

**The Governor's Task Force for  
the Recruitment and Retention of a  
Young Workforce for the  
State of New Hampshire**

**Final Report**



Members of the Manchester Young Professionals Network (MYPN) at an August 2008 Business & Social Networking Event



**2009**

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## Introduction

On March 24, 2008, Governor John Lynch signed Executive Order 2008-03, creating The Task Force for the Retention and Recruitment of a Young Workforce for New Hampshire. This Task Force was charged with researching, creating and presenting to the Governor a strategic set of recommendations designed to improve New Hampshire's ability to retain and recruit the young workers who will help support the state's economy in the coming years. The Executive Order specifically charged the Task Force with presenting a set of strategic recommendations that would address the issue in the context of the four major sectors within the state: public, private, education, and the not-for-profit.

Members of the Task Force were excited about accepting the responsibility given them by the Governor knowing that while many different factors can influence a state's economic prosperity, there are few that are more critical than the impact of a vibrant workforce. As technology and communications continue to exponentially advance and improve in the coming years, tomorrow's workforce will be more mobile, more globally connected, and less likely to stay in one geographic region of the country for extended periods of time. This Task Force sought to assess the current situation facing New Hampshire (NH) in terms of its workforce trends, determine our strengths and challenges for keeping today's workforce in the coming years, and prepare to better retain and attract tomorrow's workforce as other states and regions of the country will undoubtedly pursue similar strategies to compete for this same workforce.

After more than a year of work gathering and analyzing information, and after many hours discussing potential recommendations, the Task Force has prepared this Final Report as our response to the charge given to us by the Governor.

In lieu of the typical 'Executive Summary' section that is normally included at the beginning of formal reports, the Task Force opted to create a 'slide deck' designed for easy consumption by members of the public who are interested in the topic investigated by the Task Force. We encourage you to refer to the slide deck which, along with this Final Report, can be found at [www.stayworkplay.org](http://www.stayworkplay.org).

# Task Force Overview

## *Creation, Background and Appointees*

Based upon the charge given to the Task Force by the Governor to present a strategic set of recommendations that incorporated the four major sectors comprising NH’s socioeconomic landscape, great care was taken to recruit members to the Task Force that could represent the four sectors while also providing geographic disparity. Those recruited to serve on the Task Force represent a broad spectrum of personal backgrounds, knowledge, expertise, and resources.

Geographically, they live and work in every corner of the state from Gorham to Keene and Hanover to Newmarket. Professionally, they represent virtually every step of the career ladder with some members still in the early stages of their careers and others holding upper-management positions within their organizations or companies. The Task Force members range in age from early twenties to early forties, thereby providing direct insight from young workers in various stages of their lives. Each of the four major sectors addressed in the Executive Order are specifically represented by individual members on the Task Force, thereby ensuring direct communication and insight is shared between the Task Force and each of the four sectors as the strategic plan is being researched and created. Finally, each of the six Young Professionals organizations across NH had a representative serving on the Task Force, ensuring that the unique assets of each of these groups was considered within the final report.

The members of the Task Force are as follows:

- Co-Chair:                   Graham Chynoweth - Manchester Young Professionals Network  
                                  General Counsel , Dynamic Network Services, Inc.
- Co-Chair:                   J. Christopher Williams – IUGO: Nashua’s Young Professionals Organization  
                                  President & CEO, Greater Nashua Chamber of Commerce
  
- Jessica Clark               Labor Sector representative  
                                  Assistant to the President & State Director, NH AFL-CIO
- Matt Cookson              University System of New Hampshire  
                                  Associate Vice Chancellor for External Relations, USNH
- Tom Daly                   NH High Technology Council  
                                  President, Dynamic Network Services, Inc.
- Mark Desmarais           Community College System of New Hampshire  
                                  Director of Admissions, White Mountains Community College
- Helen Donington         Seacoast Young Professionals Network  
                                  Chair and Co-Founder, Catapult Seacoast
- Neil Giarratana           Keene Young Professionals Network  
                                  President and Chief Technology Officer, Lucidus Corporation
- Elizabeth Ignacio         Governor's Office  
                                  Special Assistant for Policy
- Rebecca Kinhan           Concord Young Professionals Network  
                                  Communications Manager, Greater Concord Chamber of Commerce
- Nicholas J. Koloski       At-Large Member  
                                  Small business owner and member of the NH Film Commission

Thom Kraus NH Association of Chamber Executives  
 President, Exeter Area Chamber of Commerce

Kathryn Kull At-Large Member  
 Clinician and Nurse Recruiter at Dartmouth-Hitchcock Medical Center

Stephanie Lesperance New Hampshire College and University Council  
 Associate Director, Campus Compact

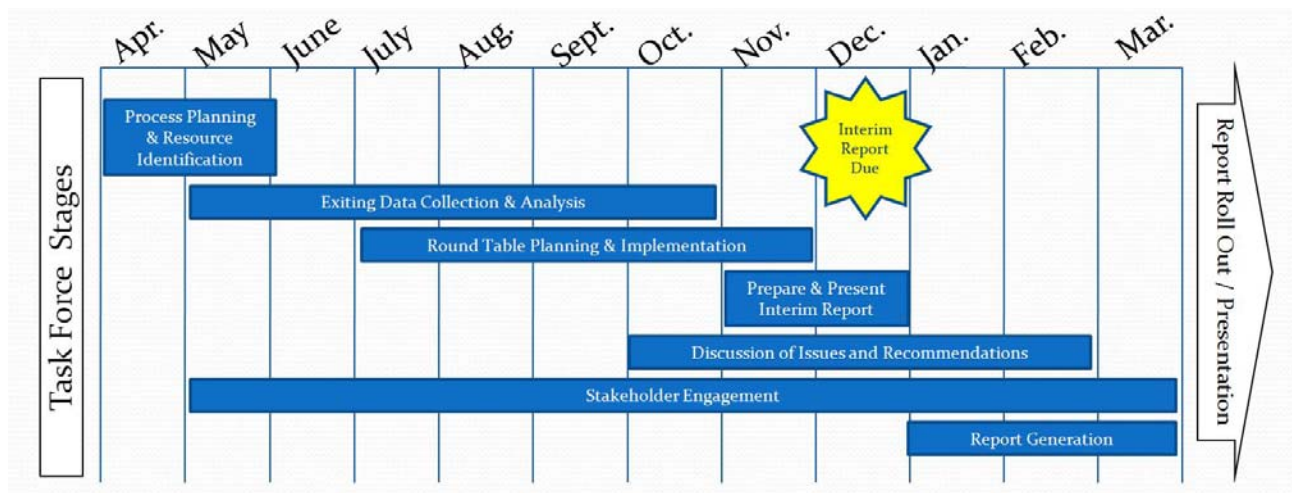
Joe Murray Business & Industry Association  
 Director of Public Affairs, Fidelity Investments

Mica Stark At-Large Member  
 The Carsey Institute, University of New Hampshire

### ***Overview of Task Force Activities & Information Gathering***

In April of 2008, the Task Force agreed on a timeline for its activities. This timeline is included as figure 1.

Figure 1 - Task Force Phase Timeline



The Task Force is pleased to report that it has successfully completed each of the anticipated stages. Experts presented valuable information at many of the Task Force meetings regarding data bearing on the issue of workforce recruitment and retention, programs, and ‘best practices’ in the area. An overview of much of this information is included in [Attachment 1](#). In addition, the Task Force is particularly proud of the thirteen roundtables it held in locations around NH and Massachusetts. In these group meetings (the findings of which are detailed in [Attachment 2](#)), Task Force members were able to gather key anecdotal evidence of trends and attitudes as well as confirm and disprove conclusions that were suggested by census and survey data. Lastly, we have attached as [Attachment 3](#) the presentation that was given at the beginning of each roundtable meeting.

## NH: Key Facts and Figures

Over the course of its meetings, the Task Force gathered tremendous amounts of demographic, economic and survey information about NH and its workforce. The following describes and/or references information that we found particularly relevant in formulating our recommendations.

