies and government procure an increasing amount of products and services from small businesses will support growth in local revenue and jobs

### Key actions

- Conduct assessments of what medium and large companies and government agencies need; determine if local small businesses could offer those goods and/or services
- Bring together small, medium, and large business owners to align on a shared goal for increasing medium and large company purchases from local small businesses, potentially through a vendor fair or conference
- Explore options for public policies to incentivize local procurement
- Provide continued educational support (e.g., website, point person) to medium and large businesses on how to buy local and to small businesses on how to enter the procurement process



## Strategy #3: Create public / private partnerships to build an equitable, cohesive entrepreneurial ecosystem

### Rationale

- Efforts that support entrepreneurs will need additional investment to offer the kind of interconnected network of resources and comprehensive support entrepreneurs require for business success
- Investing in a strong ecosystem will help existing small businesses grow and increase the likelihood of success for new businesses

### Key actions

- Map current ecosystem (e.g., incubators and accelerators, investors, foundations, and education programs)
  - Identify areas where no or limited resources exist, and where resources can be expanded or further aligned; especially note where services can be strengthened to better reach people of color and women owned businesses
- Connect entrepreneurs and established businesses; support development of mutually beneficial partnerships
- Accelerate work of current local organizations, e.g., invest in developing physical infrastructure for the Center for Entrepreneurship to support an entrepreneurial culture, benefiting growth of both new and existing businesses



## Strategy #4: Pursue regional, state and federal government funding, programs, and services to accelerate small business procurement

### Rationale

- Many regional, state, and federal programs exist to support small business growth; increasing the use of these programs could enhance progress in creating a thriving small business economy

### Key actions

- Research regional, state, and federal programs that aim to accelerate small business growth or remove barriers to success
- When appropriate, identify allies needed and pursue government resources



## These strategies will support increased equity in several ways:

- Increased procurement from local small businesses will instill community pride and can support people of color- and women-owned businesses
- A cohesive ecosystem will bring the community together through collaboration and allow the chance to increase outreach to entrepreneurs who have not typically been included
- Single point of contact and streamlined regulations will level the playing field and build stronger relationships



## INCREASE THE NUMBER OF RESIDENTS WITH THE SKILLS AND OPPORTUNITIES FOR EMPLOYMENT



### Workforce Development Goal

All Battle Creek residents – regardless of race, gender, or socioeconomic background – will have equitable opportunities to gain the required skills for permanent jobs that provide both access and visibility into career advancement as well as lead to family economic security



## Strategy #1: Create formal employer, funder, education and service provider partnerships to increase alignment with job and career opportunities and to remove barriers to employment

### Rationale

- Currently, there are many organizations working to improve adult workforce development in Battle Creek
- There is opportunity for further alignment and partnership among employers, funders, and education and service providers to accelerate the development and hiring of an educated and trained workforce

### Key actions

- Identify and reach out to key stakeholders who will need to be engaged
- Conduct thorough research on current job openings and skill gaps within the Battle Creek workforce as well as future job needs; map out current efforts to decrease these gaps
- Develop a shared vision of how to further develop the talent pipeline in Battle Creek, including expanding current programs and creating stronger connections between training, education, and on-the-job experience for students of all ages and underrepresented subpopulations
- Evaluate models for cost-sharing and on-going collaboration between education / training providers and employers
- Implement pilot programs, actively track feedback, and publicize success as appropriate



## Strategy #2: Increase awareness of job openings through a website and targeted outreach to job seekers

### Rationale

- Many Battle Creek residents are out of work, yet a number of jobs go unfilled
- A need has been identified to increase residents' awareness of job openings, and, in particular, to focus on African-American and Latino residents given their higher unemployment rates

### Key actions

- Confirm need for single website to communicate current job openings by reaching out to employers, community partners, and the general public
- Collect feedback on ideal components to improve current website (potentially Battle Creek Works) so that it is better able to handle additional traffic and meet the needs of BC employers, community partners, and other residents (e.g., more clearly delineating requirements of low / middle / high-skill jobs)
- Conduct targeted outreach to specific neighborhoods to ensure that those who are most disconnected from the workforce are able to learn about key opportunities whether through the website or other means



## Strategy #3: Work with employers and service providers to improve access to infrastructure that supports individuals in securing and sustaining employment, including transportation and childcare

### Rationale

- There is a large population of “working poor” in Battle Creek who face barriers to maintaining employment, such as lack of childcare or reliable transportation
- Providing additional workforce supports would help address these inequities and make it possible for more Battle Creek residents to pursue and maintain jobs

### Key actions

- Conduct outreach to employees to identify largest gaps in infrastructure support and on-site services (e.g., social workers, subsidized on-site childcare centers)
  - Note: This should build on Great Start Collaborative’s existing efforts to identify gaps in access to quality early learning opportunities for children of 2<sup>nd</sup> and 3<sup>rd</sup> shift manufacturing employees
- Research existing models of infrastructure supports that help fill these gaps (e.g., Chambliss, Cascade Engineering); investigate feasibility for replication in Battle Creek with the lens of decreasing inequity
- Identify strategies to support employers and other organizations in implementing best practices and additional services



## Strategy #4: Partner with employers to remove barriers to employment, whether through changes in HR practices or providing integrated employment supports within one location

### Rationale

- Battle Creek currently has many community assets to support employees, but not all residents are aware of the services, or have the time and/or resources to access them
- There is a shared desire among several service providers to further integrate and streamline their services

### Key actions

- Bring together key stakeholders (e.g., employers, Kellogg Community College, unions) to build on shared desire to remove barriers to employment, whether through changes in human resource practices or through providing integrated employment supports within one physical location
- Research best practices for changes in human resources practices, aligned wrap-around employment support models, and a physical or virtual employment / career center
- Support employer pilots of changes in human resources practices; share updates with larger stakeholder group
- Build a business plan for launching an employment / career center in an accessible location for current and prospective employees with the greatest needs; secure funding to execute on business plan and begin implementation



## These strategies will support increased equity in several ways:

- Targeted outreach to neighborhoods and faith-based organizations in communities, especially those with high unemployment rates; adapt communications to community needs
- Offer supports for individuals who have more barriers to entering the workforce and maintaining employment



## INCREASE COLLEGE AND CAREER READINESS



### College and Career Readiness Goal

All students—regardless of race, gender, or socio economic background—will be successful in pursuing careers and life paths that lead to their economic stability



## This goal will support increased equity in several way

- Incorporate dialogues and trainings that intentionally address racial tensions, which may arise from strategy implementation
- Increase the pool of resources available for schools that serve Battle Creek residents, who face the greatest challenges
- Ensure equitable outcomes for all students in Battle Creek
- Ensure more district-wide (across the four public school systems) collaboration and solutions



## INCREASE KINDERGARTEN READINESS



### Kindergarten Readiness Goal

Every child will have a great start; they will be safe, healthy, prepared, and eager to succeed in school and in life



# Strategy #1: Promote a county wide shared definition of kindergarten readiness

## Rationale

- Data from the 2014 Pulse Survey indicates that only 57% of parents over age 25 and a mere 23% of parents under age 25 are confident in preparing their child for kindergarten.

## Key actions

- Research, create and incorporate input on readiness definition
  - Ready Schools work group to create a draft of the definition and identify opportunities to align with State of Michigan Readiness Assessment (TS Gold) once formally announced
  - Collect and incorporate stakeholder input on promotional materials and strategies in support of approved final draft
- Support community readiness to implement identified strategies
  - Secure additional funding to support strategies
  - Support the active promotion of the message of readiness through multiple channels (e.g., bookmarks, billboards) and to multiple audiences through cross-sector training and implementation support
  - Establish agreements for cross-sector partnerships
- Implementation of Identified Strategies
  - Actively promote the message of readiness through multiple channels (e.g., bookmarks, billboards) and to multiple audiences
  - Exploration of opportunities as they emerge from new partnerships



## Strategy #2: Recognize and adopt early childhood education as a workforce development strategy

### Rationale

- Based on data from Michigan Department of Education, children who participate in high quality early learning programs, such as the Great Start Readiness program are more likely to be ready for kindergarten, more proficient in math and reading, less likely to repeat a grade, and more likely to graduate on time from high school. With a long-term focus on talent development and workforce development investing in children early is strategic
- With the expansion of the Great Start Readiness Program in Calhoun County, there is a shortage of highly qualified early childhood educators. Recruiting and supporting new teachers in the early childhood field is a workforce development strategy that supports both parents looking for work and children who need highly qualified teachers

### Key actions

- Strengthen existing and develop new partnerships with corporations and small businesses
  - Create learning opportunities that connect early childhood professionals with business sector and workforce development professionals
  - Explore opportunities for partnership and create partnership agreements
- Share research and data about the importance of early childhood to future community success
  - Create a repository for research and data
  - Analyze and create themes for the data and research and provide report based on findings
  - Facilitate action learning to identify necessary shifts in systems (policies/practice)
- Co-develop and implement cross-sector training in support of identified shifts in policies and practices
  - Identify key stakeholders (multiple perspectives impacted by shifts in policies and practices)
  - Co-develop training utilizing input from the identified stakeholders
  - Implement developed training
  - Assess training and provide support for ongoing implementation



## Strategy #3: Improve quality of early learning experiences through coordination, alignment and implementation of professional development/training and coaching

### Rationale

- Quality matters! According to Harvard University’s Center on the Developing Child, “The quality of a child’s early environment and the availability of appropriate experiences at the right stages of development are crucial in determining the strength or weakness of the brain’s architecture which, in turn, determines a child’s later success in school, postsecondary education and in the workforce.”

### Key actions

- Identification of quality improvement needs
  - Identify quality improvement needs
  - Provide resources (human and financial capacity) for learning opportunities
  - Create Memorandums of Understanding
  - Shift evaluation practices to measure effectiveness
- Develop strategies based on collected data
  - Active engagement and contribution in action learning in the development and implementation of strategies
- Implementation of identified strategies
  - Promote professional development opportunities through multiple channels and to multiple audiences
  - Coordination of training and professional development
  - Participation in training and professional development
  - Shift practices based on learning
  - Provide coaching to support a change in practice
  - Evaluate effectiveness



## Strategy #4: Increase coordination and alignment of policies, services and supports that impact families with children

### Rationale

- Increased coordination and alignment of policies, services and supports will eliminate duplication of services, promote smooth transitions from one program to another for families, and foster collective learning and a coordinated response to the needs of children and families in the community. Currently there is a lack of collaboration between sectors to collectively support families with young children.

### Key actions

- Create partnerships; review and shift policies
  - Develop intentional partnership between early childhood and workforce development
  - Shared review of existing policies impacting families with young children
  - Commit to shift policies in response to shared learning
  - Provide resources (human and financial capacity) for implementation
- Engage in BC Pulse Action Learning
  - Develop and facilitate shared action learning agenda to support data-driven decision making
- Support effective implementation
  - Increase understanding of and improve referral practices in response to shared learning
  - Co-develop family-focused workplace policies to support families with young children



## Strategy #5: Increase access to quality and culturally appropriate early learning and child care opportunities

### Rationale

- According to the Pulse Survey, 69% of African American parents and 71% of families with a yearly income of less than \$10,000 report they have difficulty finding the care they want for their children.
- According to Michigan's Great Start to Quality database, there are only 93 second and third shift slots in licensed child care homes throughout the Greater Battle Creek area. Traditionally, these slots are consistently full. With no center-based second and third shift care available in Battle Creek, there is a gap in services for families who need care for their children while they work

### Key actions

- Identify gaps in access to second and third shift care
  - Identify gaps in access (including but not limited to second and third shift gaps in childcare options)
  - Develop cross-sector partnerships to address identified gaps
  - Provide human and financial resources
  - Explore business models in support of addressing gaps in service
- Gather data and develop data-driven strategies (e.g., feasibility study)
  - Active engagement and contribution in action learning in the development and implementation of strategies
  - Access to employees (through workplace surveys)
- Implementation of identified strategies
  - Engage in needs assessment and feasibility study around second and third shift care
  - Identification of and support for potential second and third shift care provider(s)



## These strategies will support increased equity in several ways:

- Early learning opportunities are available in multiple languages and locations to meet needs of diverse families
- Staff represents the cultures present in our community



## STRENGTHEN THE CULTURE OF VITALITY



### Culture of Vitality Goal

Create a culture of vitality that supports job growth and talent development by positioning Battle Creek as a place where people choose to live, work and play



## Illustrative strategies

*Rationale: A strong culture of vitality is necessary in order to make Battle Creek a place where people want to live, work, and play as well as to increase the attractiveness to new businesses and residents.*

### **Create an active and lively downtown**

Activate vacant buildings downtown with additional shops, residences and offices to attract more people

### **Promote Battle Creek**

Educate all to create enthusiasm about all Battle Creek has to offer

### **Safe neighborhoods**

Build the capacity of neighborhood planning councils to promote and advocate for safe neighborhoods

### **Community events**

Strengthen existing events through coordination and collaboration across multiple entities to reach a wider demographic and draw from further distances

### **Develop the physical and natural environment**

Coordinate river restoration with the State's efforts to reconnect communities to water resources

Specific strategies will be developed during the first 100 business days.

- Executive summary
- Process
- Context
- Strategies and actions
- Metrics and accountability
- First 100 business days
- Appendix



# The community will hold itself accountable to achieving aspirational goals in each of the priority areas

Action team	Metric	Now	2020 Goal
<b>Business</b>	<i>Number of better-paying, newly created, full-time jobs</i>	<i>Average of 250 new jobs per year</i>	<i>1,000 new jobs over next 3 years*</i>
	<i>Number of small business employees</i>	<i>7,500 employees</i>	<i>8,300 employees</i>
<b>Small Business</b>	<i>Number of women and people of color owned small businesses</i>	<i>N/A**</i>	<i>15% growth</i>
	<i>Total small business payroll</i>	<i>\$230M</i>	<i>\$265M</i>
	<i>Total people of color- and women-owned small business payroll</i>	<i>N/A**</i>	<i>20% growth</i>
	<i>Median household income</i>	<i>\$36,112</i>	<i>\$41,529</i>
<b>Workforce Development</b>	<i>Median household income of people of color</i>	<i>\$25,566</i>	<i>\$31,958</i>
	<i>3 year average unemployment rate</i>	<i>14%</i>	<i>10%</i>
	<i>3 year average unemployment rate for people of color</i>	<i>20%</i>	<i>10%</i>
	<i>Level of educational attainment</i>	<i>8.8% Associates, 14.3% Bachelors, 8.4% Graduate</i>	<i>12% Associates, 16% Bachelors, 11% Graduate</i>
	<i>Level of educational attainment gap by race</i>	<i>15-50% gap</i>	<i>50% reduction</i>

\*The Business Task Force developed its job goals in relation to a broader regional economic development plan. Therefore, the timing for the goal is aligned to a three year horizon rather than five year.

