

# MICHIGAN'S UPPER PENINSULA



FutureMark Paper Group, Manistique



Keweenaw Brewing Company, Houghton



Enstrom Helicopter Corporations, Menominee



Biogenic Reagents, Marquette



Jacquart Fabric Products, Ironwood



Superior Fabrication, Kincheloe

## EXPECT MORE.

**Northern Michigan University  
Masters of Public Administration Program  
Tapping into Student Power for Civic Projects**



# Michigan Local Government Management Association Wednesday, January 28, 2015

**Presenter:  
Jennifer James-Mesloh, M.P.A., Ph.D.**





# Academic Service Learning

- Masters of Public Administration (MPA) program shifted curriculum away from traditional model
  - Textbooks and tests
  - Writing 30 page papers
- “Learning by Doing” also known as academic service learning or as ASL as we refer to this at NMU
- Analogy: reading a driver’s manual versus driving a car





# Academic Service Learning

- “Learning by Doing” has now become an enrollment and marketing strategy for NMU
- Each week the “Learning by Serving” segment appears on local TV6 and FOX news shows
- Segments feature faculty, students and community partners
- 1 minute, 45 seconds TV time to showcase partnerships with nonprofits and governments





# Academic Service Learning

- Partnering with community based and professional organizations
  - Community Based Projects:
  - Public Personnel Manual
    - Michigan Local Government Management Association
    - Michigan Municipal League
  - Economic Development Data Collection & Marketing for Site Selectors
    - Lake Superior Community Partnership
    - Upper Peninsula Collaborative Development Council



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Michigan  
University



# Public Personnel Manual

- Partnership with MLGMA & MML to enhance a public personnel manual
- Project had its genesis with Adam Smith, city manager of Grand Ledge
- Communities with residents 5,000 and less, city manager acts as human resources director





# Public Personnel Manual

- Completed through Public Personnel Administration class – summer 2014
- Began with a public personnel template developed by MML when consulting with local governments
- MLGMA partner – Adam Smith
- MML partner – Heather Van Poucker





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# Public Personnel Manual

## Physical & Psychological Exams, Drug Screening

Upon receiving a conditional offer of employment from the City, applicants and returning temporary/seasonal employees may be required to undergo a medical examination including a drug and alcohol screening. The exam is conducted by a facility designated by the City and is paid for by the City.

In some circumstances and according to strict procedures, an employee may be required to undergo physical or psychological fitness-for-duty exams or submit to drug or alcohol testing





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# Public Personnel Manual

- Class broke into groups and researched the federal and state laws that are applicable to each section
- In some sections there was case law that was included
- Summary of each law listed
- Hyperlinks were added back to the federal or state law

• <http://www.nmu.edu/education/node/226>

## Physical & Psychological Exams, Drug Screening

### **Federal Law**

49 CFR part 40

Retrieved from [http://www.dot.gov/sites/dot.dev/files/docs/PART40\\_2012.pdf](http://www.dot.gov/sites/dot.dev/files/docs/PART40_2012.pdf)

Summary: Transportation employers, safety-sensitive transportation employees (including self-employed individuals, contractors and volunteers as covered by DOT agency regulations), and service agents, must comply with drug and alcohol screening as described in section 49 CFR (Code of Federal Regulations) part 40.

### **State Law**

No State Law

Retrieved from <http://www.lawforchange.org/images/lfc/MichiganEmployment.pdf>

Summary: Pursuant to the Michigan Medical Marihuana Act, effective January 1, 2009, employers are not required to accommodate the ingestion and use of marihuana by its employees and therefore can lawfully enforce its work place policies against the use of marihuana the same as any other drug.

### **Case Law**

The Federal District Court found that the Michigan Medical Marihuana Act (MMMA) does not regulate private employment. The Court found the MMMA merely provides a defense to criminal prosecution or other adverse actions by the state.

Casias v. Wal-Mart Stores, Inc., 764 F. Supp.2d 914 (W.D. Mich. 2011).