- With the first wave of baby-boomers (1946-1964) now reaching retirement age, many employment sectors will be looking to fill the void left behind from boomers' retirement. Approximately every seven seconds, another baby-boomer reaches retirement age.<sup>1</sup> Even with more baby-boomers staying in the workforce due to the current downturn in the economy, there will be a large exodus of baby-boomers from the NH workforce in the coming years. To compound this, the age cohort behind the baby-boomers is significantly smaller. To remain competitive, NH will need to attract and retain young workers.
- The conventional wisdom in NH over the past several years has been that the state is experiencing a "brain drain;" that our young and educated population is moving out of the state. Further analysis of the latest demographic data reveals a different picture. "Between 1990 and 2000, the number of young people 25 to 34 in NH declined by 23 percent," according to Senior Demographer Ken Johnson at UNH's Carsey Institute. "The decline occurred because relatively few children were born during the 1970's due to delayed childbearing and fewer births to baby-boomers. Thus, the diminished numbers of young adults in NH is an empirical reality. However, it is imperative that policy makers recognize that the widely publicized drop in the number of 25 to 34 year-olds is not exclusively due to young adult out-migration. The number of young adults in NH is actually growing again and will likely continue to do so incrementally in the future."<sup>2</sup>
- For those age 25-39 with Bachelor degrees, NH experienced a net gain from 2004-2005.<sup>3</sup> However, when comparing NH against other parts of the country, NH is still at a competitive disadvantage. UNH professor Ross Gittell spoke to the Task Force, sharing the fact that "the nation and other regions are experiencing increases in the number of young adults with college degrees while New England's numbers are flat; nationally, from 1990 to 2005, the number of 25 to 39-year-olds with a Bachelor's degree went up 22%, and that rate almost doubled in the South Atlantic and Mountain states."<sup>4</sup>
- A widely held and often stated fact is that NH is one of the oldest states in the country. From one measure, this is true. Based on 2008 census estimates, NH is tied with Florida as the fourth oldest states based on median age (40.2). However, another way to look at population age is to analyze the percentage of the population that is 65 or older. Based on this measure, NH is the 31<sup>st</sup> oldest state in the country. The demographic data combined with the input the Task Force

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<sup>1</sup> [http://www.freedomcorps.gov/about\\_usafc/special/boomers.asp](http://www.freedomcorps.gov/about_usafc/special/boomers.asp)

<sup>2</sup> Ken Johnson, "The Changing Faces of NH: Recent Demographic Trends in the Granite State." The Carsey Institute at the University of NH. Dec. 2007.

<sup>3</sup> Ken Johnson, presentation to the Task Force, July 11, 2008.

<sup>4</sup> Ross Gittell, presentation to the Task Force, July 11, 2008.

heard during its roundtables suggests that NH is doing moderately well with people over the age of 30 and not doing as well with young workers under the age of 30.

- Graduates from NH colleges and universities are graduating with record amounts of debt. The average amount of debt for a NH graduate is \$25,211, ranking NH graduates second in the country for those states graduating students with high debt. 74% of NH graduates leave college with debt.<sup>5</sup>
- In 2000, Hispanics and other minorities comprised 4.7% of the state's population. From 2000 to 2007, Hispanics and other minorities comprised 36.9% of the state's overall population growth (which is a faster rate of growth than the U.S. average and for many states).<sup>6</sup>
- NH ranks first in the country in the percentage of foreign-born residents who are 25 years of age and have a Bachelor's degree.<sup>7</sup>
- In surveys that Ross Gittell has conducted among his freshman classes at UNH, 66% did not expect to be working in the state upon graduation. The primary reason for this, above all else, is their desire to experience something "different."
- According to the 55% Initiative surveys, of those NH college and university seniors who plan to leave the state upon graduation, 45% mentioned salary as an important factor in their decision and 43% cited availability of jobs in their field of study as an important factor. There is a strong link between the perception of the NH job market and the decision of a student to stay or leave. Concern about availability of jobs and salaries are the top two reasons students leave. The desire of both in-state and out-of-state students to stay in NH is significantly influenced by their perception of the job opportunities in NH. Perception of employment opportunity is the number one reason recent college graduates mentioned for moving to another city, region, or state after graduating.
- According to the 55% Initiative surveys, 32% of the NH 'young professionals' surveyed said they plan on moving out of the state within five years.
- According to the 55% Initiative surveys, results show that a significant number of college and university seniors (22%) are undecided in terms of their plans for staying or leaving NH upon graduation. The remainder is evenly split between those who probably or definitely want to stay or leave the state.
- According to the 55% Initiative surveys, of those NH college and university alumni who stayed in the state after graduating, 94% cited "quality of life" as the most important factor in their decision; next was proximity to family and friends at 86%, followed by a good place to raise a family at 81%.

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<sup>5</sup> Project on Student Debt, [http://projectonstudentdebt.com/state\\_by\\_state-data.php](http://projectonstudentdebt.com/state_by_state-data.php).

<sup>6</sup> Ken Johnson and Ross Gittell, presentations to Task Force, July 11, 2008.

<sup>7</sup> Ross Gittell, "Profile of NH's Foreign-Born Population." The Carsey Institute at the University of NH. 2008.



- According to the 55% Initiative surveys, students from out of state are much less likely to stay – only 17% of out-of-state students plan on staying compared to 57% of NH residents, and out-of-state students are less confident of the NH job market in their field of study.
- According to the 55% Initiative surveys, while many college graduates plan to leave NH right away, many would consider moving back at a later date. Forty-one percent of all seniors do not plan on staying in NH; however, 42% of those who plan to leave say they will probably or definitely move back at some point in their life and only 17% say they will probably or definitely not come back.
- According to the 55% Initiative surveys, of those NH college and university alumni who left NH after graduating, 57% left within six months.
- According to the 55% Initiative surveys, close to 65% of NH college and university alumni would like to or would consider moving back to NH.<sup>8</sup>

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<sup>8</sup> For more information on *The 55% Initiative*, visit <http://www.usnh.edu/initiatives/55.shtml>

## **The Strengths & Weaknesses of the NH “Brand”**

This section discusses the strengths and weaknesses of the NH “brand.” By this, we mean the perceptions that young workers have of NH as a place to live and work. In addition to the specific strengths and weaknesses outlined below, it is interesting to note that the strength of NH’s brand is a key part of what makes NH more successful in attracting workers on the higher end of the 18 to 40 age range than the lower end of that range. Thus, it is important to note, and the Task Force would like to emphasize, that it does not recommend a wholesale effort to change the NH “brand.” Rather, the Task Force believes that NH’s “brand” must be augmented to appeal to those for whom the existing “brand” is unpersuasive. Furthermore, the Task Force believes that efforts to expand NH’s “brand” are not a zero sum game – we can emphasize the ‘undiscovered’ urban and entertainment opportunities in NH without threatening NH’s perceived quality through its natural assets such as mountains and seacoast.

### ***Perceived Strengths***

The data gathered and reviewed by the Task Force over the course of its meetings and public outreaches clearly demonstrated that NH has many strengths when it comes to recruiting and retaining a young workforce. Not least among these strengths is its reputation as a good place to live and work, which is often bolstered by high marks in various national rankings. More specifically, in recent years, NH has been credited with the sixth highest per capita income in the U.S. (U.S. Census ‘05), being the “Most Livable State” in the U.S., (Morgan Quitno, 2003-2008), being the “fourth Healthiest State” (United Health Foundation ‘09), being the second safest state in the U.S. (QC Press ‘09), and being the first for child well-being (Annie E. Casey Foundation’s 2008 Kids Count). In addition, NH’s wealth of outdoor destinations (e.g., beaches, mountains, rivers) and activities (e.g., skiing, kayaking, hiking, mountain biking, camping) and “1-hour-from-everything” geographic location were frequently referenced by young workers as some of the aspects that make it an attractive place to live and work. However, overall, the strengths highlighted in the data that the Task Force gathered and in the public forums it held failed to reveal any ‘hidden’ strengths that were not already widely perceived by the public.

### ***Perceived Weaknesses***

As the Task Force reviewed data, conducted research, and held discussions with one another, it became clear that there were many perceptions about NH that were either outdated, false, or real that negatively impact the state, especially in its ability to attract and retain young workers. However, some of these perceptions, when updated or interpreted differently, could be viewed as positive attributes. For example, while the Task Force repeatedly heard individuals express concerns that there were few young people in the state, the latest data shows that the numbers are starting to increase and that six young professionals’ networks that did not exist four years ago now collectively have about 7,000 members.

**There is a lack of jobs in the state for young workers.**

This concern was heard repeatedly during the outreach sessions and creates a challenge to overcome. Many of the state’s employers voiced great concern about being unable to fill positions for entry level workers prior to the current economic downturn. Yet, prospective employees were not aware of these

jobs. One concern is that there is a lack of understanding of NH's employment market and the fact that the vast majority of employers have fewer than 100 employees. Many of these smaller organizations offer opportunities to engage in a wider range of experiences and have an entrepreneurial philosophy. In addition, traditional models of promoting job openings have changed significantly. The challenge NH faces is to find an effective way to connect these smaller employers with prospective employees using the new or social media that have become the primary communications vehicle for current and prospective young workers. If addressed effectively, the argument can be made that NH's backbone of small and medium-sized employers offers unique and entrepreneurial employment opportunities for young workers and a chance to make an impact very quickly.

On a positive note, the state Department of Employment Security recently unveiled the *NHWorks Job Match System*. The new job match system is an online job seeker/workforce services system that workers, small and large employers, students, training providers, and human resource professionals can all utilize. It can be accessed via the Internet at <https://nhworksjobmatch.nhes.nh.gov/> or at a local NH Works OneStop Center. The system provides individuals access to employment tools and a list of available job opportunities statewide.