\*\* Metrics marked N/A do not have a reliable data source. Approaches to securing and tracking data will be discussed in the next 100 business days



## Three actions teams are still in the process of developing metrics

### > COLLEGE AND CAREER READINESS

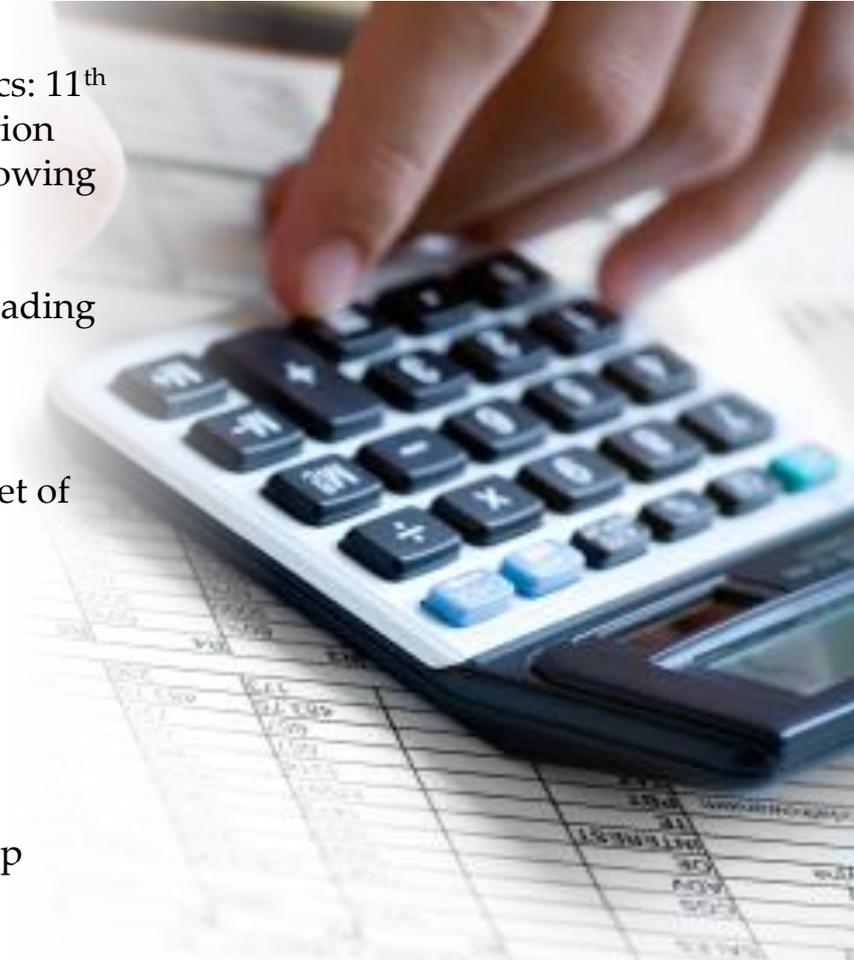
- The action team initially confirmed the following metrics: 11<sup>th</sup> grade Michigan merit exam scores, high school graduation rate, postsecondary matriculation rates (detailed in following slides)
- They are still exploring the possibility of other metrics aligned with strategies including, but not limited to - reading and math scores at specified grades

### > KINDERGARTEN READINESS

- The Great Start Collaborative identified a preliminary set of metrics and is working to establish a data collection mechanism and set aspirational goals (chosen metrics detailed in following slides)

### > CULTURE OF VITALITY

- The Culture of Vitality priority area is still under development
- Once strategies are in place, the action team will develop metrics





## Metric: *Large Business*

### PRIMARY JOB GROWTH

Create 1,000 new better paying full time jobs over the next 3 years





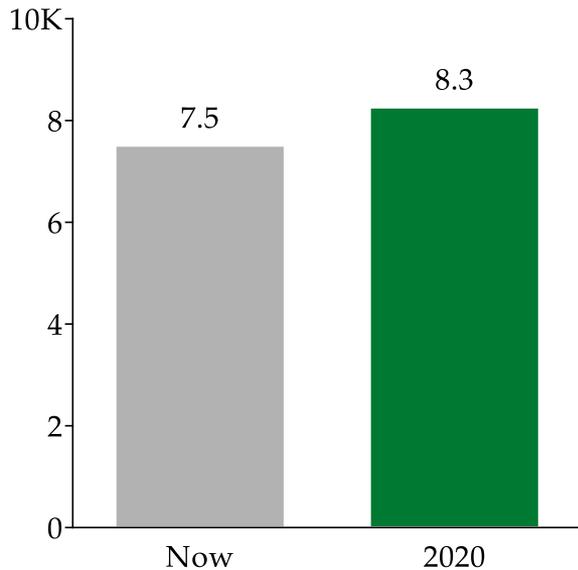
## Key Metrics: *Small Business*

### SMALL BUSINESS EMPLOYEES

**2020**..... Growth by 10%

**Now**..... 7.5K jobs

Number of small business employees at firms with <20 employees\*

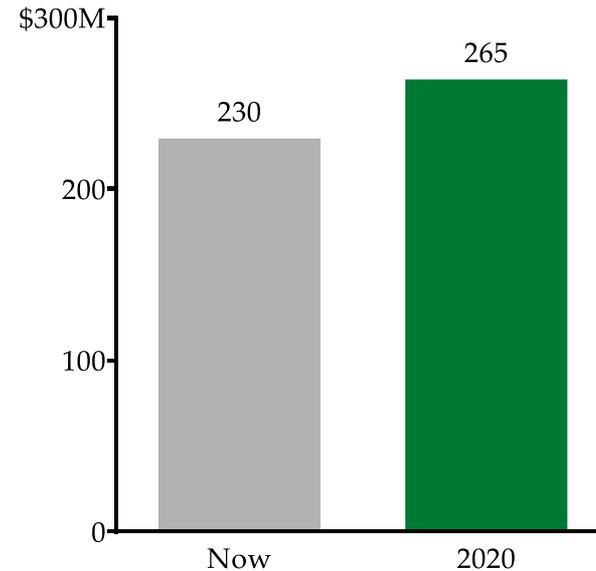


### SMALL BUSINESS PAYROLL

**2020**..... Growth by 15%

**Now**..... \$230M

Annual total payroll for small businesses



Note: Data for "now" based on benchmarks from 2011; a 2012 data set will be published in June 2015 which might provide stronger subpopulation data  
Source: Small Business Administration, 2011; Corporation for Enterprise Development, 2011



## Equity metrics: *Small Business*

### SMALL BUSINESS OWNERS

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**2020**..... Growth by 15% of people of color and women owned small businesses

**Now**..... Data not available currently; data capture process will need to be developed

### SMALL BUSINESS PAYROLL

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**2020**..... Growth by 20% in payroll for people of color and women employees (greater than overall target in order to close gap in outcomes)

**Now**..... Data not available currently; data capture process will need to be developed

# Small Business: Potential metrics and data sources

Impacts we seek	Potential metrics	Potential sources
<b>A</b> Grow payrolls of small businesses	<i>Increase in small business payroll</i>	<i>Corporation for Enterprise Development</i>
	<i>Increase in small business payroll for people of color and women</i>	<i>Survey of small business owners</i>
<b>B</b> Hire more local employees	<i>Increase in # of small business employees</i>	<i>Small Business Administration; Michigan Department of Technology Management and Budget; Bureau of Economic Analysis</i>
<b>C</b> Increase number of entrepreneurs with successful new businesses	<i>Increase in types and # of businesses opened in last 5 years</i>	<i>Small Business Administration; Battle Creek Chamber of Commerce; City of Battle Creek</i>
	<i>Increase in types and # of businesses kept open for at least 5 years</i>	<i>Small Business Administration; Battle Creek Chamber of Commerce; City of Battle Creek</i>
<b>D</b> Grow number of successful women and people of color-owned businesses / reduced gap in the rates of ownership and success among these target populations	<i>Increase in % of minority/women owned businesses</i>	<i>Survey of small business owners; Battle Creek Chamber of Commerce</i>
	<i>Increase in total # and revenue of minority/women owned businesses</i>	<i>Survey of small business owners; Battle Creek Chamber of Commerce</i>
<b>E</b> Increase networks, training, and support services	<i>Increase in # of entrepreneurship training opportunities and support services</i>	<i>Survey of small business owners to assess whether this has been met and satisfaction</i>
	<i>Increate in # of networks available for small businesses</i>	<i>Survey of small business owners to assess whether this has been met and satisfaction</i>



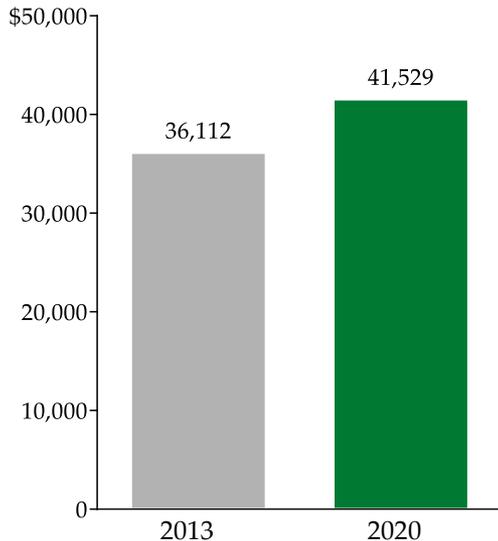
## Key Metrics: *Workforce Development*

### MEDIAN HOUSEHOLD INCOME

**2020**..... Growth by 15%

**2013**..... \$36,112

Battle Creek median household income

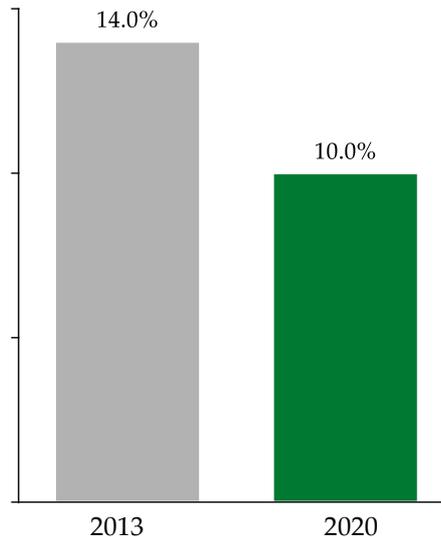


### UNEMPLOYMENT RATE

**2020**..... Reduction of 4pp

**2013**..... 14.0% (Note: based on 3-year average\*)

Battle Creek unemployment rate

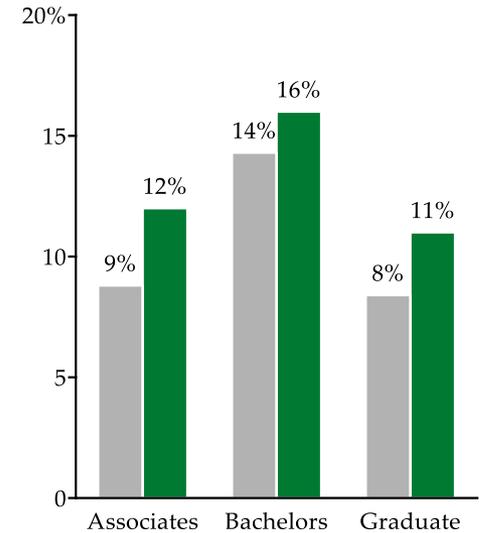


### EDUCATIONAL ATTAINMENT

**2020**..... 12% Associates, 16% Bachelors, 11% Graduate

**2013**..... 8.8% Associates, 14.3% Bachelors, 8.4% Graduate

Battle Creek educational attainment



\*3-year average rate used for metric given the ability to disaggregate data by race; more recent datasets have sample sizes and projections that are too limited to be able to provide data broken out at the level of specificity necessary to support the emphasis on people of color, which is part of strategies; Bureau of Labor Statistics estimates current unemployment rate at 5.2% for Battle Creek as of March 2015.  
 Source: U.S. Census Bureau; America Community Survey 2013 5-year estimates



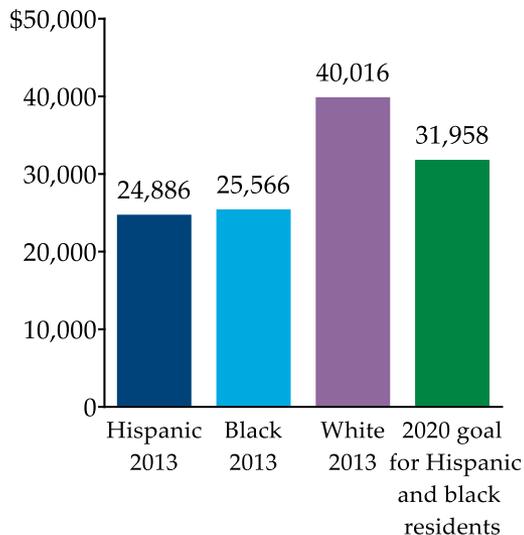
# Equity metrics: *Workforce Development*

## MEDIAN HOUSEHOLD INCOME

**2020**..... Growth by 25% for people of color households

**Now**..... On average, black and Hispanic households have 63% the **median household income** of white households

Median household income

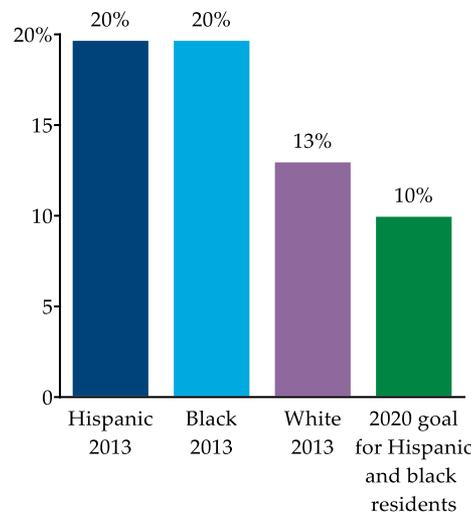


## UNEMPLOYMENT RATE

**2020**..... Reduction of 10pp for people of color

**Now**..... On average, Hispanics and blacks have a **1.5x higher unemployment rate** than white residents

Unemployment rate by race

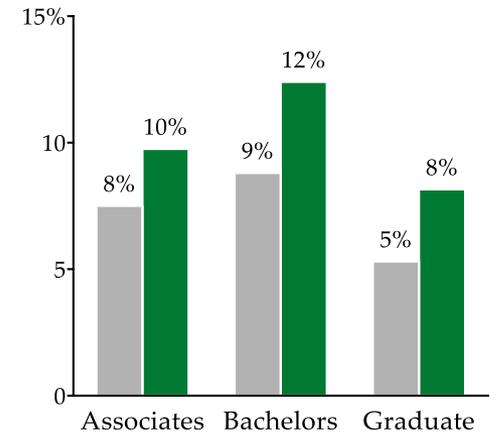


## EDUCATIONAL ATTAINMENT

**2020**..... Gap in combined rate of degree, certificate, and credential attainment by race reduced by 50%

**Now**..... On average, Hispanics and blacks have postsecondary education attainment rates 15-50% less than whites

Battle Creek educational attainment



Note: The most recent Census data on educational attainment by subpopulation is not statistically significant enough to represent here. A 2012 data set will be published in June 2015 which might provide stronger subpopulation data