<http://www.onmedicalmarijuana.com/michigan-case-law-2/casiaSummary-v-wal-mart-stores-inc/>

The Michigan Persons with Disabilities Civil Rights Act allows an employer to base employment decisions on the results of a physical or mental examination provided the exam is directly related to the requirements of the job in question (Michigan Legislature – Section 37.1202)

<http://www.blr.com/HR-Employment/Staffing-Training-/Physical-Exams-in-Michigan#>

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## Orientation Period

### **Federal Law**

Title VII of the Civil Rights Act of 1964

Retrieved from <http://www.eeoc.gov/facts/qanda.html>



# Project Overview

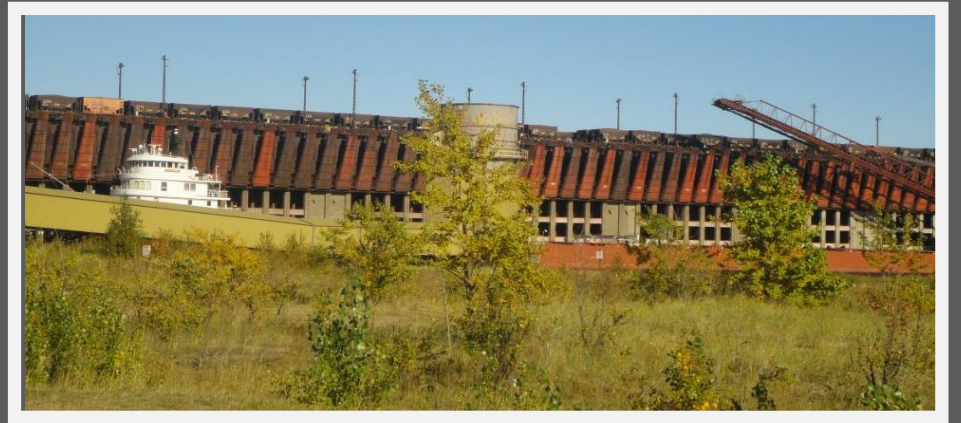
- Economic development data collection and marketing project for site-selectors
- Community Partnerships:
  - Upper Peninsula Collaborative Development Council (UPCDC)
  - Lake Superior Community Partnership (LSCP)





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# Project Overview



- Business attraction and marketing are endeavors that need intense emphasis within the 15 Upper Peninsula (UP) counties
- Lake Superior Community Partnership (LSCP) was charged with the creation of digital and hardcopy material
- Aligned with the International Economic Development Council's (IEDC) site selection data standards



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# Project Overview



- Need existed for customized marketing pieces for UP counties to be competitive
- Target site-selectors and new businesses
- Minimal staff resources to compile needed information
- Research partnership with graduate students in the MPA program at NMU



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# Project Overview

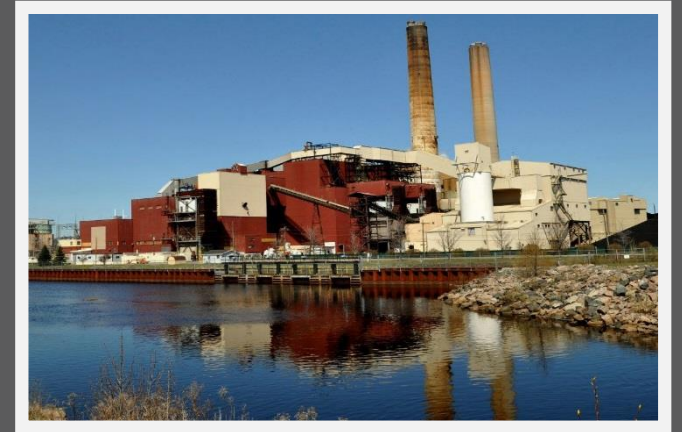


- What data do site-selectors need?
  - Site-selection data standards
  - Multiple tables contain over 1,200 data elements organized into 25 spreadsheets
- Spreadsheets contain data national site-selection consultants use when considering a new area for business
- MPA students collected data on 11 of the 25 spreadsheets
- Remaining data was collected by LSCP



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# Methods



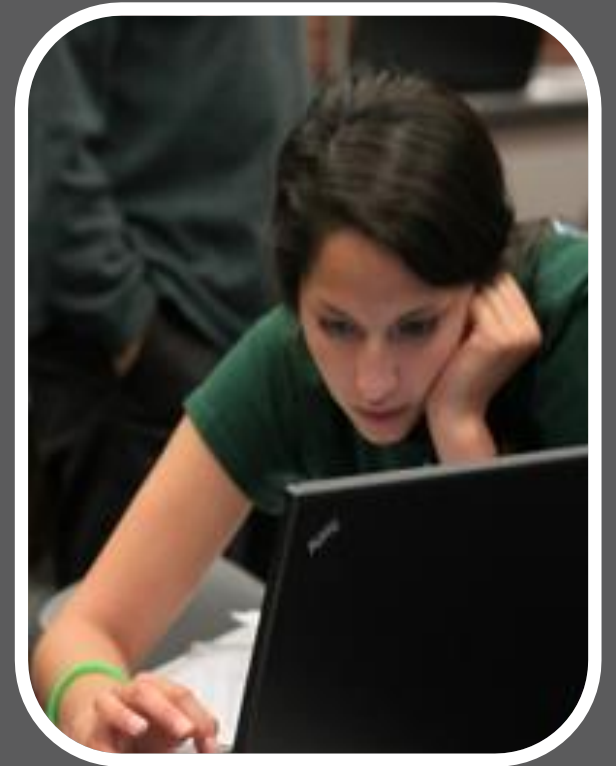
- Two classes over two semesters collected data
  - Graduate students enrolled in PS 545: Community Development in fall semester 2013 and PS 595: Rural Community Development in winter semester 2014
- Gathered information on 14 counties within the UP of Michigan
  - Marquette County was excluded from this project since the LSCP was tasked with compiling that data
- IEDC spreadsheets were organized into table format and labeled A-K for each reference and used Microsoft Excel as the data collection software