### Salaries in NH are lower than in other areas.

This was another common concern and the data does not necessarily support this claim. In general, salaries in many professions can be somewhat lower than states to our south, such as Massachusetts, Connecticut, and New York. In a survey of NH college and university seniors, of those who planned to leave the state upon graduation, 45% mentioned salary as an important factor in their decision. But when considering what the weekly paycheck is after taxes, NH becomes much more competitive. With no sales or income tax, NH's response to this concern about salaries needs to shift young workers' attention away from looking at their paycheck and toward promoting what actually goes into their pocketbook. In the same survey, for those seniors who planned to stay in the state upon graduation, salary was not a factor in their decision. Using online tools to compare average salaries in professions and the cost of living in certain regions, NH compares very favorably to many other areas in New England. However, in certain professions such as teaching, the salary disparity is indeed greater. There is an opportunity for recruiters in NH companies to use comparator tools to promote NH's tax structure as favorable, and there exists a challenge to make salaries more competitive in those specific professions where there really is a more significant salary gap.

### There are two very different NH's – the North and the South.

This concern was also raised several times, mainly that the North Country in the state is losing too many young people due to the lack of professional opportunities, an aging population, perceived lower quality educational opportunities, and the lack of broadband access. Some commented that adults in the North Country encourage kids to leave the region and the state to pursue opportunities elsewhere. The state's three northernmost counties comprise nearly half of the state in terms of land area, but house only about 12% of the population. Well documented realities are clear in terms of demographics. The northern tier is significantly more rural, the average age is higher, and there are fewer young people in these areas. Efforts are underway to expand broadband to underserved areas in the state. The impact will be advantageous as employees will become less location-based as technology infrastructure

improves. The region as a whole, however, has historically attracted high numbers of tourists, such as North Conway, which markets itself as a “four-season vacation wonderland.” While serious concerns about employment and education exist, instead of talking about a divide, the fact that the regions differ can be viewed as an asset. Even though it is a small state, NH offers a myriad of outdoor activities across its lakes and mountains, its oceanfront, and because of its convenient proximity to other urban and rural attractions that many states cannot match.

### There is “no one here and nothing to do!”

Demographic trends do show that the number of older adults in the state has been and will continue to rise because of aging and a migration of older adults. Research also shows that NH’s young population remains smaller today than it did in 1990 but has begun to grow again. While NH does see many of its young workers leave the state in their 20’s, many do settle here in their 30’s, especially from the Greater Boston area. For those age 25-29 with Bachelor degrees, NH experienced a net gain in 2004-2005. Several regions in the state have become more attractive to young workers recently, particularly Manchester, Nashua, and Portsmouth since they have improved their downtown areas with restaurants, cafés, shops, entertainment, and sporting venues that have attracted young people. The establishment of six young professionals’ networks provides these young workers with professional and social connections and outlets. Nashua’s young professionals group is launching a very unique “Ambassador” program that connects out-of-state prospects interviewing at local companies with young professionals who can demonstrate all that there is to enjoy about living and working in the Nashua area. These networks and initiatives like Nashua’s Ambassador program are now beginning to connect with young workers and with local colleges to further increase their visibility, and the overall perception is beginning to shift. This report makes several recommendations to advance this shift and supports the argument that there are increasing opportunities for young people in NH to network with one another, launch a career, and make a real difference in their communities.

### There is a lack of affordable workforce housing in NH.

This often repeated concern needs to be broken down into subcategories. First, the concern about a lack of affordable housing for first-time homebuyers in many regions of NH is valid. Several comments were made in terms of the difficulties young workers in lower paying professions - such as those working in the creative economy, with nonprofit organizations, or in schools – face in terms of renting or purchasing housing. Second, young workers who have recently graduated from college and are looking at rental opportunities view NH more favorably, as costs are lower than nearby urban areas. While housing prices are still readjusting in the current economy, the lack of units dedicated to lower income individuals is also a viable concern, especially if many communities put up barriers to creating more affordable workforce housing. However, the majority of those beginning their careers in NH are not looking to purchase a house. Therefore, NH’s strength in this area must be measured in terms of its target audience and comparisons to housing costs in other New England regions. In these cases, while there is a need for more affordable housing units, NH offers young workers housing opportunities in most regions that compare favorably in terms of price and quality to other regions in New England.

The state lacks a brand that connects with a younger audience.

The Task Force received several comments regarding the issue of branding the state in a way that would help attract and retain young workers. Through input and discussions, there is strong sentiment that the “live free or die” slogan does not connect with this demographic and that something else is needed. Other comments indicated that New England should have more of a brand as a region rather than each of the individual six states having their own brand. The Task Force, in its recommendations, has endorsed the creation of a large “Stay Work Play” website to serve as a one-stop shop for information about NH and why it is a great place to stay, work, and play, but stopped short of recommending that this be the new brand. Task Force members are aware of other branding efforts taking place at the time of the drafting of this report and that those efforts involve young professionals, the high technology industry, economic development, and other key players. Through this effort, the Task Force is hopeful that the state will develop and market a brand that is unique to NH, resonates with a young audience, and encourages people to stay, work, and play here.

# Recommendations

## *Formalize Promotion of NH as a Launching Pad for Life*

### **Recommendation**

The Task Force encourages the secondary education community to lead a formal effort to increase the number of students that view staying in NH for college and launching their career as an excellent option versus the stigma currently promoted, which is that students must leave NH in order to succeed.

### **Evidence and Reasoning Supporting this Recommendation**

In addition to the well-publicized loss of emerging young workers after graduation from colleges and universities in NH, data reviewed by the Task Force indicates that the state loses many of its emerging young workers after graduation from high school. The roundtables conducted by the Task Force revealed that one reason the state's emerging workforce members leave is that they are told by teachers, parents, and other mentors that they need to 'leave to succeed.' Apparently, there is a widespread belief among NH residents that limited opportunities for success as a young worker exist in NH. This sentiment is often paired with the belief that young workers should leave the state and only come back in mid-life after they have 'made something of themselves.' However, both quantitative and anecdotal evidence gathered by the Task Force demonstrates that this belief is simply not true – there is an immense amount of opportunity for career and life growth.

### **Existing and Recommended Key Players/Roles**

Individuals and entities that can play a key role in implementing this recommendation include: high school guidance counselors, principals and parents, Parent-Teacher Associations, NH Association of School Principals, NH School Counselor Association, and local school boards.

### **Resources/Actions Required to Achieve the Recommendation**

While some additional resources may be necessary, the financial and human resources needed by the secondary education community in NH to adopt this recommendation are largely already at the fingertips of existing role players. The biggest barrier to implementing this recommendation is the failure by key role players to recognize the opportunities that exist for young workers to start their careers in NH and discuss those openly and honestly with emerging young workers. The Task Force believes that its members should collaborate with key role players to develop and implement an education campaign designed to dispel the myth that emerging young workers must 'leave to succeed' and counteract existing, anti-NH bias among parents and others in the secondary education community.

### **Best Practices**

A review by the Task Force of similar young worker recruitment and retention programs undertaken in other states, most notably Iowa, whose 'Generation Iowa' report identified a similar attitudinal challenge, did not reveal a 'best practice' or model program in this area.

However, the State of Texas is widely known for its active promotion of its state culture, heritage and history within its curriculum and other academic support programs for school children. Texas school children are introduced to a “pro-Texas philosophy” and message throughout their education, which reinforces their desire to live, work and raise a family in Texas after graduation. An exploration of Texas’ programs could provide NH some ideas for how to better promote a pro-NH message to our own school children in the secondary education system.

## ***Establish College Leadership NH***

### **Recommendation**

As a logical progression from the recommendation above, the Task Force recommends the establishment of an annual leadership program that educates groups of highly-achieving college students about NH and inspires a long-term commitment to civic engagement in the state.

### **Evidence and Reasoning Supporting this Recommendation**

Members of the Task Force have heard from multiple presenters and stakeholders a common thread of perception that NH can and should do more to market itself to younger residents of the state. It is clear that one of the key decisions facing every public and private college student in NH is whether to continue living here after graduation. As the University System of NH’s student/alumni survey shows, this is a “captive” audience willing to be convinced that where they live now is where they ought to stay, work, and play upon graduation. The establishment of a creative and wide-ranging college leadership program would impact a group of two to three dozen of our State’s most talented and engaged college juniors and seniors each year. It would give each student a substantive opportunity to receive a holistic understanding of the state’s history, current challenges, and future path. Most importantly, such a program would instill the knowledge and sense of “NH patriotism” necessary to develop a long-term commitment to the Granite State.