Source: U.S Census Bureau, American Community Survey 2013 5-year estimates

# Workforce Development: Potential metrics and data sources

Indicators of success	Potential metrics	Potential sources
<b>A</b> <b>Increase number of people in the Battle Creek workforce who are qualified for jobs with advancement potential</b>	<i>Increase in # of people who are qualified for jobs (e.g. # of people with recognizable certifications) / Increase in # of people of color who are qualified for jobs</i>	<i>Educational attainment (e.g. percentage of residents with Associates, Bachelors, and/or Graduate degrees)</i>
	<i>Decrease in unemployment rate / Decrease in unemployment rate for people of color</i>	<i>American Community Survey</i>
	<i>Increase in % of jobs openings filled in a timely manner</i>	<i>Survey of employers (host/lead TBD)</i>
	<i>Decrease in # of unfilled job openings</i>	<i>Survey of employers (host/lead TBD)</i>
<b>B</b> <b>Increase employer investment in Battle Creek workforce and employer efforts to remove barriers to employment</b>	<i>Increase in budget for on-the-job training</i>	<i>Survey of employer budgets (host/lead TBD)</i>
	<i>Increase in # of partnerships among employers, higher education institutions, and high schools especially around curriculum development and delivery</i>	<i>Survey of or interviews with employers/higher education institutions/high schools (host/lead TBD)</i>
	<i>Increase in # of businesses adopting more inclusive HR/hiring policies</i>	<i>Survey of employer HR/hiring policies (host/lead TBD)</i>
	<i>Increase in # of summer jobs and internship opportunities serving BC youth</i>	<i>Survey of employers (host/lead TBD)</i>
<b>C</b> <b>Increase equal access to resources and infrastructure to secure family-sustaining employment for all subpopulations of the Battle Creek workforce</b>	<i>Increase in methods and frequency of transportation to/from underserved areas of BC</i>	<i>Michigan Department of Transportation; Battle Creek Transit</i>
	<i>Increase in # of child care slots for hard to staff shifts (e.g. 2<sup>nd</sup> and 3<sup>rd</sup>) in underserved areas of BC</i>	<i>Survey of childcare providers (host/lead TBD)</i>
	<i>Increase in # of social/health service providers at large company sites</i>	<i>Survey of social service providers and employers (host/lead TBD)</i>
<b>D</b> <b>Increase family economic security</b>	<i>Increase in median household income / Increase in median household income for people of color</i>	<i>U.S. Census Bureau</i>



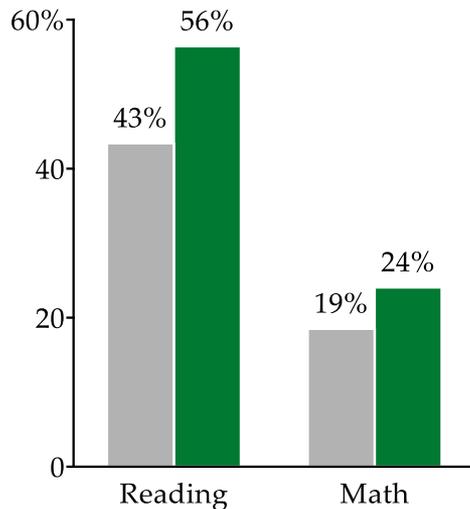
## Key metrics: *College and Career Readiness (in progress)*

### 11<sup>TH</sup> GRADE MICHIGAN MERIT EXAM SCORES

**2020**..... Increase proficiency rates in each subject by 10%

**Now**..... 43% of Battle Creek students are proficient in reading, 19% in math

Percent 11th grade MI Merit Exam proficiency across all BC area districts (2014)

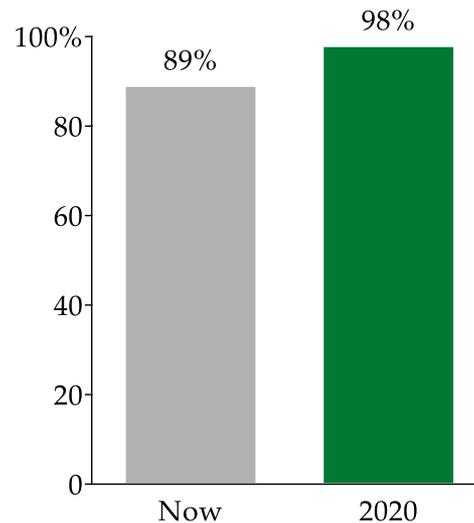


### HIGH SCHOOL GRADUATION RATE

**2020**..... Increase by 10%

**Now**..... 89% of Battle Creek students graduate high school in 4 years

4-year HS graduation rate across all BC area districts



### POSTSECONDARY MATRICULATION RATES

**2020**..... Increase by 10%

**Now**..... *Not currently measured systematically by the U.S. Census Bureau*



## Key metrics: College and Career Readiness (in progress)

### 11<sup>TH</sup> GRADE MICHIGAN MERIT EXAM SCORES

**2020**..... Gap in MI Merit exam proficiency by race reduced by 50%

**Now**..... On average, white students are **nearly twice as likely** to be proficient than other subpopulations

### HIGH SCHOOL GRADUATION RATE

**2020**..... Gap in 4-year high school graduation rate by race reduced by 50%

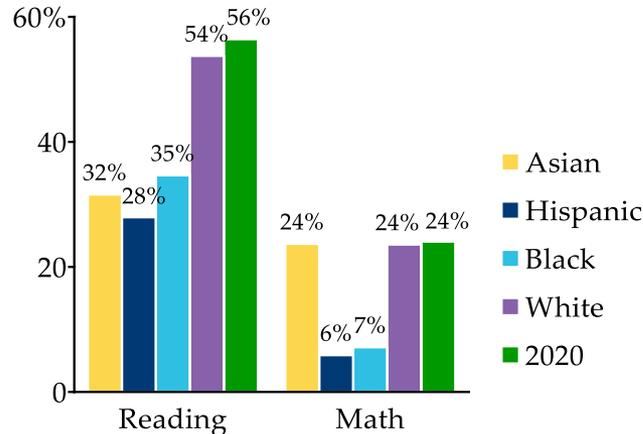
**Now**..... On average, white students are slightly more likely to graduate in 4 years than other populations

### POSTSECONDARY MATRICULATION RATES

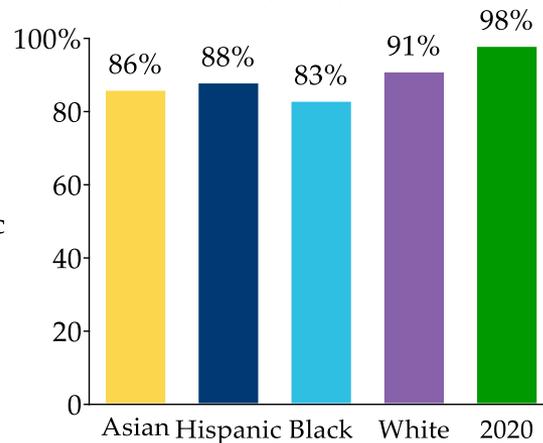
**2020**..... Gap in combined rate of degree, certificate, and credential attainment by race reduced by 50%

**Now**..... *Data not available currently; data capture process will need to be developed*

Percent 11th grade MI Merit Exam proficiency across all BC area districts (2014)



4- year HS graduation rate across all BC area districts (2014 )



# College and Career Readiness: Potential metrics and data sources

Indicators of success	Potential metrics	Potential sources
<b>A</b> Increased high school graduation rates, proficiency on MI Merit Exams, and post-secondary matriculation rates	<i>Increase in 4 year cohort high school graduation rates / Increase in 4 year cohort high school graduation rates for people of color</i> <hr/> <i>Increase in % of students proficient on MI Merit Exams / Increase in % of students of color proficient on MI Merit Exams</i> <hr/> <i>Increase in post-secondary matriculation rates of high school graduates / Increase in post-secondary matriculation rates of high school graduates who are people of color</i>	<i>Educational Development Instrument for Battle Creek, MI School Data; Local school districts; Michigan Dept. of Education</i> <hr/> <i>Coordinating Council of Calhoun County – Community Report Card; Local school districts; Michigan Dept. of Education</i> <hr/> <i>National Student Clearinghouse; Michigan Dept. of Education</i>
<b>B</b> Students in Battle Creek have equitable outcomes related to college and career readiness across race, gender, and socio-economic background	<i>Increase in % of lower-class/minority/female students who are college and career ready (as determined by above metrics)</i>	<i>Educational Development Instrument for Battle Creek, MI School Data and Coordinating Council of Calhoun County – Community Report Card</i>
<b>C</b> All Battle Creek area students are exposed to college and career opportunities in school; all students have access to programs and curriculum that promote a college and career-bound culture	<i>Increase in # of students that participate in college and career prep opportunities/programs in schools</i> <hr/> <i>Increase in # of slots for college and career prep opportunities/programs in schools</i> <hr/> <i>Increase in # of culturally relevant programs that promote college and career-bound culture</i>	<i>School/district surveys (host/lead TBD)</i> <hr/> <i>School/district surveys (host/lead TBD)</i> <hr/> <i>School/district surveys (host/lead TBD)</i>
<b>D</b> All Battle Creek students and families have the necessary counseling and support to understand the cost of education and identify affordable opportunities	<i>Increase in # of students that access culturally relevant counseling and support</i> <hr/> <i>Increase in # of culturally relevant counseling opportunities/slots</i>	<i>Local school districts; School/district surveys (host/lead TBD)</i> <hr/> <i>Local school districts; Survey of social service providers and college career counselors (host/lead TBD)</i>



## Key metrics: *Kindergarten Readiness (in progress)*

### GREAT START READINESS PROGRAM ASSESSMENTS

- Data is generated by the Calhoun Intermediate School District
- Tracks students' academic and developmental progress
- **Current focus for Great Start Collaborative:** integrating this data with Head Start data to provide a more comprehensive portrait of pre-K outcomes

### KINDERGARTEN ASSESSMENT

- State-mandated assessment for all school districts
- **Current focus for Great Start Collaborative:** working with local Intermediate School District to ensure that assessment will include data related to Raising A Reader, including: letter identification, sound identification, concepts about print, hearing and recognizing sounds in words, Clay Read and Clay Write

### MICHIGAN LITERACY PROGRESS PROFILE

- Assessments are designed to provide information on milestone tasks to assure that steady progress is sustained through the child's literacy development
- Milestone areas are: oral language, oral reading, comprehension, writing, and literacy attitudes
- **Current focus for Great Start Collaborative:** collecting data across schools to develop comprehensive assessment of literacy rates within Battle Creek



# Key Metrics: *Kindergarten Readiness*

Indicators of Success	Potential Metrics	Potential Data Source
Increased quality in existing & future early childhood programs & services	<ul style="list-style-type: none"> <li>Increase in # of Early Childhood Professionals completing professional development and reporting increased knowledge</li> </ul>	Survey(s) of Early Childhood Professionals (TBD)
	<ul style="list-style-type: none"> <li>Increase in # of Early Childhood Centers &amp; Providers with improved Program Quality Assessment Scores</li> </ul>	Calhoun County Intermediate School District
	<ul style="list-style-type: none"> <li>Increase in # of EC Centers with 4 or 5 star rating</li> </ul>	Michigan STARS/QRIS system
Increased number of early learning & childcare slots available that reflect the community's diverse needs	<ul style="list-style-type: none"> <li>Increase in # of childcare slots with providers offering 2<sup>nd</sup> &amp; 3<sup>rd</sup> shift care</li> </ul>	Connect Database (Child Care Resources) Survey of childcare providers (TBD)
	<ul style="list-style-type: none"> <li>Increase in # of subsidies for care impacting families who earn just above subsidy levels</li> </ul>	Survey of childcare providers (lead TBD)
	<ul style="list-style-type: none"> <li>Increase in # of childcare slots with providers in underserved neighborhoods</li> </ul>	Survey of childcare providers (lead TBD)
	<ul style="list-style-type: none"> <li>Increase in # of childcare providers serving children of color</li> </ul>	Survey of childcare providers (lead TBD)
Increased number of children entering kindergarten physically, socially, emotionally & academically ready to succeed	<ul style="list-style-type: none"> <li>Increase in # of cross-sector referrals for care</li> </ul>	TBD
	<ul style="list-style-type: none"> <li>Increase in # of children ready for Kindergarten</li> </ul>	Shared Kindergarten Assessment (TBD)
	<ul style="list-style-type: none"> <li>Increase in # of students functioning at or above grade level</li> </ul>	Michigan Literacy Progress Profile (MLPP)
	<ul style="list-style-type: none"> <li>Increase in # of children scoring Ready or Very Ready for Kindergarten</li> </ul>	Early Development Instrument (EDI) 2011 (Additional data collection TBD)
	<ul style="list-style-type: none"> <li>Increase in # of children assessing at appropriate developmental milestones</li> </ul>	Ages & Stages Questionnaire (ASQ) & ASQ Social/Emotional Data



## Key metrics: *Culture of Vitality (in progress)*

### Some metrics that have previously been suggested by the community include:

- Increase in population, specifically those who work in Battle Creek and then choose to live in Battle Creek
- Increase in the number of individuals who identify Battle Creek as a desirable place to visit and live
- Increase in the number of individuals who would recommend Battle Creek as a desirable place to visit or live
- Increase in the diversity of the local population



## Culture of Vitality: Potential metrics and data sources

Indicators of success	Potential metrics	Potential sources
<b>A</b> Increase in population, specifically those who work in Battle Creek and then choose to live in Battle Creek	<i>Increase in the number of residents who live in the city</i>	<i>Census data</i>
	<i>Increase in the number of residents who both live and work in the city</i>	<i>Census data/anchor study</i>
	<i>Increase in the number of residents who live downtown</i>	<i>Census data/property data</i>
<b>B</b> Increase in the number of individuals who identify Battle Creek as a desirable place to visit and live	<i>Increase in the number of residents who feel pride in the community</i>	<i>City survey</i>
	<i>Increase in the number of residents who identify the city as a desirable place to live</i>	<i>City survey</i>
	<i>Increase in the number of residents who trust local government</i>	<i>City survey</i>
<b>C</b> Increase in the number of individuals who would recommend Battle Creek as a desirable place to visit or live	<i>Increase in the number of residents who would recommend the city to others</i>	<i>City survey</i>
<b>D</b> Increase in the diversity of the local population	<i>Increase in the number of minority residents</i>	<i>Census data</i>

- Executive summary
- Process
- Context
- Strategies and actions
- Metrics and accountability
- First 100 business days
- Appendix



## BC Vision's First 100 Business Days

**We are committed to turning BC Vision into action.** The task forces are now called action teams to signal the shift towards implementation. Strategies, key actions and targets will be finalized and announced, and by regularly sharing how we are doing in reaching these targets, we will hold ourselves accountable for results.

**This document marks a turning point for Battle Creek.** The BC Vision planning process has engaged thousands within our community. To achieve the change we seek, we need everyone to pull together towards this vision of Battle Creek as a thriving community for people to live, work and play, where there is equitable opportunity for all residents.