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# Methods

- To maintain the data, students uploaded their information into NMUs – online EduCat
- Information being collected was accessible through public records. No confidentiality concerns or threats to human subjects
- Once spreadsheets were completed, LSCP and NMU faculty, Jennifer James-Mesloh, Ph.D., collapsed the data to create a composite public asset database for the UP





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# TimeLine – Fall 2013



- Data collection September – December 2013
- 15 students - Community Development class
- Each student in the course was assigned a county
  - Three students assigned two counties
- 50 hours student work time per county





# TimeLine – Winter 2014



- Data collection January – May 2014
- 16 students - Rural Community Development class
- Students were grouped into teams and assigned one or more counties
- Faculty/ students traveled to and met with economic developers in each UP county during March – June 2014



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# TimeLine – Winter 2014



- Hours data collection and review
- 5-8 hours travel & meeting with EDCs
- 15 hours revisions
- Approximately 100 hours of student working time per UP county over a two semester time-frame
- Report and website development

***Total student working hours: 2,100***



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# Project Deliverables

- Reports
- Data Collection
  - Data tables were created for each UP county
- Presentations to UP Counties
  - March – June 2014 students and faculty traveled to each UP county



GOGEBIC COUNTY

DEMOGRAPHIC CHARACTERISTICS	
<b>Population (2013) <sup>1</sup></b>	15,916
<b>Households <sup>2</sup></b>	<b>2012</b>
Number of Households	10,807
Family Households	7,234
Non-family Households	3,047
Median Household Income	\$34,397
Mean Household Income	\$45,754
<b>Household Income Distribution <sup>2</sup></b>	<b>Percent (%)</b>
Under - \$35,000	50.9%
\$35,000 - \$49,999	15.7%
\$50,000 - \$74,999	18.1%
\$75,000 - \$99,999	7.8%
\$100,000 - \$149,999	5.3%
\$150,000 - \$199,999	1.1%
\$200,000 - Above	1.1%
<b>Workforce Education Attainment (25 - 64 Years of Age) <sup>3</sup></b>	<b>Percent (%) (2008-2012)</b>
Less than 9 <sup>th</sup> Grade	2.4%
9 <sup>th</sup> -12 Grade, No Diploma	5.8%
High School Graduate	36.5%
Some College	26.4%
Associates Degree	10.1%
Bachelors Degree	14.1%
Graduate/Professional Degree	4.7%
<b>Total</b>	<b>100.00%</b>