A College Leadership NH program, modeled after College Leadership Rhode Island, was discussed several years ago by the board and executives at Leadership NH. At that time, there was the potential for significant corporate underwriting, and an acknowledgment by the board and staff that such a program would support its mission. However, overall financing was insufficient to offset the staffing and programming costs and this effort failed to launch.

The Task Force believes that such a program would be feasible if the following basic conditions were met: (1) the goals of a NH college leadership program must match the mission of a willing and well-established nonprofit organization; (2) funding (from corporate & higher education sources) must be achieved to support the addition of a half-time staff member to develop and coordinate programming of four to six session days per school year, and (3) college credit should be derived from participation in the leadership program.

## **Existing and Recommended Key Players/Roles**

The Task Force believes the key players necessary to implement this recommendation are a non-profit that is willing to house the program and a business, non-profit or group of businesses and/or non-profits that are willing to underwrite the cost of the program.

## **Resources/Actions Required to Achieve the Recommendation**

This effort cannot be accomplished without the collaborative and complementary investments of the companies looking to hire the state's future workforce, and the colleges and universities that are educating this talented group. There are currently several leadership programs operating in NH on the state and regional levels. Each should be approached to offer a voice in the creation of this program and in potential governance.

## **Best Practices**

Several states have initiated college leadership programs that are thriving today. In most cases, these programs are managed under the umbrella of a state leadership program and vary in scope, duration, and class-size. Two examples of successful programs shared with the Task Force exist in Rhode Island and Florida. In Rhode Island, for example, the college leadership program has grown in recent years due to excellent collaboration between Leadership Rhode Island, the college program's lead funder, Fidelity Investments, and support from the Rhode Island Chapter of Campus Compact. The Task Force has concluded that there is no leadership program in NH which, under current circumstances, can support a college or youth-centered program comparable to what exists in these states. Therefore, a collaborative effort involving the nonprofit, corporate, and higher education sectors would be critical to ensure success.

## ***Establish a Non-Governmental Entity to Continue Work in the Area of Young Worker Recruitment and Retention***

### **Recommendation**

The Task Force recommends that members of the business, education, government and non-profit communities come together to form a public-private partnership in the form of either a non-profit or other formal entity charged with ensuring that recommendations set forth in this report are pursued and accomplished, either through the entity itself or other entities already existing in New Hampshire.

### **Evidence and Reasoning Supporting this Recommendation**

The Task Force is concerned that, without an entity specifically charged with continuing to pay attention to and work on young worker recruitment and retention issues on a statewide basis, many of its recommendations may not ever get implemented. The Task Force believes that implementation of its recommendations are important, if not critical, to the long-term health of the State's economy.



## **Existing and Recommended Key Players/Roles**

The Governor and members of the Task Force are key to the successful implementation of this recommendation. Each of the Task Force members should be approached about specific roles to play in any continuing entity that is created out of this report.

## **Resources/Actions Required to Achieve the Recommendation**

It is not anticipated that significant financial resources will be necessary to accomplish this recommendation. However, members of this new entity will need to commit themselves and their time to build a successful 'continuing' entity, and support from the State and its agencies will be critical.

## **Best Practices**

While the Task Force notes the great success of the entity created as a result of the Generation Iowa report, its institutional positioning (a formal governmental program), seemed inconsistent with NH's strong tradition of public-private partnerships. Iowa's continuing entity appears to receive direct state funding, and operates under the umbrella of Iowa's state economic development division. We believe any continuing entity created in NH should operate outside of the State infrastructure, thereby providing it flexibility, while still receiving strong state support to ensure its potential success.

## ***Design and Promote a Life-Launch Portal at StayWorkPlay.org***

### **Recommendation**

Build a website geared toward the 20-30 year olds that engages them and encourages them to "stay, work, and play" in the state after college graduation.

### **Evidence and Reasoning Supporting this Recommendation**

The Task Force has consistently been kept abreast of USNH's 55% Initiative, given its focus on a key sector of the Task Force's target audience. Over the past year, the Task Force has reviewed survey research on why college students stay or leave NH upon graduation and on their perception that few jobs are available for them in the state. This initiative has demonstrated that many organizations across the state want to work together to promote NH as a great place for these individuals to launch their careers, and have a strong interest in creating a comprehensive web site designed for this audience and a marketing effort that demonstrates why they should "stay, work, and play" here.

Currently, no single source of information exists for the target audience of soon-to-be and recent college graduates to learn why NH is a great place to launch a career. Given that the vast percentage of employers in NH is small to medium-sized, many organizations do not promote themselves on Monster.com or other higher-cost job websites. And with the growth of young professionals' networks in the state and the moderately small size of the state, a statewide resource on staying, working, and playing in the state could serve a large audience. Many individuals who spoke at the Task Force roundtables suggested that such a website be developed and include employment links or services for this population. In addition, the web site should include dynamic content such as a Wiki-style list of 100

things to do in NH, social marketing tools and links, and content that demonstrates the value of coming or staying here. The Task Force agrees that such an effort should not be undertaken by a government agency or the University System, as it needs to have flexibility and a level of independence.

### **Existing and Recommended Key Players/Roles**

Many Task Force members represent business, government, labor, nonprofit, the arts, chambers of commerce, and young professionals associations. These representative organizations can inform their membership about the website, make recommendations for content, and help drive traffic through links. The Task Force has been briefed by USNH officials regarding plans to create a Stay Work Play nonprofit organization in 2009 and plans to ensure that its board of directors will have significant representation from the organizations currently represented on the Task Force.

### **Resources/Actions Required to Achieve the Recommendation**

This recommendation will likely be implemented by the planned Stay Work Play non-profit organization and has a built-in revenue stream through a partnership with a for-profit company that plans to subsidize the overall site through ad and other revenues. To be an effective resource for the target audience, regular feedback from the Task Force organizations, web links to the organizations, and general promotion will be essential.

## ***Establish 'Stay Work Play' Business of the Year Award***

### **Recommendation**

The Task Force recommends that the business and non-profit community collaborate to create an annual "Stay Work Play" award to be given out annually that recognizes a company in NH that exemplifies best practices for the recruitment and retention of young workers.

### **Evidence and Reasoning Supporting this Recommendation**

There are many awards given out to businesses and organizations in the state for their good works, but none is directly geared toward recognizing those who help recruit and retain young workers. The Task Force believes that companies and organizations would benefit from being recognized for innovative practices to retain our young workers and that such an award would bring additional positive public attention to the overall issue.

### **Existing and Recommended Key Players/Roles**

The Task Force believes that statewide associations and groups that focus on economic development, business practices, or human resources and the entity created to carry out this report would be key players in the implementation of this recommendation. The continuing entity created to move this report forward could work to develop the criteria that would be used for the granting of an award, and a statewide association/group could incorporate the granting of the award into an existing event (e.g., the Granite State Human Resources Conference, the NH Businesses for Social Responsibility Spring Conference, the BIA Annual Dinner, or the NHHTC Annual Dinner).

## **Resources/Actions Required to Achieve the Recommendation**

To implement this recommendation, the award criteria, application solicitation, and review process would need to be developed and an award sponsor and ‘host’ organization/event would need to be identified. If a strategic partner and appropriate existing host event is found, the Task Force does not anticipate that cost will present a significant hurdle to implementation.

## ***Encourage Business Participation in ‘Stay Work Play’ Student Loan Repayment Assistance Program***

### **Recommendation**

The University System of NH, through key partnerships across the state, should advance plans to create the “Stay Work Play” student loan repayment assistance program, or “Stay Work Play Incentive Program” and other related incentive efforts that encourage organizations to provide benefits to new hires of recent NH college graduates.

### **Evidence and Reasoning Supporting this Recommendation**

The Task Force reviewed incentive programs in other states that were designed to reward individuals in some way who graduated and then stayed in those states to work. These were in the form of tax credits (Maine), or direct payments by the states for those who went into certain high demand professions, such as nursing and teaching. Since NH does not have an income tax, a tax credit would be inappropriate. And, given the fiscal climate in the state, this effort did not seem currently viable.

A new model recently proposed as part of the USNH 55% Initiative calls for employers to offer a phased-in incentive to new or recent hires from NH colleges and universities that features a direct payment of \$8,000 phased in over four years to help pay down student loan debt. The “Stay Work Play Incentive Program” was endorsed by the NH High Tech Council and the Task Force added its formal endorsement in the fall of 2008. The Task Force, in a separate recommendation, has supported the creation of a comprehensive web site and marketing effort that demonstrates why new graduates should “stay, work, and play” here. The Task Force believes that this web site and the independent nonprofit organization planned to advance it, should build the incentive plan into the site to give it more visibility to the target audiences, which will in turn help drive young workers and organizations looking for employees in NH to the site.

### **Existing and Recommended Key Players/Roles**

Many Task Force members are representing associations or organizations such as business, government, labor, nonprofit, the arts, chambers of commerce, and young professionals associations. These representative organizations can inform their membership about this effort and, in particular, encourage organizations to consider offering the incentive to prospective employees.