## To ensure effective implementation of strategies, BC Vision will establish a clear implementation structure

### Steering committee (established)

*Role:* Sets initial high level community goals and approves key indicators of progress related to these goals; holds action teams accountable to achieving overarching goals

### Project management support (to be determined)

*Roles:* Could, for example, support steering committee; provide project management support to action teams; and help foster alignment across action teams

### Action teams (established)

*Role:* Define strategies and work to achieve them, engage community members, design interventions, align their activities and organizations with BC Vision when consistent with organizational mission



## The implementation structure is still in development, with key decisions to be made over the next 100 business days

- The Steering Committee has appointed ambassadors to the action teams. These ambassadors will help catalyze the start of the implementation phase in each priority area. The role of the ambassadors is to:
  - Co-chair their respective action teams during the first 100 business days
  - Act as champions of the action team's work in the community
  - Increase the Steering Committee's understanding of the action team's work
  - Provide counsel to action team leaders and help facilitate alignment across action teams
  
- The following Steering Committee members are ambassadors:
  - *Business*: Marie Briganti, Battle Creek Unlimited
  - *Small Business*: Kara Beer, Battle Creek Area Chamber of Commerce
  - *Workforce Development*: Christina Khim, Burmese American Initiative and Ben Damerow, Upjohn Institute
  - *College and Career Readiness*: La June Montgomery, W.K. Kellogg Foundation (represented by Joe Scantlebury) and Dr. Evon Walters
  - *Kindergarten Readiness*: Pastor Ivan Lee, New Harvest Christian Center
  - *Culture of Vitality*: David Kemp, Youth Leader; Karissa Lee, Youth Leader
  
- The steering committee will finalize its governance plan within the first 100 business days



## During the next 100 business days, action teams will complete the following:

- › Solidify composition of the action teams and 100 day leadership
- › Develop 1-3 year action plans to implement strategies, including quick wins and ongoing engagement of broader community
- › Identify resources needed (human and financial)
- › Increase their understanding of racial equity, in particular, and ensure equity is embedded in priority area strategies
- › In October 2015, the community will come together to review progress made in the first 100 business days

# Appendix

- **Process notes**
- **Case for change**
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# By May 2015, each task force reached different levels of detail in their resulting recommendations

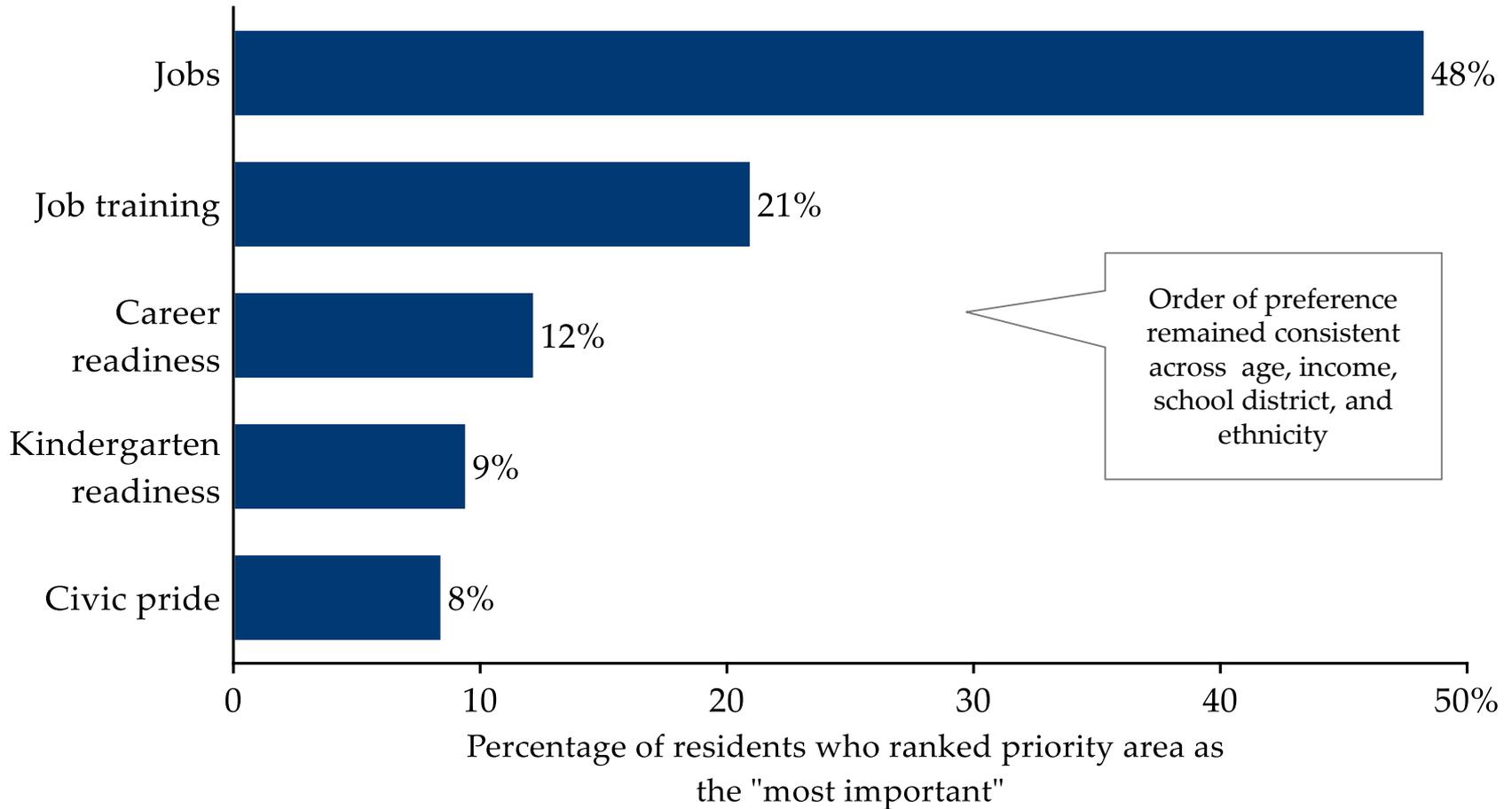
	<b>BUSINESS TASK FORCE</b>	<b>SMALL BUSINESS TASK FORCE</b>	<b>WORKFORCE DEVELOPMENT TASK FORCE</b>	<b>COLLEGE AND CAREER READINESS TASK FORCE</b>	<b>GREAT START COLLABORATIVE</b>	<b>COMMUNITY PLANNING GROUPS</b>
<b>Membership</b>	<ul style="list-style-type: none"> <li>Business leaders of large employers in the Battle Creek Area</li> <li>1x1 meetings with large employers in Aug 2014</li> </ul>	<ul style="list-style-type: none"> <li>Small business owners and key intermediary organizations (e.g., Battle Creek Area Chamber of Commerce)</li> </ul>	<ul style="list-style-type: none"> <li>Leaders of economic development, workforce training, and post secondary education programs and community groups; employers</li> </ul>	<ul style="list-style-type: none"> <li>School district officials, workforce training providers, parents, youth leaders, and college and high school students</li> </ul>	<ul style="list-style-type: none"> <li>Community leaders, parents, families, and local nonprofits</li> </ul>	<ul style="list-style-type: none"> <li>Leaders of local nonprofits, faith – based and youth organizations, neighborhoods, parents, and the BC Visitors Bureau</li> </ul>
<b>Process used</b>	<ul style="list-style-type: none"> <li>Series of planning meetings beginning in September 2014</li> <li>Joined in three large community planning sessions</li> </ul>	<ul style="list-style-type: none"> <li>Sequence of three open community planning sessions beginning in February 2015</li> </ul>	<ul style="list-style-type: none"> <li>Sequence of three open community planning sessions beginning in February 2015</li> </ul>	<ul style="list-style-type: none"> <li>Sequence of three open community planning sessions beginning in February 2015</li> </ul>	<ul style="list-style-type: none"> <li>BC Vision planning linked to an existing collaborative already focused on kindergarten readiness</li> </ul>	<ul style="list-style-type: none"> <li>Series of community meetings with different groups providing input at different intervals, specific focus on culture of vitality</li> </ul>
<b>Resulting recommendations</b>	<ul style="list-style-type: none"> <li>Strategies including <b>five</b> core competencies; key actions to be taken with aligned stakeholders</li> </ul>	<ul style="list-style-type: none"> <li><b>Three</b> strategies, key actions to be taken</li> </ul>	<ul style="list-style-type: none"> <li><b>Five</b> strategies, key actions to be taken</li> </ul>	<ul style="list-style-type: none"> <li><b>Three</b> strategies, commitment to ongoing collaboration to refine strategies and develop actions</li> </ul>	<ul style="list-style-type: none"> <li><b>Five</b> strategies , key actions to support implementation and aligned stakeholders</li> </ul>	<ul style="list-style-type: none"> <li><b>Two</b> main strategies, supporting six potential ideas</li> </ul>

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- Process notes
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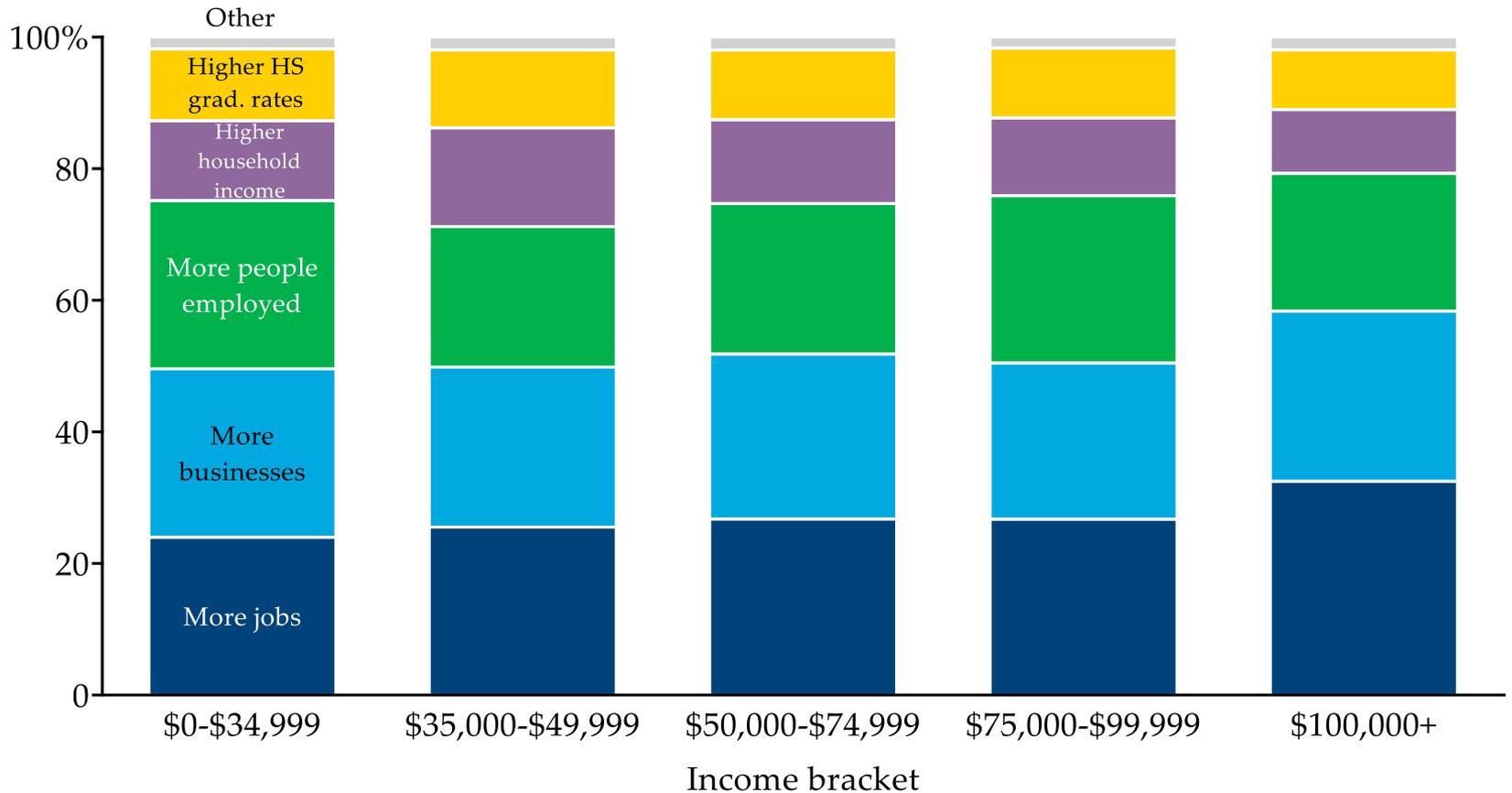
# The Spring 2015 canvassing effort showed residents overwhelmingly ranked jobs, followed by job training, as the most important priority areas





# Residents across income brackets agreed that business, jobs, and employment are the most important factors to show economic progress in Battle Creek

What is the most important factor to show economic progress in Battle Creek?



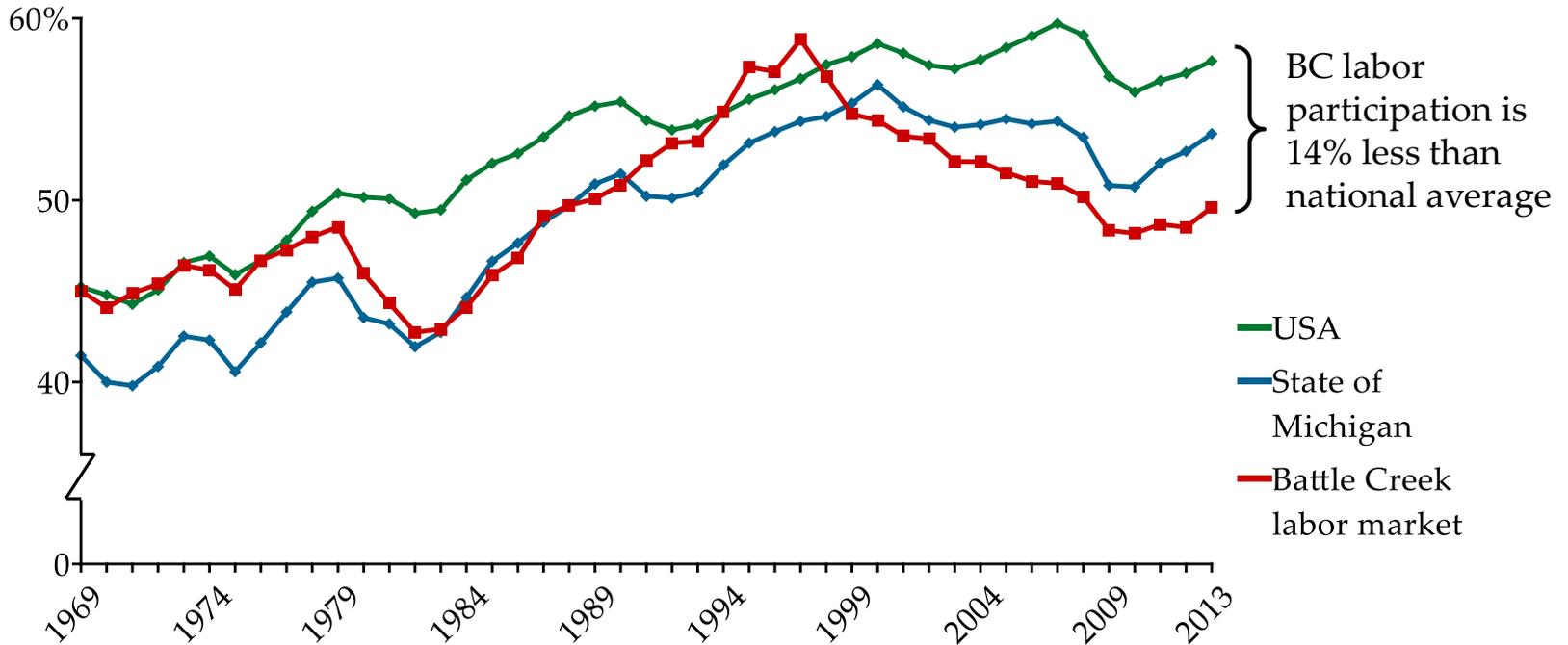
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# In 2013, less than 50% of the population was employed, which is a lower rate than in both Michigan and the US overall