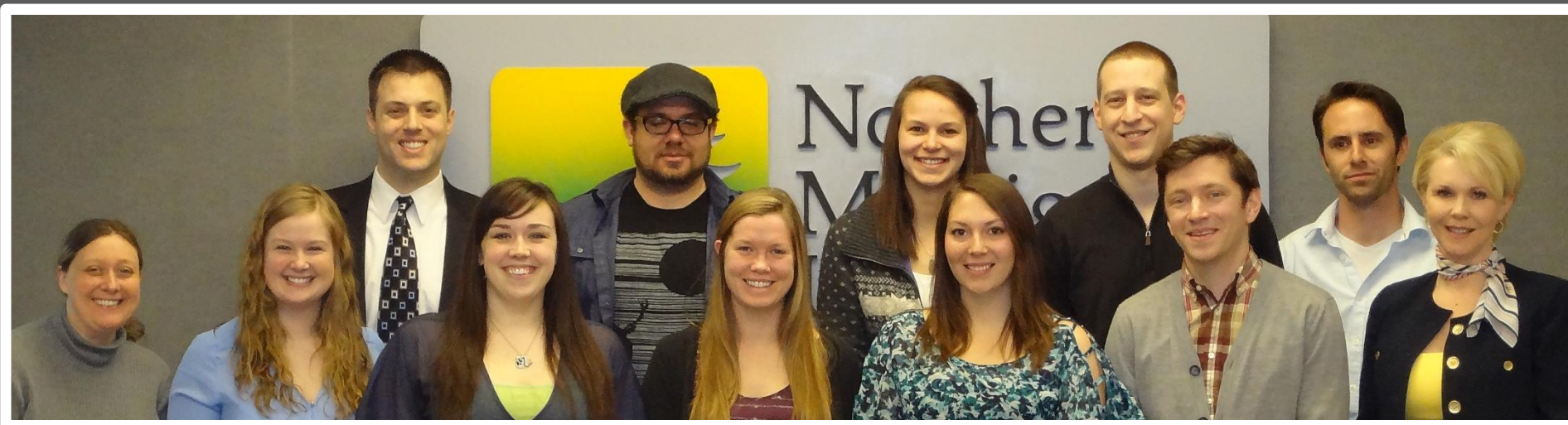
<sup>1</sup> [http://factfinder2.census.gov/faces/tableservices/jsf/pages/productview.xhtml?pid=PEP\\_2013\\_PEPANNRES](http://factfinder2.census.gov/faces/tableservices/jsf/pages/productview.xhtml?pid=PEP_2013_PEPANNRES)  
<sup>2</sup> [http://factfinder2.census.gov/faces/tableservices/jsf/pages/productview.xhtml?pid=ACS\\_12\\_5YR\\_S1901](http://factfinder2.census.gov/faces/tableservices/jsf/pages/productview.xhtml?pid=ACS_12_5YR_S1901)  
<sup>3</sup> [http://factfinder2.census.gov/faces/tableservices/jsf/pages/productview.xhtml?pid=ACS\\_12\\_5YR\\_S1501](http://factfinder2.census.gov/faces/tableservices/jsf/pages/productview.xhtml?pid=ACS_12_5YR_S1501)



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# Project Deliverables

- Webinar Presentation of Data
  - Tuesday, April 29, 2014, 10:00 – 11:00 a.m.
- Webpage Development: <https://www.nmu.edu/education/node/208>





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# Lessons Learned

- Lessons learned from this project:
  - Validity of Data Sources
  - Organizational Capacity
  - Storing and Dissemination of Public Information





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# Lessons Learned: Validity of Data Sources

- Validity of Data Sources
  - Multiple data sources with economic information
  - Large variance in numbers between sources
  - Miscalculation in data collection time frame





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# Lessons Learned: Organizational Capacity

- Part-time or volunteer staffing
  - 3 – 10 hours per week
  - Government by volunteer
- Access to office resources
  - Phones
  - Use of U.S. mail versus Email
  - Internet access
  - Office space outside personal residence





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# Lessons Learned: Organizational Capacity

- Access to office resources
  - Economic development offices open only 3 – 5 hours per week
  - Staff prioritized responses to communications resulting in 3+ months for replies following repeated attempts







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# Lessons Learned: Storing & Dissemination of Public Information

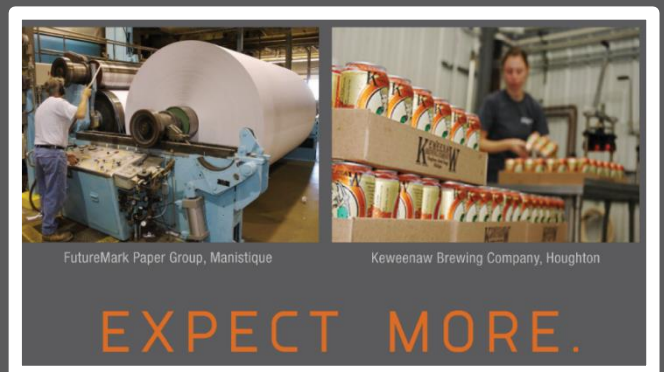
- Many data points based on personal communication with staff who either worked for government or economic development offices
- Data gleaned from collective memory – more common when staff had been there 10-20+ years
- Documentation of data from personal communication not available





# Lessons Learned: Storing & Dissemination of Public Information

- Information is “known because it is known”
- Flip – when long-term staff leave creates an organizational knowledge vacuum – paper or e-files???
- Portion of community data is held in personal memory –
  - Treasure hunt to identify the staffer that know the information
- Extended data collection from 4 to 10 months
- Type of public information disseminated varies widely on government websites





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# Student Success

- One measure of success from a community-partnership is how it influences students that participated
- Margot Rusinek and Troy Louis, participated in the data collection project and were able to translate their experiences and skill sets into tangible outcomes





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# Suggestions for Future Projects

- Partnering with MLGMA, MML, local governments and community organizations
- Fill in the gaps to assist with community research needs
- Ideas for future projects





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