## **Resources/Actions Required to Achieve the Recommendation**

This recommendation was “soft-launched” by USNH in April 2009. It will likely be marketed by the planned non-profit organization, and has a built-in revenue stream through a partnership with a for-profit company that plans to subsidize the site through ads and other revenues. The incentive program is funded by employers who make awards directly to lenders and does not have a fiscal impact. To be an effective resource for the target audience, general promotion from the Task Force member groups, including web links, will be essential.

## ***Engage and Empower Young Workers as Authentic Messengers***

### **Recommendation**

Members of the business, nonprofit and educational communities, and state and local government should consciously engage and empower young workers, individually and as members of ‘Young Professional Networks’, so that they can act as authentic messengers about the opportunities for their friends and colleagues in New Hampshire.

### **Evidence and Reasoning Supporting this Recommendation**

Failure to pay attention to specifically engaging young workers (individually and collectively) has contributed to what demographic and economic data show is an increasing imbalance in age of the State’s workforce. Surveys of existing and emerging young workers reviewed by the Task Force suggest that active engagement can play a significant role in retaining young workers in the State. However, more important than the impact of ‘one-on-one’ engagement, is the ‘ripple’ effect that such engagement has on the engaged workers’ peers.

### **Existing and Recommended Key Players/Roles**

Entities in every sector can and must play a role in implementing this recommendation.

## **Resources/Actions Required to Achieve the Recommendation**

While some additional resources may be necessary, the financial and human resources needed to engage young workers individually and as members of age-based groups/networks are largely already at the fingertips of existing role players. The key barrier to implementing this recommendation is a failure of the role players to appropriately prioritize this type of engagement.

Based on feedback gathered during the community roundtables organized by the Task Force, the following tactics and best practices were highlighted as effective ways to engage young workers on an individual level:

- businesses should continue to focus on providing structured career-path opportunities within their organizations;
- nonprofit entities should increase their attention to maintaining age diversity within their organizations at the board of directors level;

- educational institutions should do more to directly connect their students with local businesses and promote NH as a viable place to launch a successful career; and
- State and local government should increase its attention to maintaining age diversity on advisory boards and commissions.

## **Best Practices**

Based on feedback gathered during the community roundtables organized by the Task Force, the following tactics and best practices were highlighted as effective ways to support age-based groups/networks:

- businesses should continue to invest financially (e.g., through event sponsorships) in such groups and encourage their young workers to join (or consider starting) such groups;
- nonprofit entities should encourage their young workers to join (or consider starting) such groups;
- educational institutions should facilitate linkages between such networks and their student populations and encourage upperclassmen to consider joining (or starting) such groups;
- local governments should consider working with local businesses facilitating the creation of such private groups if one does not exist in their area; and
- state government and a possible Task Force continuing entity should facilitate an annual statewide conference that recognizes the importance of such groups to the state's economy and draws together the leadership and membership of such organizations for fellowship and capacity building.

## ***Support the Increased Use of Internship Programs by Small and Mid-Sized Businesses***

### **Recommendation**

The Task Force recommends that the business and nonprofit community collaborate to create a single or small number of aggregation points for the collection and dissemination of information, designed to help small and mid-sized businesses/nonprofits develop and run quality internship programs for secondary and post-secondary school students.

### **Evidence and Reasoning Supporting this Recommendation**

Information reviewed by the Task Force shows that students who have participated in internships are much more likely to be offered jobs at those organizations or to secure jobs in the local employment ecosystem than those students who do not participate in such internship programs. Furthermore, employers can successfully use internship programs to develop talent and accomplish important operational functions. Thus, the Task Force views underutilization of internship programs as an impediment to the recruitment and retention of a young workforce.

Unfortunately, NH's small and mid-sized businesses and nonprofits underutilize internship programs compared to larger businesses and nonprofits. Given that NH's employers are, by and large, small or mid-sized (according to the Department of Employment Services, in 2007, companies with fewer than 50 employees employed 41.5% of the total workforce and companies with between 50 and 249 employees employed 26% of the workforce), the Task Force views such underutilization as a significant barrier to the recruitment and retention of a young workforce.

The Task Force believes that small and mid-sized businesses comparatively underutilize internship programs because the transaction costs of setting up an internship program are higher as a percentage of operating costs for smaller businesses than they are for larger businesses. Thus, the Task Force has concluded that the best way to affect increased use of internship programs by NH's smaller businesses and nonprofits is to reduce these transaction costs.

The Task Force believes that such transaction costs can be reduced by providing small and mid-sized businesses with 'best practices' used by similar institutions when establishing and administering internship programs. However, such information is currently decentralized and presented in non-standard forms across industries and work settings. For this reason, the Task Force recommends centralizing and standardizing information about developing and administering internship programs.

### **Existing and Recommended Key Players/Roles**

The NH High Technology Council and the University System of NH are each active in aggregating and disseminating information about how to develop and administer internship programs. As such, the Task Force believes that one, or perhaps both, of these institutions is/are likely the most appropriate to act as the primary internship program information aggregator/disseminator. In addition, key strategic partners for the successful implementation of this information include the State's various business organizations (e.g., the chambers of commerce, human resource associations, NH Business & Industry Association, etc.), which will need to actively refer their members to the designated information aggregation/dissemination entity.

### **Resources/Actions Required to Achieve the Recommendation**

Coordination among the members of the business, nonprofit and educational communities, not the expenditure of additional resources, is necessary for the implementation of this recommendation.

### **Best Practices**

The 12-part webinar series on 'Internship Best Practices' jointly sponsored by the NH High Technology Council's the Alexander Technology Group and the Employer's guidebook produced by the NH College and University Council, available at [www.intern2careernh.com/pdfs/BusinessHandbook.pdf](http://www.intern2careernh.com/pdfs/BusinessHandbook.pdf), constitute a best practices in this area.

## ***Increase School-to-Work Internship Opportunities***

### **Recommendation**

The Task Force recommends that the business community, labor unions and secondary educational institutions collaborate to create more opportunities for high school students to participate in 'School-to-Work' or 'School-to-Career' internship programs.

### **Evidence and Reasoning Supporting this Recommendation**

The importance of internships is widely recognized as an important part of recruiting and retaining workers with post-secondary education. However, less well-recognized is the important role that such internships can play in recruiting and retaining secondary school students. 'School-to-Work' union internship programs have the ability to target the industries with the greatest need for an anticipated workforce and provide companies in that industry with students that they can train through an employee-supervised direct working relationship. Such programs expose high school students to workplace and jobsite environments and processes and gives them access to a potential employment source once they graduate and/or provide students information about what additional skills they need to obtain through further education. Such programs provide companies with a better prepared and trained workforce. This program operates as a pre-apprentice program in order for students to explore if a job for the right fit and for the employer to begin to develop and train a new workforce.

### **Existing and Recommended Key Players/Roles**

Key players in implementing this recommendation include labor unions, businesses, secondary education institutions, and state government, namely, the Workforce Opportunity Council.

### **Resources/Actions Required to Achieve the Recommendation**

Program seed money will need to be allocated to initiate school-to-work internship programs in high schools around the state. Potential funding sources could include monies from the Workforce Opportunity Council, stimulus dollars, and utilization of Governors' discretionary funds under the Workforce Investment Act. Once established, the goal is to create a self-sustaining program between the company and the labor union.

### **Best Practices**

Best practices in this area include the long running and successful Stratford, Connecticut-based partnership between the International Brotherhood of Teamsters and Sikorsky Aircraft Corporation. Additional information about this partnership may be found at [www.workingforamerica.org/toolkit/%20case\\_study6b.asp](http://www.workingforamerica.org/toolkit/%20case_study6b.asp).

## ***Encourage Use of Apprenticeship Programs***

### **Recommendation**

The task force recommends that state and local government and the business community recognize the importance of apprenticeship training programs in developing and retaining skilled workers and encourage their use.

### **Evidence and Reasoning Supporting this Recommendation:**

The definition of, “Apprenticeship is a combination of on-the-job training and related classroom instruction in which workers learn the practical and theoretical aspects of a highly skilled occupation. Apprenticeship programs are sponsored by joint employer and labor groups, individual employers, and/or employer associations.” (<http://www.dol.gov/dol/topic/training/apprenticeship.htm>)

At the Task Force’s October 8, 2008 community roundtable event, participants voiced great concern that many of the state’s most promising young trades-people left the state after one year of experience. Participants highlighted the positive impact that apprenticeship programs have on the retention of such workers. Additionally, the task force notes that this recommendation echoes the final report of the Public Works Procurement Study Committee, created by HB 157 in 2005, which stated that the State should “encourage and promote registered apprenticeship and that the policy deserves consideration in the procurement process.”