Employment ratio trends in Battle Creek vs. Michigan and US



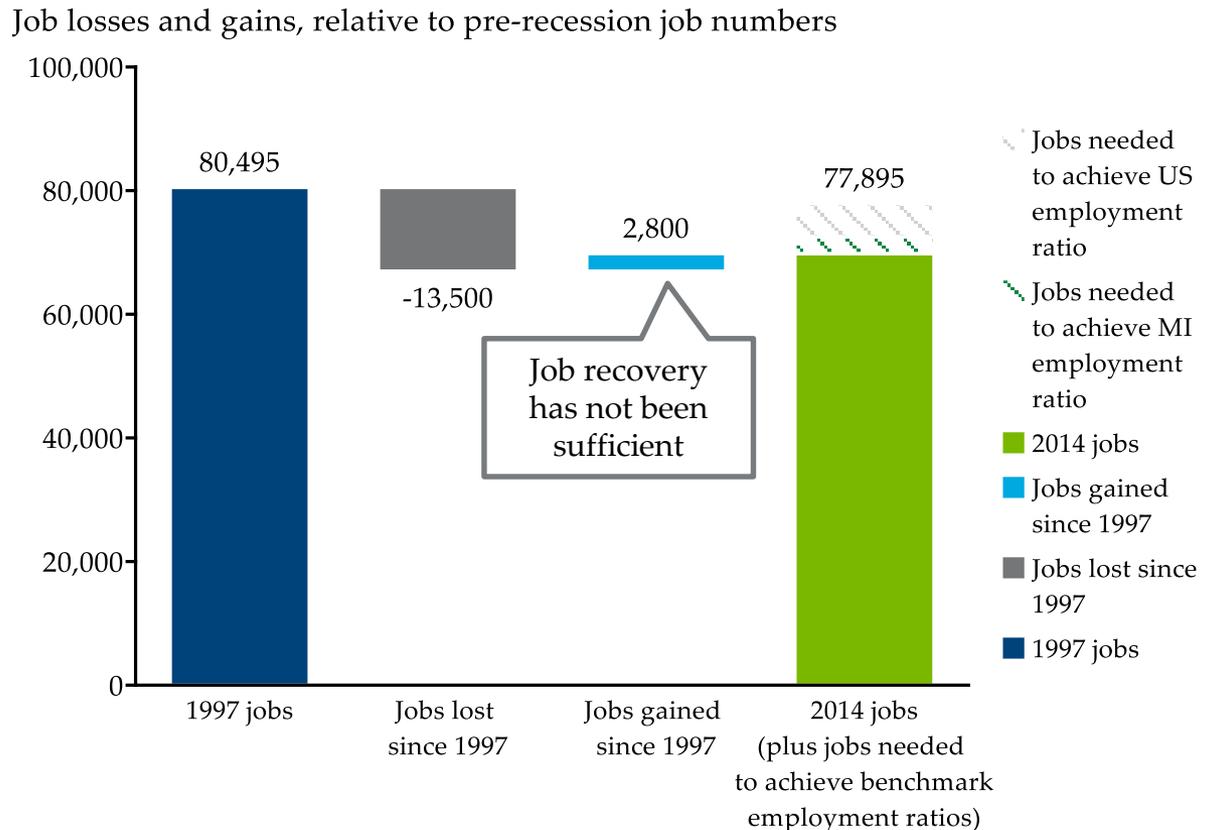


# Over the past two decades, Calhoun County has experienced significant job loss and low employment rates

## JOB LOSSES AND GAINS FROM 1997 TO 2014

In the past 18 years, **Battle Creek** has lost nearly **11,000 net jobs**.

Despite the current low unemployment rate of 5.2%, a large percentage of the population in Battle Creek is not working. The employment ratio\* trails both the U.S. and Michigan at less than 50%.



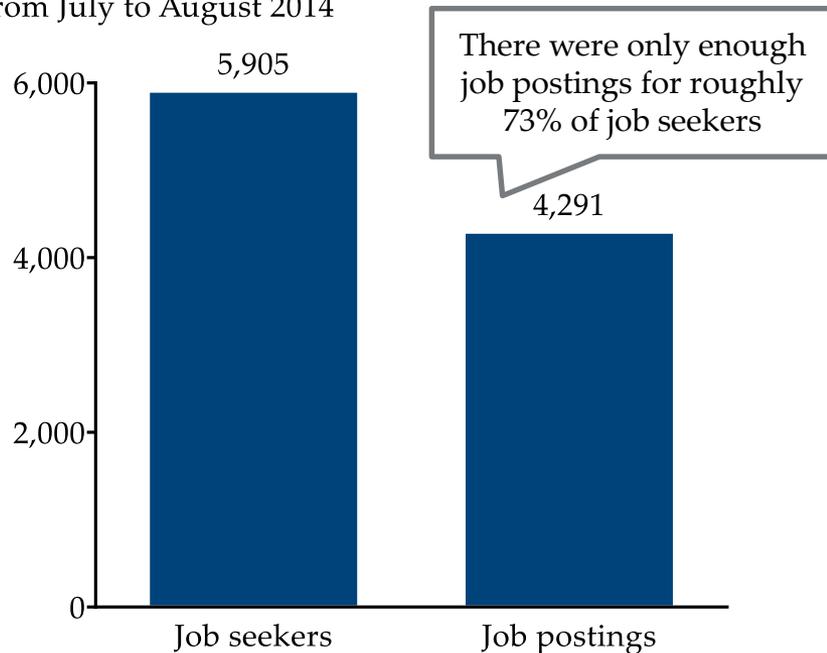
\* The employment ratio, also known as the 'employment-to-population ratio', is the percent of the total working age population (age 15 to 64) that is currently working  
 Source: BC, MI, and USA Employment Trends Data since 1969 86



# In part due to these losses, today there are not enough jobs to provide employment for all of the registered job seekers, and available jobs do not align with seekers' interests

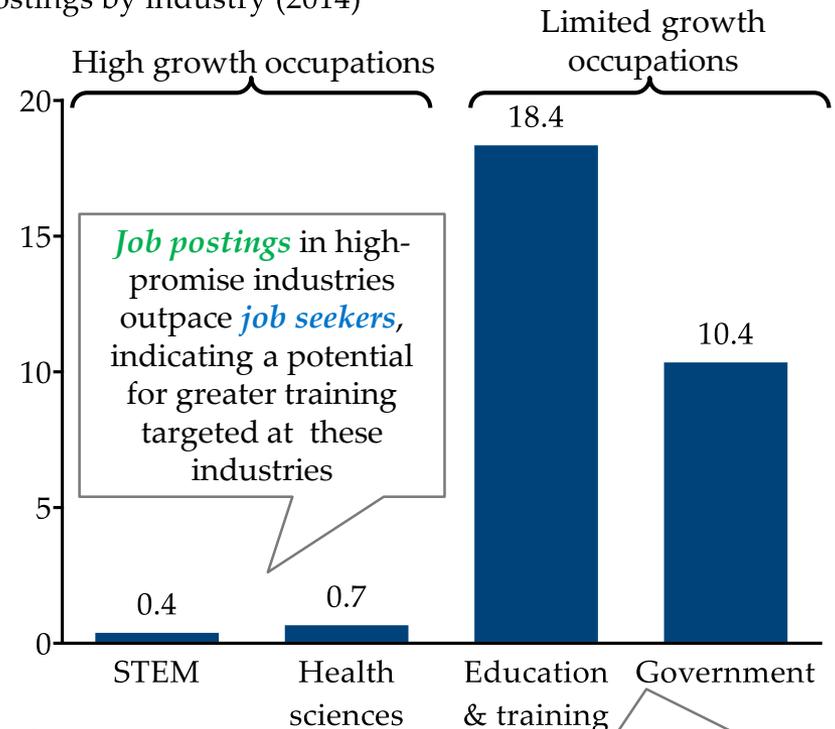
## THERE ARE FEWER JOB POSTINGS THAN JOB SEEKERS

Number of registered job seekers to job postings in the Talent Connect system for Battle Creek from July to August 2014



## JOB SEEKER PREFERENCES INDICATE SKILLS MAY NOT MATCH OPEN JOBS

Ratio of job seekers to job postings by industry (2014)



Note: Job postings number might be duplicative, as it does not filter out for unique postings; Job categories (i.e., Education & training, Government) are defined by Talent Connect; data represents job postings and seekers at a Calhoun County level

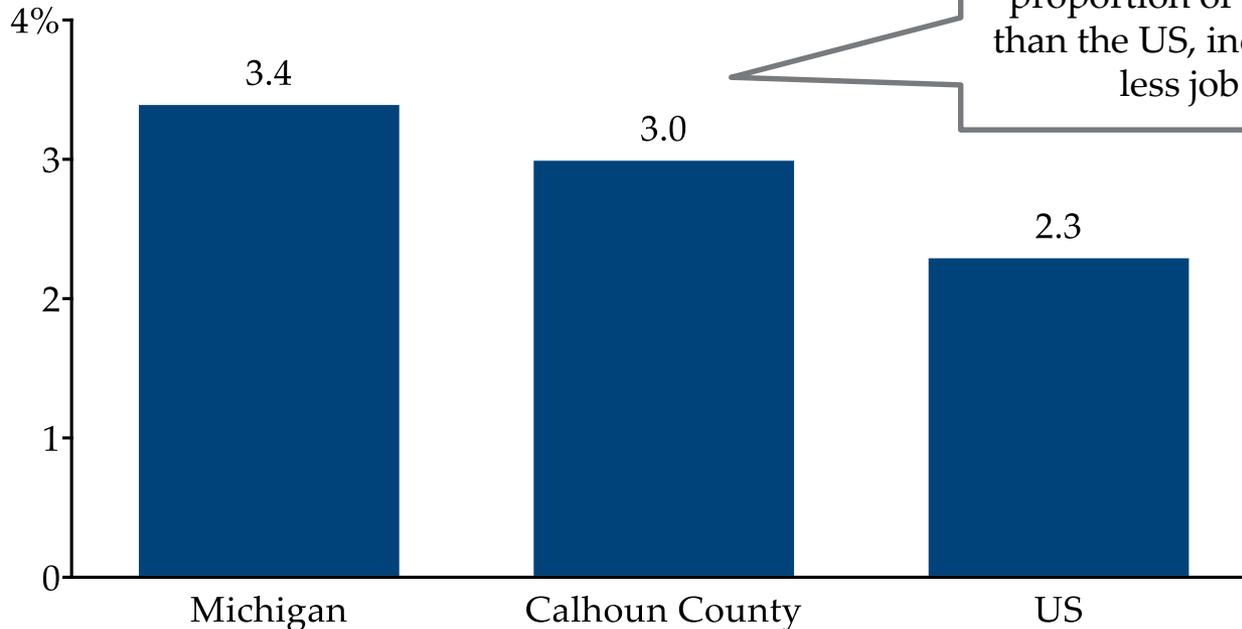
Source: Talent Connect data from Bureau of Labor Market Information and Strategic Initiatives

Certain industries attract a higher number of reported *job seekers* than *job postings*



## There is also a need for more permanent jobs; Calhoun County, like Michigan, has a higher percentage of temporary jobs compared to the US

2014 percent of temporary jobs vs. all jobs



Both Calhoun County and Michigan have a greater proportion of temporary jobs than the US, indicating slightly less job stability

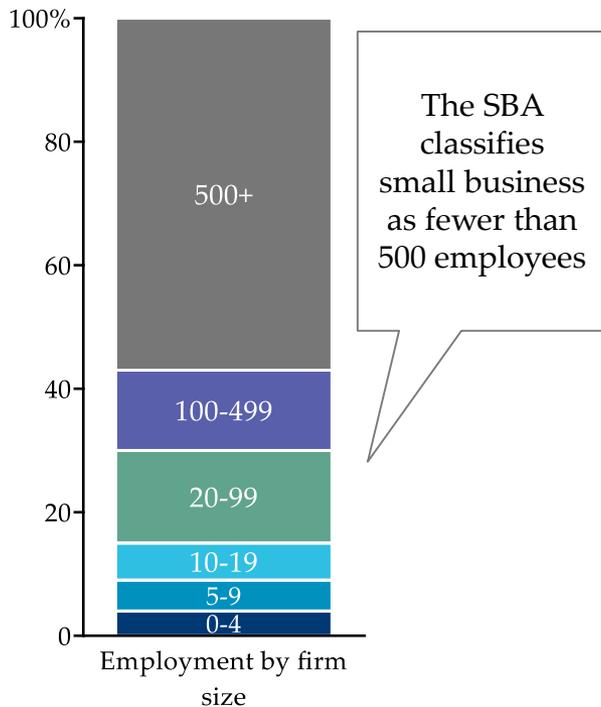
Examples of temporary jobs in Calhoun County include Laborers/Freight Movers, Team Assemblers, General Office Clerks, and Substitute Teachers



# Small businesses are an important source of jobs in Calhoun County, but small business ownership rates are relatively low

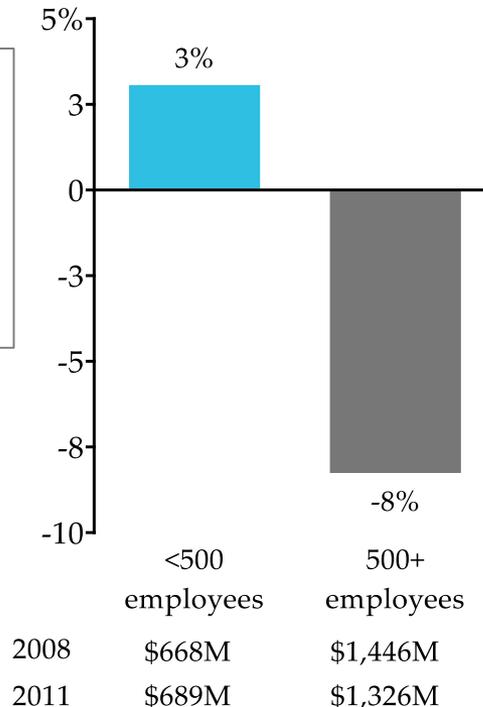
## SMALL BUSINESSES MAKE UP NEARLY 43% OF JOBS IN CALHOUN COUNTY

% of total jobs  
(Calhoun County)



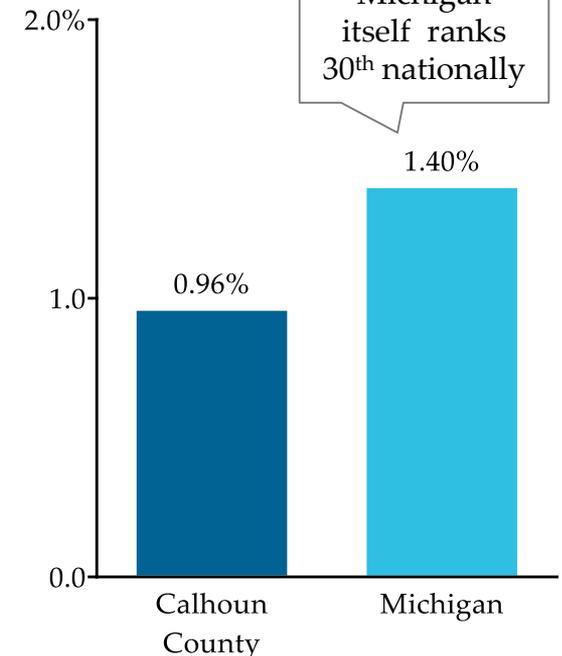
## DESPITE RECESSION, FIRMS WITH <500 EMPLOYEES WERE ABLE TO GROW PAYROLL FROM 2008-2011

Payroll growth 2008 - 2011 (Battle Creek MSA)



## BUT SMALL BUSINESS OWNERSHIP RATE IS LOWER THAN MICHIGAN

% of population that owns a small business

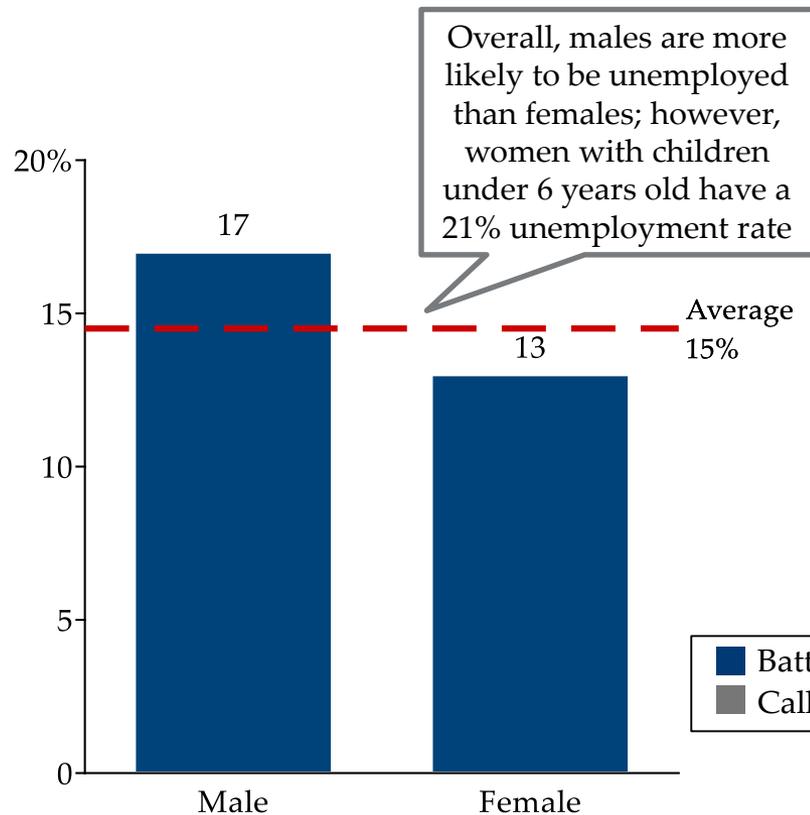


Note: The most recent Census data on minority- and women-owned firms in Calhoun County was not statistically significant enough to be represented in the 2007 data set. A 2012 data set will be published in June 2015 which might provide stronger subpopulation data  
Source: Small Business Administration, 2011; Corporation for Enterprise Development, 2011

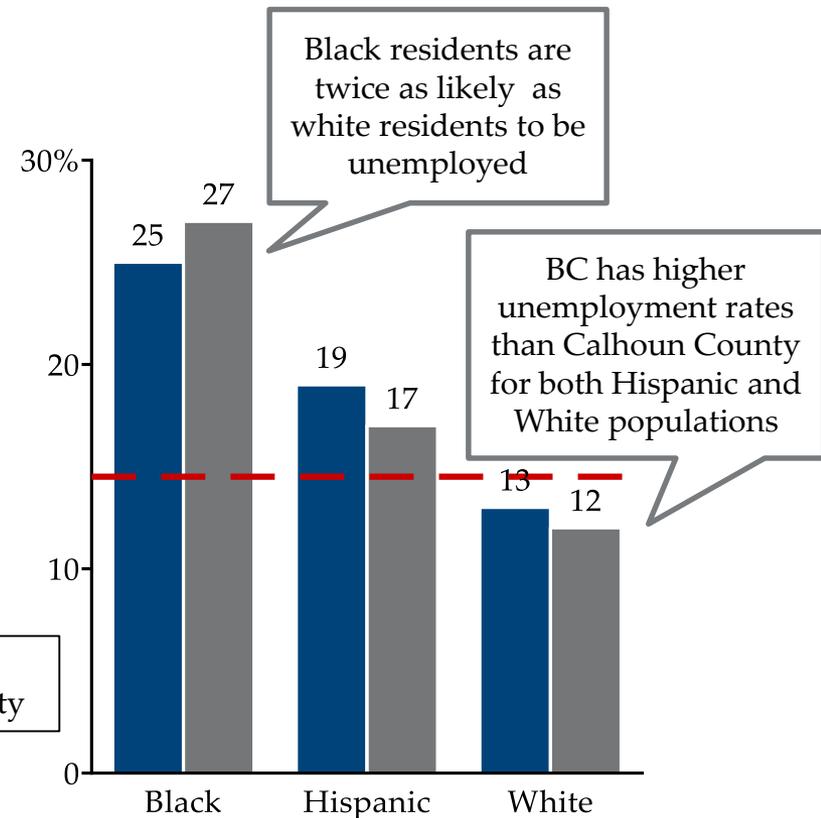


# Many Battle Creek residents are not connected to the workforce; unemployment rates are higher for men and black people

**2010-12 AVERAGE  
UNEMPLOYMENT BY GENDER**



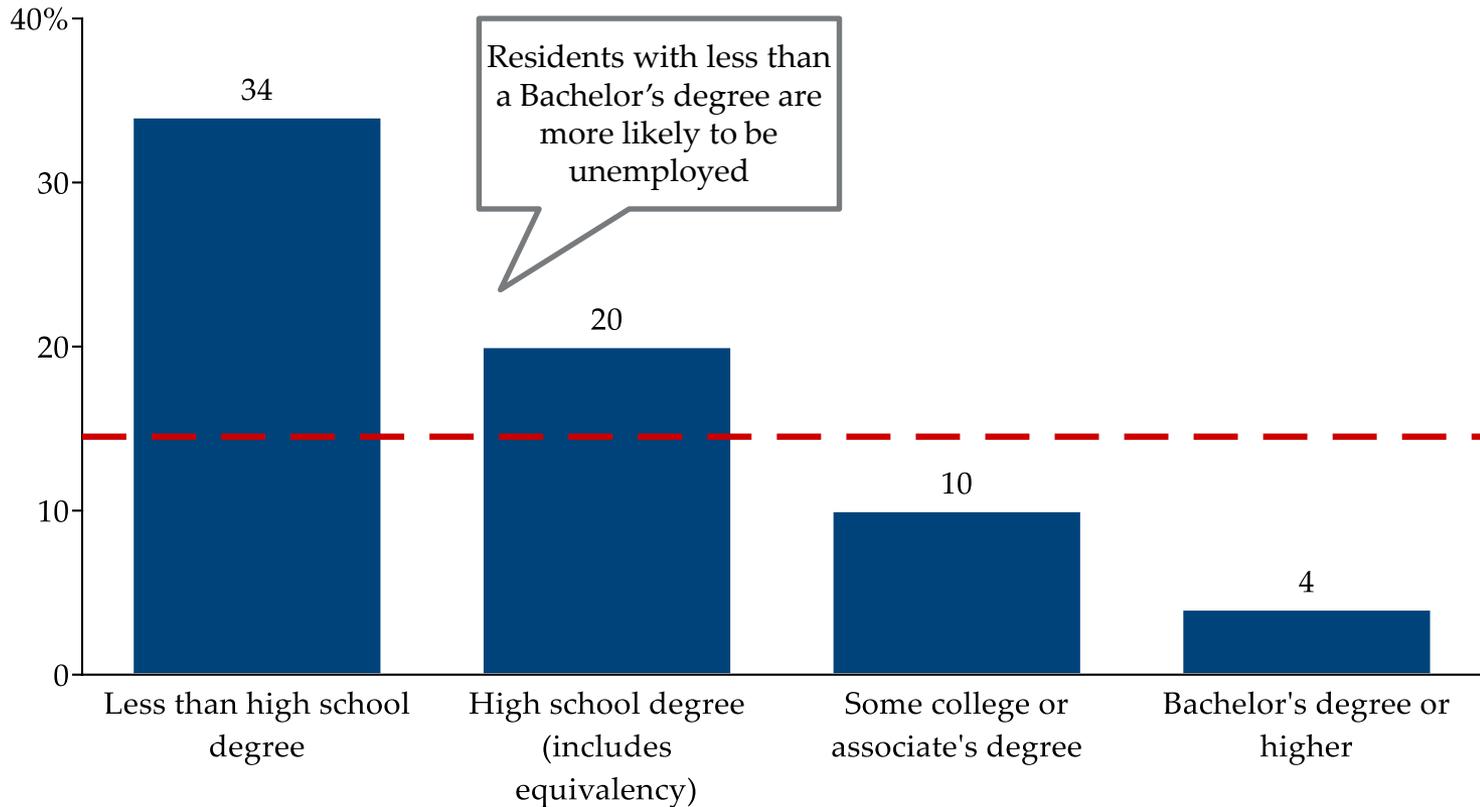
**2010-12 AVERAGE  
UNEMPLOYMENT BY RACE**





# In Battle Creek, residents with lower levels of education have also faced much higher levels of unemployment in recent years

2010-12 AVERAGE UNEMPLOYMENT BY EDUCATION LEVEL



Source: US Census Bureau, American Community Survey 2010-2012 3 year averages

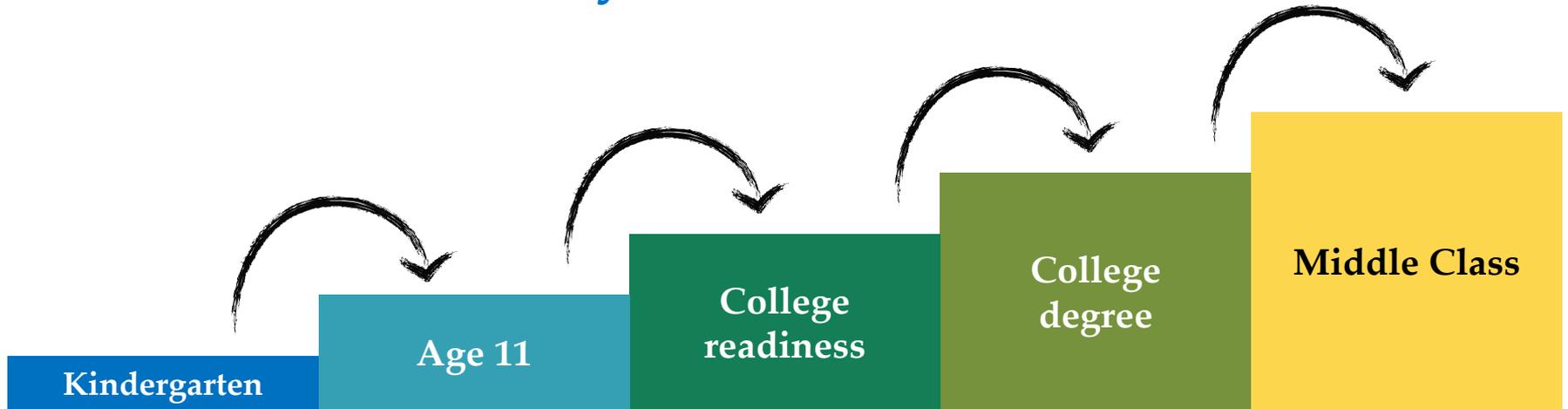
--- The ACS average unemployment rate in Battle Creek from 2010-2012 was 15%

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# Research has shown that kindergarten readiness is critical to help children get on a stronger path to thrive in school and, ultimately, to achieve economic security for themselves and their families



- 82% of children who enter school ready to learn master basic skills by age 11, compared with 45% of children who were not school-ready

- ... Acquiring basic academic and social skills by age 11 increases college readiness by a similar magnitude

- ... a child's chance of completing high school with good grades and risk-free behavior

- Which, in turn, increases the chances that a young person will acquire a college degree or the equivalent in income

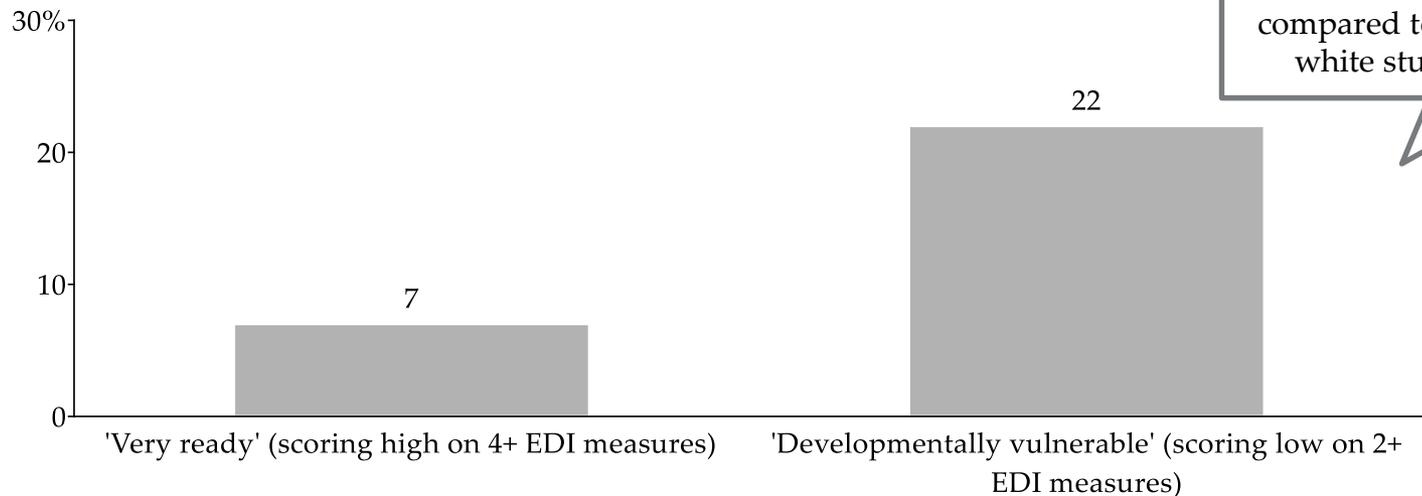
- Success by age 29 doubles the chances of being middle class by middle age



# But today, only 7% of Battle Creek children are “very ready” for kindergarten – very few are starting school ready to learn and thrive

**22% OF CHILDREN SCORED ‘LOW’ ON 2 OR MORE EDI MEASURES\***

Percent of children performing at high and low levels on the Early Development Instrument measures in 2011