New Hampshire will also realize an infusion of monies from the ARRA, American Recovery and Reinvestment Act. The federal DOL has communicated that, “ETA encourages states to leverage new, and existing national, state and local registered apprenticeship programs and assets as a key resource in their talent development and reemployment strategies. Significant Recovery Act investments are targeted to key industries such as construction, health care, transportation, and other industries with emerging green jobs that traditionally utilize or are expected to draw heavily upon registered apprenticeship. Linking talent development and reemployment strategies to these Recovery Act investments, particularly those focused on generating new “green” jobs, is critical to providing employment opportunities that can provide a pathway to the middle class and allow individuals to earn while they learn.” (<http://wdr.doleta.gov/directives/attach/TEGL/TEGL14-08.pdf>)

### **Existing and Recommended Key Players/Roles**

The most appropriate action required to implement the recommendation is to raise awareness of the benefits of apprenticeship programs to the state's young workers, to our communities and the quality of work performed by trades people that have graduated from apprenticeship programs. Education professionals can also raise the profile of apprenticeship opportunities as they discuss career paths with students. Other activities that support apprenticeship programs could consist of including a question in the RFP process about apprenticeship use, discussion of apprenticeship inclusion at the NH Executive Council, tours of apprenticeship training facilities to state policy makers and business owners, monetary support of programs utilizing stimulus monies.



## **Best Practices**

A few notable apprenticeship training programs that are developed through private partnerships include International Brotherhood of Electrical Workers Local 490 apprenticeship training program where apprentices developed a program that resulted in the installation of solar panels at their facility. The apprentices were able to combine classroom instruction with practical field experience. Other strong apprentice programs include the Plumbers and Pipefitters program in Hooksett, NH and Painters and Allied Trades program in Brentwood, NH.

## ***Reintroduce Commuter Rail Along the Capitol Corridor***

### **Recommendation**

The Task Force endorses the reintroduction of commuter rail to NH, and calls upon the State of NH to actively identify and allocate funding sources required to implement and sustain commuter rail operations in the coming years.

### **Evidence and Reasoning Supporting this Recommendation**

Today's young workers, especially those in densely-populated areas, tend to favor public transportation over private transportation. Cities like Boston, New York, Chicago, Philadelphia and many others have extended their rail lines far beyond their boundaries, thereby supporting and promoting the livability of young people who live in the outlying areas but commute in and out of urban centers for work and recreation.

Southern NH's close proximity to the Boston Metropolitan Statistical Area (MSA) provides our state a unique opportunity to draw some of their young workers to jobs in NH by extending the commuter rail line between Boston and NH's major cities. Furthermore, extending the rail line improves our state's ability to retain our own young workers, who are more likely to live and take jobs in NH if they have a reliable, cheap, and easy way to travel to and from the Boston area.

### **Existing and Recommended Key Players/Roles**

Key players in implementing this recommendation include the NH Department of Transportation, the NH Rail Authority, the towns and cities that lie along the proposed rail corridor, and the businesses that would benefit from the reintroduction of commuter rail.

### **Resources/Actions Required to Achieve the Recommendation**

The largest obstacle now facing a successful reintroduction of commuter rail to NH rests in the financing of the project. The cost of bringing existing rail lines up to commuter standards, purchasing necessary equipment, and building transit stations is estimated to be \$300 million, with another \$8-10 million needed annually for operating costs.

Information made available to the Task Force suggests that there are three potential funding sources. The first is the federal government, through stimulus funds. If federal support is not available or

sufficient, a second source is funds raised through a public-private partnership with Pan Am Railways, the owner of the existing rail line, and with other private entities that could benefit from commuter rail service. Under such an arrangement, both private and public dollars could potentially be used for the launch and sustainability of the project. Finally, if neither federal support nor funds derived from a public-private partnership is available or sufficient, a 'tax increment finance' district could be created along the rail corridor to support the needed investment. More information about a tax increment finance district can be obtained at the NH Division of Economic Development website.

Beyond the issue of financial capacity, several of the critical pieces required for a successful reintroduction of commuter rail have been met within the past several years. The State Legislature created a NH Rail Authority in 2007 to oversee the initiative and manage its operations once those operations commence. In 2008, the State Legislature took the necessary steps to enact a liability cap that would protect the State of NH and its partners in future potential litigation stemming from rail-related incidents.

### **Best Practices**

Commuter rail is indeed a central part of multi-modal transportation operations in many parts of the country, primarily in the more densely populated regions of the country. These more densely-populated areas also happen to be the regions that naturally attract young workers.

## ***Recognize the Central Role of Post-Secondary Education in Economic Development***

### **Recommendation**

The task force encourages the Governor and the Legislature to demonstrate their recognition of the central role post-secondary education plays in educating and retaining our young workers as well as in economic development by increasing its investment in the state's public post-secondary education institutions.

### **Evidence and Reasoning Supporting this Recommendation**

To implement this recommendation, the Governor and Legislature would need to adopt a program modeled after the "KEEP-NH" Capital Budget Appropriation that significantly increases appropriations for the State's two public higher education systems. More specifically, the appropriation should increase over six years, with the increases above the annual cost of living rates to be dedicated to one or more of the following priorities: (a) lowering tuition for NH residents; (b) increasing institutional financial aid to in-state students; or (c) providing students who remain in NH after graduation with loan forgiveness.

The survey data reviewed by the Task Force demonstrated very clearly that students from out of state are four times less likely to stay in NH after graduation - only 17% of out-of-state students plan on staying in NH after graduation compared to 57% of NH residents. Clearly, one of the (if not *the*) most

direct and efficient ways to retain more talented young workers in NH is to enroll more in-state students at USNH and CCSNH institutions. State funding for both systems on a per capita basis is by far the lowest in the nation and tuition is among the highest among peer public institutions. The current price tag of public post-secondary education in NH significantly de-incentivizes attendance at the institutions and a concerted effort to boost state support over several years is required to mitigate the negative impact this has on young worker retention. The KEEP-NH model, while supported with capital, not operating dollars, was a sustained effort by the Legislature to enhance core educational facilities across USNH institutions. Such a model could be the template for a sustained effort aimed at educating more NH residents and reducing the educational costs.

### **Existing and Recommended Key Players/Roles**

The Governor and State Legislature represent the primary decision makers in the implementation of this recommendation. USNH and CCSNH represent additional key role players.

### **Resources/Actions Required to Achieve the Recommendation**

The Task Force clearly recognizes that the state currently faces severe fiscal constraints. However, notwithstanding the present situation, the Task Force believes that it must recommend additional higher education investment if it is to honestly respond to the charge given it by the Governor. As a starting point for implementation of this recommendation, the Task Force encourages its members and USNH and CCSNH to engage the Governor and State Legislature in establishing a long-term timeline, with a flexible start date, for implementation of a program in keeping with the KEEP-NH model.

### **Best Practices**

Clear models for such investment exist. It would be difficult to overstate pervasive, immensely powerful and positive economic impact of the public university systems in North Carolina, California, Florida, and Georgia.

## ***Bridge the Digital Divide Without Compromising Availability of Best in Class Broadband Services***

### **Recommendation**

The State should continue to focus on improving broadband access across the state, while being sensitive to the varying needs of the state's geographic regions.

### **Evidence and Reasoning Supporting this Recommendation**

Simply put, today's young workers view broadband Internet access as a requirement in their personal and professional lives. In fact, based on information reviewed by the task force, it would be impossible to overstate its importance. The use of Internet-enabled applications (business CRM and ERP, e-commerce, banking, online news and media) continues to expand into young workers' daily lives. A powerful and robust broadband infrastructure must be provided to ensure stable, yet rapid access to

these applications. It is now common for many new employees to be provided with laptop computers when joining a new position. As our young workforce is generally mobile, this broadband infrastructure should be ubiquitously accessible (DSL, cable modem, or Wifi) statewide, including all rural areas. Furthermore, investments in leading-edge technology deployments (fiber optic to the premises, WiMax, 4G, and others) must be considered if the State is going to keep, and enhance, its reputation as a technology leader.

### **Existing and Recommended Key Players/Roles**

There are a number of existing key players who can provide infrastructure, consultancy, and development services who generally operate in a statewide fashion. If it were possible to realign the goals of these entities into a regionalized approach, it would ensure that the goals of one region are met by a specialized operator well-suited to that region. Due to the varying nature of the state's needs, it is possible that such realignment may provide opportunities for new business as requirements are developed. More specifically, key players in any effort to expand broadband capabilities in the state include, but are not limited to: Department of Resources and Economic Development, NH Public Utilities Commission, and a number of private entities that facilitate telecommunications services throughout the state.

### **Resources/Actions Required to Achieve the Recommendation**

The resources to provide these capabilities are extensive, and no one government or private entity is well-suited to provide the range of services needed statewide. There are both significant and unique challenges to broadband deployment in the different regions of our state. To help address some of these challenges, the Department of Resources and Economic Development is taking the lead on preparing an application for funding through the federal Broadband Technology Opportunities Program. The American Recovery and Reinvestment Act appropriated \$4.7 billion to help eligible entities across the country develop and expand broadband services to unserved and underserved area and improve access to broadband.

### **Best Practices**

The State's recent completion of its Broadband Action Plan is a key success. This plan was developed with input from over 350 broadband stakeholders statewide representing a cross-section of businesses, broadband service providers, citizens, educators, healthcare professionals, and others. The action plan identifies twenty-five broadband action items to be completed within the next three years to help ensure that New Hampshire maintains and expands its leadership position on this issue. A copy of the full report can be viewed at <http://www.nheconomy.com/uploads/Final-Report-082808.pdf>.

During the 2009 Legislative Session the Legislature passed SB 159, an act relative to broadband technology planning and development. This bill establishes the position of Director of Broadband Technology Planning and Development in the Department of Resources and Economic Development. The director's duties include developing a comprehensive broadband plan for the state of New Hampshire, coordinating state telecommunications policy planning initiatives, and working with regional partners from the private and public sector to coordinate efforts to provide increased interoperable advanced telecommunications systems throughout the state with the goal of providing affordable and

accessible broadband to residents of this state. The director will also serve as a valuable resource for state policy makers to develop policies geared toward increasing and expanding high technology jobs and promoting development of a high technology workforce.

## ***Continue Support for Increased Workforce Housing Options***

### **Recommendation**

The State, cities, and especially towns, should support and/or continue to support enhanced workforce housing options, especially those that offer increased density and environmentally friendly living options.

### **Evidence and Reasoning Supporting this Recommendation**

The evidence of the impact of housing prices on the decision of young workers to come to or leave NH was mixed. While NH is an expensive housing market compared to some places in the south and mid-west, it is inexpensive when compared to most metropolitan areas. Additionally, it was unclear whether the cost of housing was a relevant factor to emerging young workers as they were more likely to rent than to consider purchasing a home.

However, as evidenced in the recent documentary by local demographer Peter Francese, entitled *Communities & Consequences*, there is certainly a preponderance of local zoning ordinances across many New Hampshire communities that, whether intentional or not, make it more difficult for young professionals to purchase homes in those communities.

These communities should take Mr. Francese's documentary into account when determining zoning changes and their impacts on the ability of those towns to support young populations.

### **Existing and Recommended Key Players/Roles**

Local planning and zoning boards are in the best position to implement this recommendation.

### **Resources/Actions Required to Achieve the Recommendation**

Local planning and zoning boards must take actions necessary to comply with the workforce legislation that was passed in 2008 by the State Legislature.

### **Best Practices**

The State's adoption of SB 342 (Workforce Housing Opportunities), HB 1259 (Local Housing Commissions), HB 1260 (Local Growth Management Reform), and HB 1442/SB 199 (Low Income Housing Tax Credit Assessments), represent key steps forward in this policy area.

## ***Recreate College Career Placement Offices***

### **Recommendation**

The post-secondary education community should lead an effort in collaboration with the business community and governmental and non-governmental entities to recreate college career placement offices, efforts and programming and decrease barriers to talent recruitment faced by small and mid-sized businesses.

### **Evidence and Reasoning Supporting this Recommendation**

The Task Force notes that, unlike some of the states that have been the most successful at recruiting and retaining young workers (e.g., Massachusetts, California, North Carolina), the locations of NH's largest post-educational institutions (e.g., Durham, Hanover, Keene, Plymouth) are geographically and socially disconnected from the state's largest economic centers (e.g., Manchester and Nashua). Additionally, the Task Force notes that the outsized role of small and mid-sized businesses in the NH economy means that many, if not most, of the state's employers hire on a periodic, as-needed basis and thus face capacity barriers when engaging in traditional talent recruitment methods. Furthermore, the Task Force heard from participants in its roundtable discussions that many hold the view that college career placement offices are underfunded and perform many of the same services without capitalizing on the resulting opportunities for efficiency. Given these three challenges, it is not surprising that the survey data and anecdotal information collected from post-secondary students and anecdotal information collected from businesses indicate that the existing 'career fair' model and career placement offices are not effectively allowing students to learn about or access NH-based employment opportunities.

### **Existing and Recommended Key Players/Roles**

The Task Force encourages the key players involved in such a recreation effort to specifically consider how the challenges outlined above may be overcome, including, without limitation, reducing the geographic barriers between emerging young workers and potential employers and increasing specialization among career development staff/offices within unified systems to capture efficiencies.

Entities that can play a key role in implementing this recommendation include: small and mid-sized businesses, chambers of commerce, NHHTC, SWANH, Amoskeag Business Incubator, the Dartmouth Entrepreneurial Network, the University System of NH, NH College and University Council, the NH Small Business Development Center, and the Small Business Administration.

### **Resources/Actions Required to Achieve the Recommendation**

While it is not anticipated that substantial new financial resources will be required to implement this recommendation, some additional financial and human resources will be necessary to facilitate a redevelopment process, build capacity at small and mid-sized businesses, and promote redeveloped programming within the emerging young worker and small and mid-sized business communities.

## **Best Practices**

One ‘best practice’ in this area includes the job fair sponsored by the NH College and University Council in February 2009, which brought emerging young workers to an economic center from educational centers from around the state and offered them opportunities to network with members of ‘young professional networks’ from across the state.

## ***Give Young Workers a ‘Retention Bonus Package’ that Highlights Why NH is a Great place to Launch a Career***

### **Recommendation**

State government should lead an effort, in collaboration with the business and nonprofit community, to provide emerging young workers between the ages of 18 and 24 with a “retention bonus package” of valuable product and service vouchers/coupons and promotional material about the opportunities for success that young workers have in NH.

### **Evidence and Reasoning Supporting this Recommendation**

In the competition for young workers, many states have allocated significant financial resources toward retention efforts. For example, the Opportunity Maine program provides students that graduate from a Maine educational institution and live in Maine after graduation with, depending on the amount of their student loan debt, up to a \$5,500 income tax credit per year, for ten years, yielding a total potential benefit of \$55,000 for each emerging young worker. Given NH’s tax structure, such a credit is not an option. Additionally, given the current economic and state budget climate, such an expenditure is unlikely to be funded. However, in order to remain competitive, NH should undertake a targeted effort to demonstrate to young workers that they are valued and desired residents of the state.

To accomplish this recommendation, the state should consider partnering with selected businesses and nonprofits to give emerging young workers between the ages of 18 and 24 that register their car in the State of NH, or are otherwise identified as official NH residents, a “retention bonus package” consisting of valuable product and service vouchers/coupons and promotional material about the opportunities for success that young workers have in NH.

### **Existing and Recommended Key Players/Roles**

Entities that could play a key role in implementing this recommendation include but are not limited to: Ski NH, NH Fisher Cats, Verizon Wireless Arena, Meadowbrook, numerous restaurants, Hampton Casino Ballroom, NH Dept. of Motor Vehicles, local governments, Red River Theatre, The Palace Theatre, The Music Hall, The Capitol Center for the Arts, and The Currier Art Museum.

### **Resources/Actions Required to Achieve the Recommendation**

While it is not anticipated that substantial new financial resources will be required to implement this recommendation, financial and human resources will be needed to launch and support the program.

## **Best Practices**

While it is not entirely similar, one example of such a targeted coupon package program are those packages provided and/or sent to people by the U.S. Postal Service (in partnership with selected businesses) when they change their postal address. Another indirect example of this recommendation is the local 'welcome wagon' that used to greet new neighbors in various local communities.

## ***Improve Child Care Options for Parents with Children Under Five Years of Age***

### **Recommendation**

The Task Force endorses an initiative to improve the quality and accessibility of child care for children ages 0-5 for families of single parents that work and dual-parent families with both parents working.

### **Evidence and Reasoning Supporting this Recommendation**

The accessibility of quality, affordable child care on a job-site or in the community is a strong recruitment tool. Like other components of a strong economic infrastructure, the child care industry supports businesses by increasing productivity. Quality transportation systems and affordable housing enable workers to get to their jobs and make areas attractive places to live and work. Similarly, quality, stable, and accessible child care supports NH businesses by attracting young families to the State. The availability of child care is necessary to attract employees to the area who do not have nearby family and friends. The return on investment from early childhood development through quality child care, results in better working public schools, more educated workers, and less crime.

Unfortunately, the cost of quality child care is not affordable for many of NH's young workers. Parents need the assistance of their employers, Federal, State and Local governments to find, secure and afford care.

Child care centers need the assistance from Federal, State and Local Governments to help obtain licensure, educate, pay and provide benefits to their staff. By creating a more employee focused business center, the retention and recruitment of their staff will result in a more stable and experienced staff.