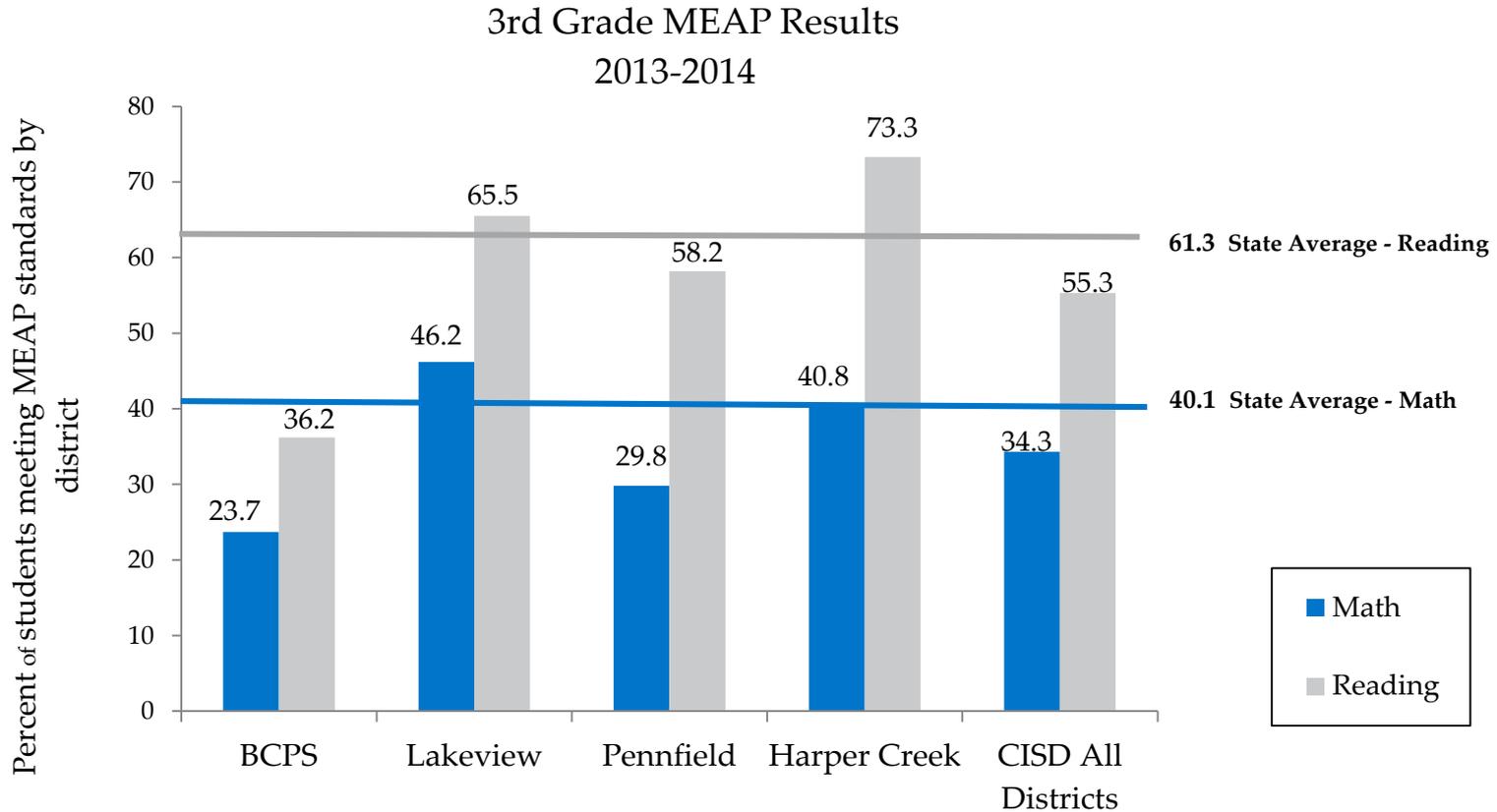


27% of minority students scored low on 2+ EDI measures, compared to 19% of white students

**\* EDI Data was collected through surveys to kindergarten teachers, based on the teachers’ perceptions of individual child readiness in the areas of: physical health and wellbeing, social competence, emotional maturity, language and cognitive development, communication skills and general knowledge.**



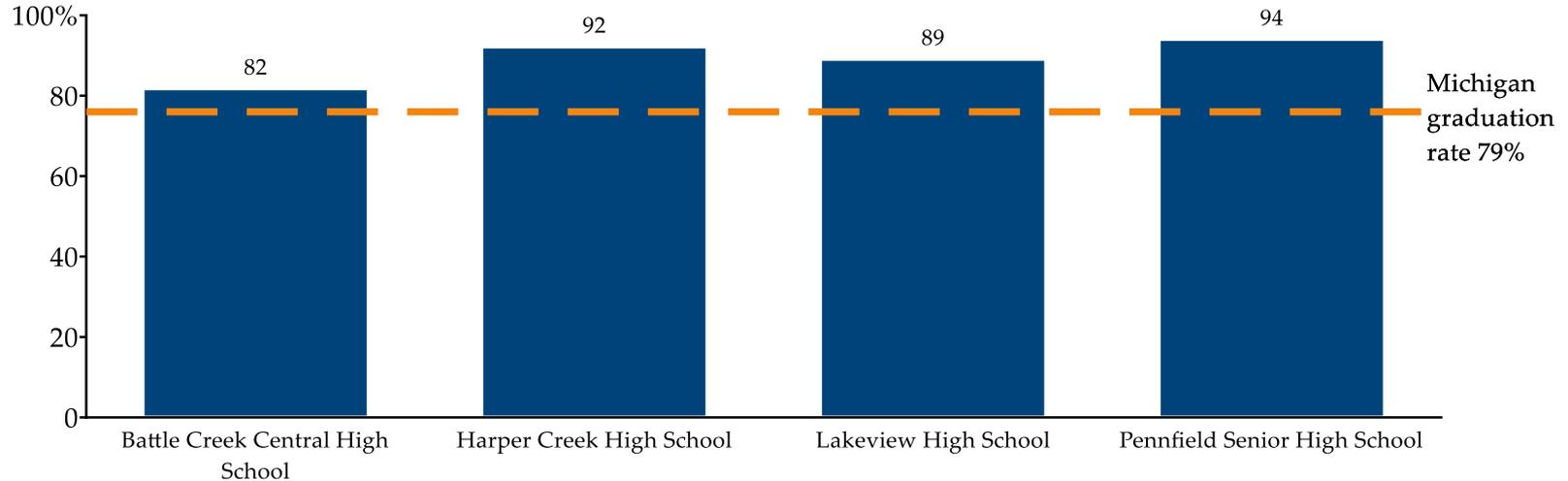
# These early difficulties persist; at 3<sup>rd</sup> grade, many students are not meeting standards and are not on a strong path to become college and/or career-ready





# Although Battle Creek's high school graduation rates are above the state averages...

4-year high school graduation rates (2014)



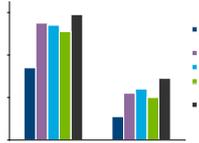
HS grad. rates by race	School				
	Battle Creek Central High School	Harper Creek High School	Lakeview High School	Pennfield Senior High School	
White	80%	92%	91%	94%	
African American	81%	80%	87%	83%	
Hispanic of any race	91%	>95%	86%	>95%	
Asian	74%	>95%	>95%	>95%	
Other	70%	>95%	71%	>95%	
Overall district composition	Number of students	4,984	2,580	3,950	2,101
	% non-white	62%	11%	33%	14%
	% economically disadvantaged	73%	37%	57%	45%

Note: Some percentages are shown as estimates due to student populations being less than 10 students, data regulations prevents exact data from being shared for such small populations to protect student privacy; Lakeview's low graduation rate of students in the "other" category is primarily due to low graduation rates among American Indian students—which reflect a small sample of the population; "Economically disadvantaged" is defined as students qualifying for free or reduced-price lunch  
 Source: Educational Development Instrument for Battle Creek, 2011; www.mischooldata.org; www.census.gov



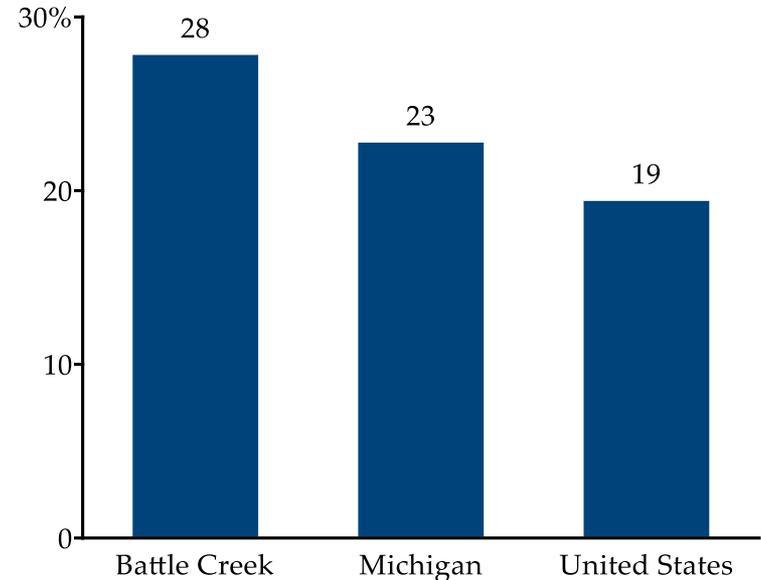
# ...Overall, many students are not gaining the skills they need to become college and/or career-ready, which limits their near- and long-term employment opportunities

**LESS THAN 50% OF BC STUDENTS PROFICIENT IN READING; 20% IN MATH**



**YOUTH UNEMPLOYMENT RATE IS 40% HIGHER THAN NATIONAL AVERAGE**

Youth unemployment rate (16 - 24 years old)



In interviews conducted for BC Vision, employers noted that many applicants with a high school diploma were not career ready due to inability to pass literacy and math screens

Note: 11<sup>th</sup> grade proficiency is a strong indicator of college readiness, as junior year is the last year on a transcript for college applications; Youth unemployment here is defined as 16-24 year olds that are in the labor force but are not currently employed; youth unemployment rates disaggregated by race are not available due to low sample sizes in the monthly Civilian Population Survey – the primary survey instrument used by the federal government to calculate unemployment rates

Source: The Coordinating Council of Calhoun County – Community Report Card 2013 – 2014; US Census Bureau American Community Survey, 2009-2013 (5 year estimates)

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## In BC Vision planning meetings, community members defined what it would mean to have a strong culture of vitality

**WE ASKED FOR COMMUNITY MEMBER DEFINITIONS OF THESE FOUR ELEMENTS:**

---

### ***Civic Pride***

*"To know that you have a voice in the community and your voice can/should be heard through active participation in community life, and especially in voting for the right leaders and priorities."*

*"Caring so much about my community and those who live here that I want to be engaged in any way possible."*

### ***Unity***

*"Collectively working together for a greater impact in the community for everyone."*

*"A group of individuals working together to communicate, understand, and respect each other's points of view."*

### ***Collaboration***

*"Working together honestly to achieve a specific, defined goal. Transcending past experiences while always maintaining mutual respect."*

*"Ability and willingness to work together, listen to a variety of viewpoints, and set personal issues aside in favor of a common goal – all done with mutual respect."*

### ***Trust***

*"A fundamental belief that your neighbors, colleagues, government, and local corporations are working towards a common goal."*

*"The allowing of others' ideals and ideas to be implemented without resistance."*

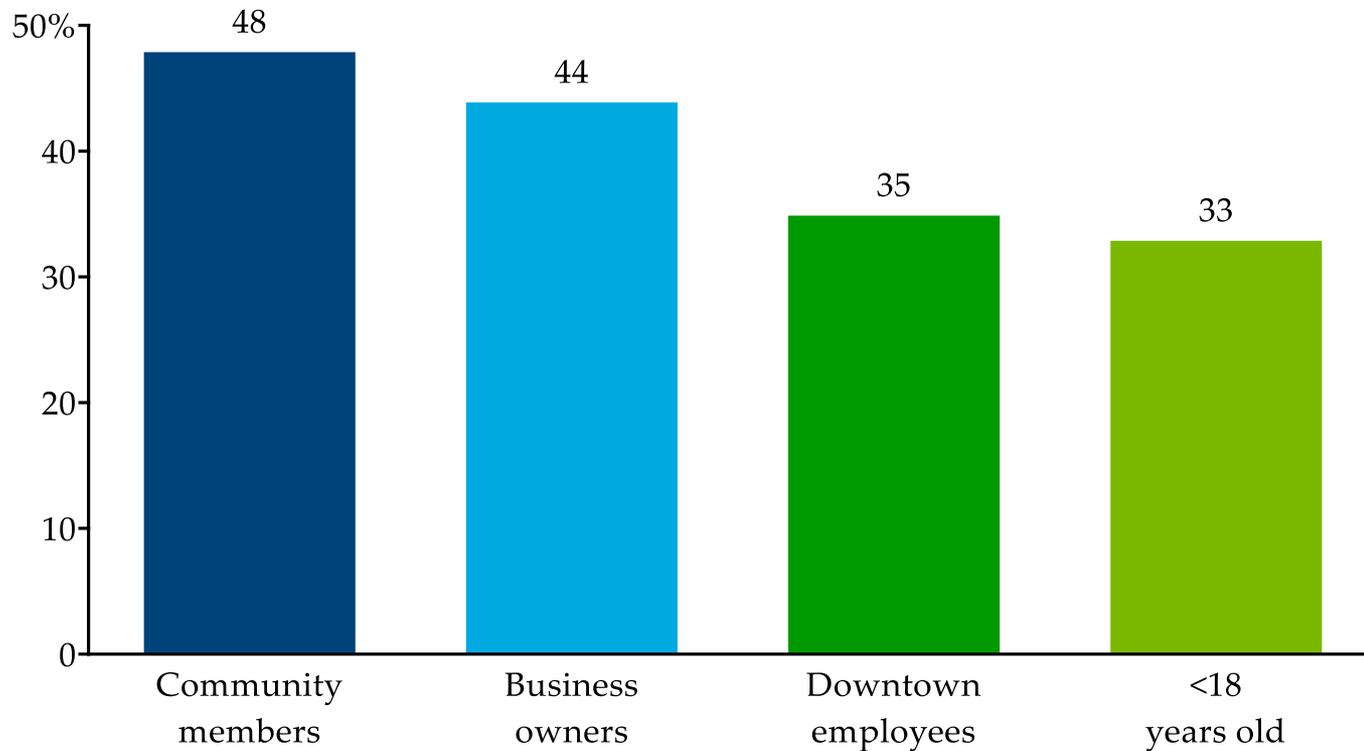


**The Steering Committee added healthy lifestyles to the above four elements. These combined elements are the "glue" that will bring the community together.**



## Based on a recent study, pride in Battle Creek is on the rise

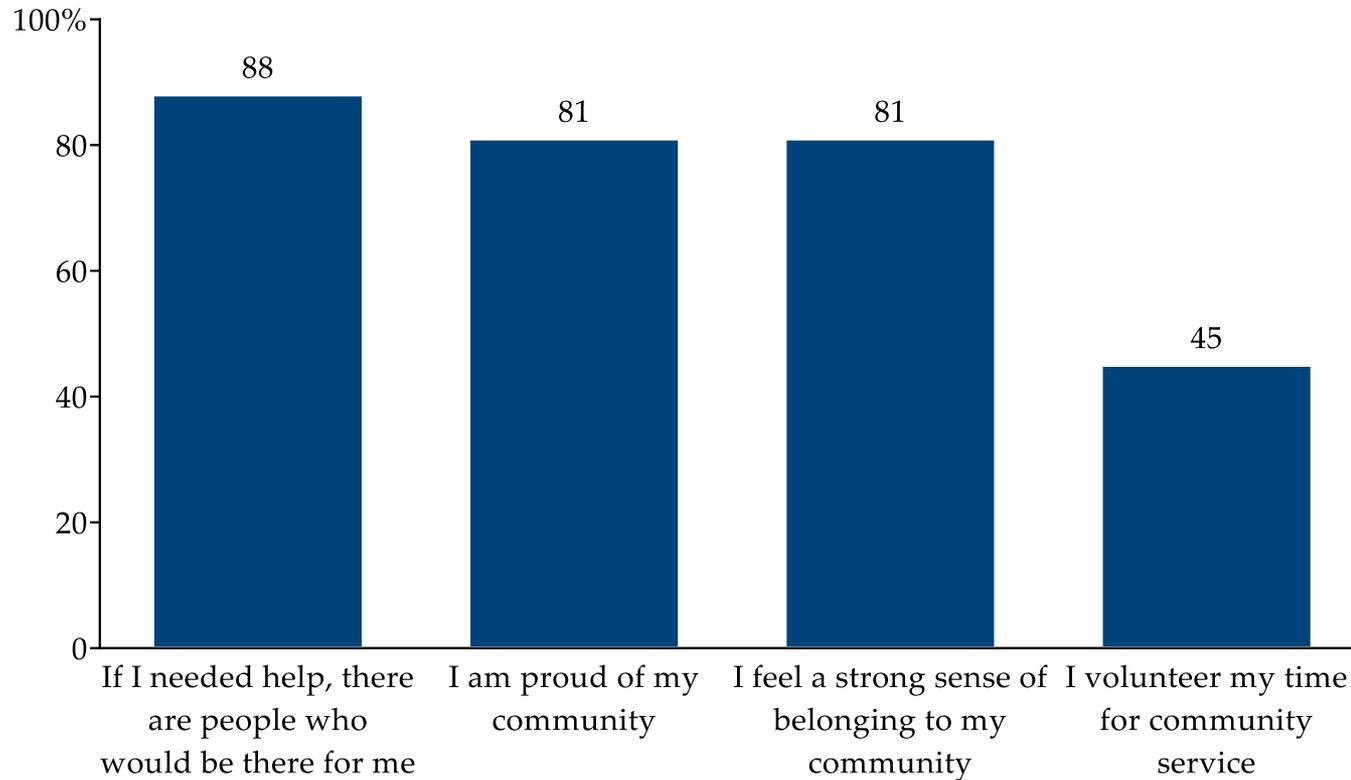
Percent of BC residents reporting increased pride in Battle Creek over past year





# The Spring 2015 canvassing effort demonstrated residents have a strong sense of belonging and are proud of their community

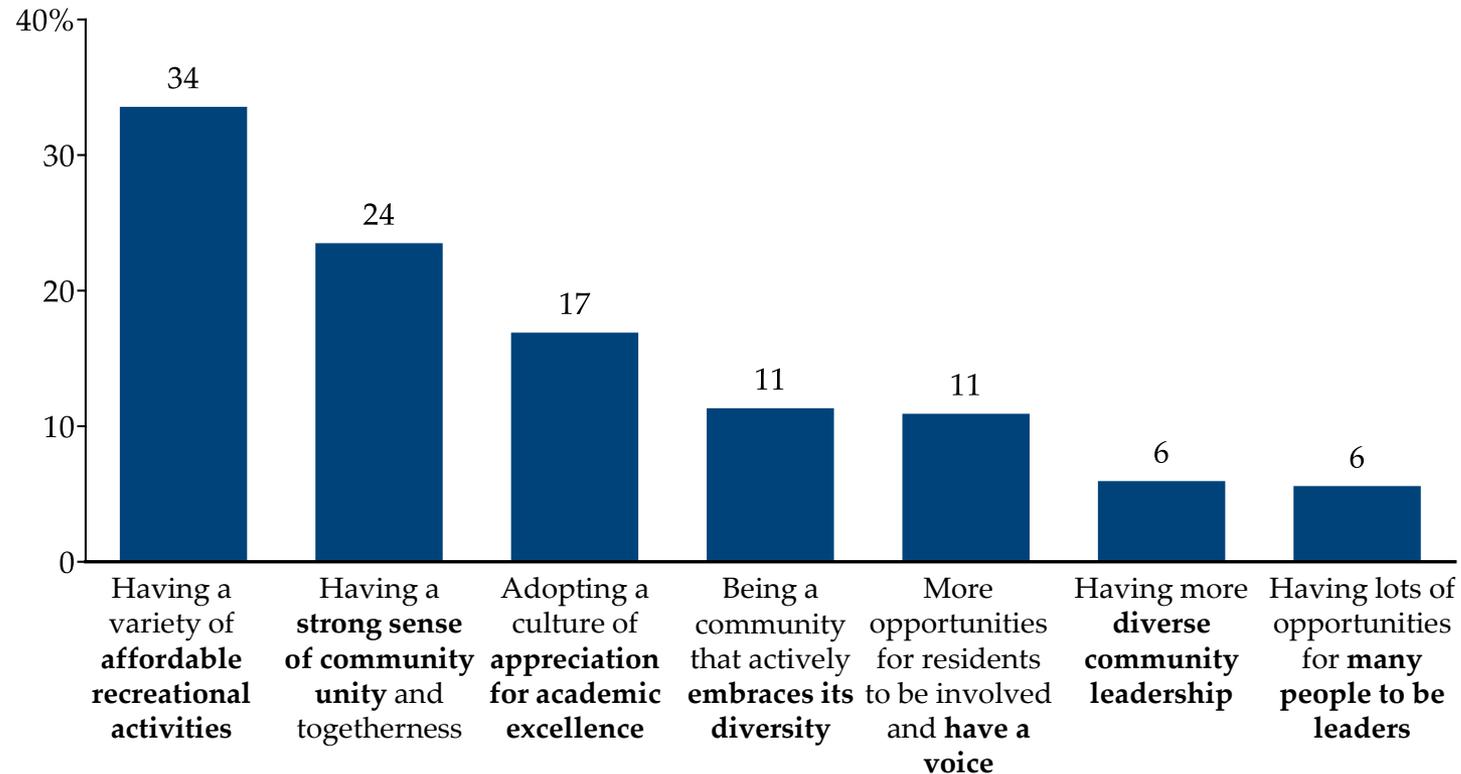
Percentage of residents who responded "yes" to the following questions





## However, we know from many other conversations that members of the Battle Creek community believe there is room for improvement

Percentage of respondents who indicated the following priorities when asked: "What is *most* important for Battle Creek to be a thriving city where people want to live, work, and play?"



Note: Respondents were asked to select their top 3 priorities, meaning percentages can total to more than 100%  
Source: Public Policy & Associates Community Survey

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- Participating organizations and Steering Committee members

## Participant lists

The BC Vision process engaged 1,000s of residents throughout the year. We are deeply thankful for the time invested, the perspectives shared, and the ideas generated. We have included a list of the many organizations that participated in BC Vision to provide a sense of the cross-section of community members, who have participated. If we missed listing your organization, we apologize for the oversight. Given the numbers of participants, we are unable to list the many individuals, who came as residents or who came to represent specific organizations, neighborhoods, churches among others. We are equally appreciative of the individuals and organizational representatives, who have participated in BC Vision.

We also have provided the list of Steering Committee members for your reference.



## Participating organizations: Business Task Force

- Arcadia Brewing Company
- Battle Creek Area Chamber of Commerce
- Battle Creek Unlimited
- Bronson Battle Creek
- Bronson Healthcare Group
- City of Battle Creek
- ConAgra
- DENSO Manufacturing Michigan, Inc.
- Duncan Aviation
- EPI
- FireKeepers Casino and Hotel
- Gallagher Uniforms
- Hart-Doyle-Inouye Federal Center
- Heritage Chevrolet, Inc.
- II Stanley Company, Inc.
- Kellogg Company
- Lakeview Ford
- Michigan Air National Guard
- Michigan Works!
- Post Foods, LLC, Battle Creek
- Southwest Michigan First
- Stewart Industries



## Participating organizations: Small Business Task Force

- 1 Exit Only
- Altrusa of Battle Creek
- Arcadia Brewery
- ASAP Solutions
- Assistant City Manager for Community and Economic Development
- Battle Creek Area Chamber of Commerce
- Battle Creek Books
- Battle Creek Community Foundation
- Battle Creek Unlimited
- BC City Commission
- BC Pulse
- Brownstone Coffee
- City of Battle Creek
- Generation E Institute
- Heritage Chevrolet, Inc.
- Inge's Place
- Kellogg Community College
- Kellogg Community College Diversity Inclusion & Innovation Center
- Kellogg Company
- Lakeview Ford Dealership
- Mango Health Fruit and Food
- Michigan Minority Business Development Council
- Michigan Small Business & Technology Development Center
- Miller College
- MMSDC
- Motor Shop Electric
- New Harvest Christian Center
- New Level Sports Ministry
- Nina's Taqueria
- NPC 11
- Nueva Opinion
- Photography Business
- Professional & Personal Wellness
- Project 20/20/Remax
- Public Policy Associates
- Rabbit Patch Vegan Snacks
- Remax
- SCORE
- Shadey Bizness
- Skilled Workforce
- South Central Michigan Center for Entrepreneurship
- Southwest Michigan Partners
- Sprout Urban Farms
- Stewart Industries
- Sugar and Spice
- Train Store
- Upjohn Institute/Michigan Works
- W.K. Kellogg Foundation
- Wirtz Family Popcorn
- Woodlawn Pre-School
- YMCA



## Participating organizations: Workforce Development Task Force

- 1 Exit Only
- Altrusa of Battle Creek
- Battle Creek Area Chamber of Commerce
- Battle Creek Public Schools
- BC Pulse
- Burma Center
- CAASCM
- Calhoun Intermediate School District
- Christ Community Church ESL
- City of Battle Creek
- Early Childhood Connections
- Goodwill Industries
- Great Start Collaborative of Calhoun County
- JOHAH
- Junior Achievement
- Kellogg Community College
- Kellogg Community College (Workforce Solutions)
- Kellogg Company
- Manpower
- Miller College
- Neighborhood Inc. of Battle Creek
- New Harvest Christian Center
- POBLO (St. Paul Lutheran Church)
- Public Policy Associates
- RobertHalf
- Scene Publications
- Share Center
- Skilled Workforce
- Southwest Michigan Partners
- Sugar and Spice
- United Way of the Battle Creek and Kalamazoo Region
- Upjohn Institute/Michigan Works
- Urban League
- VOCES
- W. K. Kellogg Foundation
- W.E. Upjohn Institute For Employment Research
- West Michigan Team
- WKKF Family Economic Security Grantee Evaluator
- Women's Co-Op
- Woodlawn Pre-School
- YMCA



## Participating organizations: College and Career Readiness Task Force

- 1 Exit Only
- Albion College
- Battle Creek College Access Network
- Battle Creek Community Foundation
- Battle Creek Public Schools
- BC Pulse
- Calhoun County Vocational Center
- Calhoun Intermediate School District
- County Commissioner
- CSM Group
- Foundation for Behavioral Resources
- Harper Creek Community Schools
- Junior Achievement
- Kellogg Community College
- Kellogg Company
- Lakeview Public Schools
- Mairs Electrical Contracting
- Mann + Hummel
- Michigan Works!
- Miller College
- National Honors Society Member
- New Harvest Christian Center
- Pennfield School
- Public Policy Associates
- Remax
- Southwest Michigan Partners
- United Way/Beacon
- Upjohn Institute/Michigan Works
- W.E. Upjohn Institute For Employment Research
- W.K. Kellogg Foundation
- Western Michigan University



## Participating organizations: Great Start Collaborative / Kindergarten Readiness

- 211
- Altrusa Kids Campus
- Battle Creek Christian Preschool
- Battle Creek City Commission
- Battle Creek Community Foundation
- Battle Creek Public Schools
- Battle Creek Rotary Club
- Battle Creek Urban League
- BC Pulse (Action Learning Groups)
- Binda Foundation
- Binder Park Zoo
- Calhoun County Health Department (CCHD)
- CCHD - WIC
- CCHD - Nurse Family Partnership
- CCHD - School Wellness
- Calhoun County Home Visiting Hub
- Calhoun Intermediate School District (CISD)
- CISD - Birth to Six, Early On
- CISD - Early Childhood Connection
- CISD - Great Start Parent Coalition/ALG
- CISD - Great Start Readiness Program
- CISD - Raising A Reader
- Charitable Union
- Child Care Resources
- Community Action - Head Start
- Community Cultural Center
- Community Fatherhood
- Community Unlimited - Union City
- Department of Health and Human Services
- Family and Children's Services
- Family Enrichment Center - Take A Break
- First Presbyterian Church
- Goodwill Industries
- Grace Health
- Jonah
- Kellogg Community College
- Kingman Museum
- Lakeview Ford
- Lakeview School District
- Learning Zone Preschool
- Lutheran Social Services
- Michigan Works!/Upjohn Institute
- Robert B Miller College
- Oaklawn Hospital
- Project 20/20
- Shamrock Center - Marshall Public Schools
- SNAP Preschool
- South Central Michigan Association for the Education of Young Children (SCMiAEYC)
- Stars & Stripes / Paws & Stripes Learning Centers
- United Way of Battle Creek and Kalamazoo Region
- Voces
- W.K. Kellogg Foundation
- Woman's Co-op
- Woodlawn Preschool
- Y Center of Battle Creek



# Participating organizations: Resident engagement and Culture of Vitality

- Architects Incorporated, PC
- Assistant City Manager for Community and Economic Development
- Battle Creek Area Chamber of Commerce
- Battle Creek Books
- Battle Creek Country Club
- Battle Creek Enquirer
- Battle Creek Schools
- Battle Creek Unlimited
- BC City Commission
- BC Pulse
- Berkshire Hathaway
- Binda Foundation
- Brass Band of Battle Creek
- Bridges to Cultural Understanding
- Burma Center
- Calhoun Area Career Center
- Calhoun County Board of Health
- Calhoun County Commissioner
- Calhoun County Visitors Bureau
- Calhoun Great Start Parent Coalition
- Calhoun Intermediate School District
- Centering Yoga
- City of Battle Creek
- Country Club Hills Assn
- Ducks Cant Fly
- Duncan Aviation
- Fair Housing SW Michigan
- FSMB
- Generation E Institute
- Graphix 2 Go
- Great Start Collaborative of Calhoun County
- Great Start Readiness Program
- Integrated Health Partners
- Jaqua Realtors
- Kellogg Community College
- Kellogg Community College Diversity Inclusion & Innovation Center
- Kellogg Company
- Music Center
- Neighborhood Inc. of Battle Creek
- Neighborhood Planning Councils 2-5, 9-11
- Neighborhoods, Inc.
- New Harvest Christian Center
- New Level Sports
- Nueva Opinion
- Pastor/Salvations Highway
- Pressure Free Living/Music Center
- Battle Creek Community Foundation
- Project 20/20
- Region 3A, Area Agency on Aging
- Scene Publications
- Snap Preschool and Child Care
- Solutions Highway
- South Central Michigan Center for Entrepreneurship
- Southwest Michigan Partners
- Southwest Michigan Partners
- Sprout Urban Farms
- Stetler Built Homes
- Sustainable Battle Creek
- United Way of the Battle Creek and Kalamazoo Region
- Urban League of Battle Creek
- VA Medical Center
- VOCES
- Volunteer/Retired
- Western Michigan University
- W.K Kellogg Foundation
- Woman's Coop
- Worgess Agency, Inc.
- YMCA

## Steering Committee Members (1 of 2)

B.D. Alexander, Small Business Owner	Urban League of Battle Creek
Kara Beer, President	Battle Creek Chamber of Commerce
Karen Boyer, Vice President	DENSO Manufacturing Michigan
Marie Briganti, President and CEO	Battle Creek Unlimited
John Bryant, Chairman and CEO	Kellogg Company
Susan Clark, Coordinator	Great Start Collaborative
Ben Damerow, Deputy Director of Operations	W.E. Upjohn Institute for Employment Research / Kalamazoo-St. Joseph Michigan Works!
Kathy-Sue Dunn, Commissioner	Calhoun County
Rebecca Fleury, City Manager	City of Battle Creek
Michael Finney, Senior Advisor, Economic Growth	Office of Governor Rick Snyder
John Gallagher, Board Member	Battle Creek Unlimited
Jim Hettinger	Battle Creek Unlimited
Dr. Linda Hicks, Superintendent	Battle Creek Public Schools

## Steering Committee Members (2 of 2)

Brenda Hunt, President and CEO	Battle Creek Community Foundation
David Kemp, Youth leader	Western Michigan University (alumnus)
Christina Khim, Associate Director	Burma Center
Ron Kitchens, CEO	Southwest Michigan First
Ivan Lee, Pastor	New Harvest Christian Center
Karissa Lee, Youth leader	Western Michigan University (student)
La June Montgomery Tabron, President and CEO	W.K. Kellogg Foundation
Dean Newsome, Director	U.S. Defense Logistics Agency
Mark O'Connell, Interim President	Kellogg Community College
Deb Owens, Mayor	City of Battle Creek
Dr. Evon Walters, President	Miller College
Jorge Zeballos, Executive Director	Center for Diversity and Inclusion