### **Existing and Recommended Key Players/Roles**

Early Learning NH recently had its members vote on top priorities to focus on in the upcoming year. The top four include working with the State to develop and redesign their biannual plan for reimbursement rates for child care scholarships and quality activities through Child Care Development Funds; continue Quality and Compensation Task Force work to develop a quality rating and improvement system for NH; make health care more affordable for the child care workforce; and continue to be involved with ensuring that the next state budget supports early childhood programs for the children and families they



serve and that state agencies have adequate staffing. Investments in these initiatives would help to improve the current system.

In his presidential campaign, President Obama pledged to establish a Presidential Early Learning Council to coordinate federal, state and local policies; to quadruple financing for Early Head Start; to provide federal challenge grants for states to use for early care and education programs; and to expand home visiting programs for low-income mothers. The platform emphasizes improving quality, not just reaching more children.

### **Resources/Actions Required to Achieve the Recommendation**

The Task Force recognizes that the State currently faces severe fiscal constraints. However, notwithstanding the present situation, the Task Force believes that it must recommend additional investment in early childhood education programs if it is to honestly respond to the charge given it by the Governor.

### **Best Practices**

Several states have developed a Quality Rating System (QRS) which determines incentives provided to child care centers in an effort to enhance quality of care. Many states have a Quality Rating System (QRS) in an effort to enhance quality of care. North Carolina, Oklahoma and Pennsylvania tie subsidy reimbursement rates to quality ratings. Those with higher ratings receive higher subsidies. Colorado, Pennsylvania and Ohio provide targeted bonuses to eligible child care facilities that achieve certain levels and participate in the state's QRS. Oklahoma, Pennsylvania and North Carolina provide bonuses directly to staff based on educational attainment or retention. For example, Oklahoma's Reward program provides salary supplements of up to \$2,000 annually to staff based on education levels. To be eligible, staff must make a six-month commitment to the facility.

## ***Encourage the State to Utilize a Workforce Planning Model to Ensure it Can Recruit and Retain Young Workers***

### **Recommendation**

The task force supports the creation of a state government workforce development strategic plan to ensure that the state of New Hampshire can effectively meet the needs of state government now and into the future.

### **Evidence and Reasoning Supporting this Recommendation**

Due to the number of state employees eligible to retire within the next ten years, there is a need for a Workforce Planning Model in this state. Over the next 10 years, the State Division of Personnel anticipates that over 40% of the personnel in many of our state departments will be eligible to retire. In some departments the number is as high as 59%, according to 2008 Financial Data Management figures. While this does not mean that all of these employees will retire, they are eligible to do so. Due to the

large number of employees eligible to retire, there is a tremendous need for the state to act promptly and proactively to address the workforce needs of state government.

### **Existing and Recommended Key Players/Roles**

The development of a state workforce development strategic plan must be supported from the top down. Administrators at all levels of state government are key to implementation.

### **Resources/Actions Required to Achieve the Recommendation**

Many of the actions and resources for this recommendation are already in motion. Under the direction of the Commissioner of the Department of Administrative Services, the NH Division of Personnel and state Workforce Development Committee have developed a comprehensive Workforce Development Strategic Plan.

The plan's vision statement is to make NH's state government "an employer of choice with a skilled, motivated and engaged workforce that provides outstanding service." The planning model will help state agencies make strategic human resource decisions based on the current and long-term workforce needs within state government. The planning model provides a detailed tool kit, implementation plan, and recruitment and retention strategies to put this plan into action. By providing a structured plan to deal with the upcoming workforce changes, state agencies will be able to make a smooth transition with retirees leaving the system and new hires entering the system. The Division of Personnel will assist agencies in the planning and implementation at every step over the ten-year implementation period.

The Planning Model also highlights plans for executive positions and those that are difficult to fill, as well as individual development plans for the specific needs of agencies. The WFD Committee also proposes a workplace mentoring program for young state employees. This recommendation is an interesting tie in to the goals of the Young Workers Task Force. The program partners young state workers with an older more experienced state worker in a mentor/mentoree relationship. It will help facilitate the transfer of institutional knowledge and best practices about the work performed within state agencies. It will also provide the younger worker insight into career advancement within their agency and both the mentor and mentoree a unique perspective into each other's professional worlds.

Once the state of New Hampshire has formally begun implementation of the workforce development plan, it can become an example to other entities interested in pursuing similar workforce planning models.

### **Best Practices**

Generation Iowa, similar to NH's Young Professionals Networks, facilitates a special program designed to help young state employees feel more connected within the larger network of state government. It started in Iowa in 2006 and became a means for state workers to network and socialize, while allowing for connections to be made on a professional context. The group has monthly gatherings, does volunteer work within the state, and has coordinated state sports league teams.

## **Conclusion**

Thank you for reading this Final Report. The Task Force hopes you have found that it provides you with an explanation of the issues the Task Force was charged with investigating, some of the key factual findings derived from the Task Force's research, and the Task Force's recommendations regarding actions that can be taken to recruit and retain a young workforce for the State of NH. Additionally, we hope that you have found at least one recommendation that you can play a part in implementing.

In closing, the Task Force would like to thank the Governor for his interest in, and support of, the workforce development issue, the Task Force members (and their employers) who have given so generously of their time and their talents, the experts that gave generously of their time and talent in presenting the Task Force with information, the members of the public that provided input and last, but in no measure least, the efforts of the staff of the NH College and University Council who provided the indispensable administrative support that was necessary to allow the Task Force work to occur.

# **Attachment 1: Overview of Expert Testimony**

***May 9, 2008***

Presenter: Chris Williams, President & CEO of the Greater Nashua Chamber of Commerce

Topic: Overview of Pursue Vermont and Generation Iowa

Summary: Both Pursue VT and Generation IA are statewide efforts focused on retaining and attracting young people within their respective states. The Task Force felt both of these programs could potentially serve as models for the NH-based effort.

Highlights from Pursue VT included:

A public report which was created by TIP Strategies (Austin, TX) and Next Generation Consulting (Wisconsin). The report was released in May of 2007, and provided both a status report of Vermont's current situation relative to young people, and a set of recommendations the state could enact to improve its retention and recruitment efforts.

The budget for conducting this state analysis and compiling the public report was \$170,000. The funds were provided by the State, and went toward TIP Strategies and Next Generation Consulting.

Currently, the initiative does not include an external group or Task Force that convenes regularly to enact any of the report's recommendations, but does offer a limited website hosted by the VT Division of Economic Development.

The Pursue VT website is fairly static but offers a one-stop shop for any young person interested in finding more information about the state.

VT has hosted a few events in Boston over the past two years to entice young people who grew up in Vermont to return to the state.

Highlights from Generation Iowa included:

The initiative is overseen by a permanent Task Force created in April of 2007 that was charged with creating a report for the Governor in January 2008, submitting a status report in January 2009, followed by an update in every odd year thereafter.

Generation Iowa also hosts a website that provides interaction between the Task Force and the general public, and offers a starting point for young people interested in living and working in the state. The website feeds into another related website that promotes Iowa as a destination for young people.

Chris Williams' contact in Iowa indicated that their Task Force did not receive any funding to launch Generation Iowa, but were housed within their Department of Economic Development. Since that time, they have been able to secure an annual \$50,000 line item within the Department of Economic Development, which covers various operational expenses.

## ***June 13, 2008***

Presenter: Matt Cookson, Associate Vice Chancellor for External Relations, USNH

Topic: 55% Initiative

*Summary:* NH's Young Professional population remains smaller now than in 1990, but is actually growing again within the 25-39 year-old cohort. NH's loss has not been as significant as other New England states, such as MA and CT. However, NH is an aging state and is now the fifth oldest state in the country, surpassing FL in 2008. In 2015, NH will be home to fewer kids and workers, but home to more retirees. The 55% Initiative is specifically aimed at increasing the number of NH college students who stay in the state after graduating, from the current rate of approximately 50% to 55%. It has caught the attention of many businesses, organizations, and individuals and been very well received to date. One of the primary undertakings of the 55% Initiative will be the creation of a "mega-website" for future college grads and young professionals that is well branded and highly recognizable. There are opportunities for the Task Force to provide input on the web site content and to also align their work with the overall messaging that will be incorporated into the web site.

Presenter: Peter Francese, Demographer

Topic: NH Human Ecology/ Demographic Trends (Communities and Consequences)

*Summary:* Peter Francese distributed copies of Communities and Consequences to each Task Force member. He also provided the group with a handout, NH Human Ecology Trends. Peter reported the following: NH demography studies show that NH has a deficit of 25-34 and 35-44 year-olds; the workforce has been growing but is projected to zero out in 5 or 6 years; NH gained more 55 + people than any other New England state; and the sentiment across the state is "keep families out, they will raise my taxes."

Peter said that this is a myth that is generated by people's perceptions. From Peter's strategic point of view, the first job for the Task Force is to understand the mind-set/sentiment of people in the state in order to change their perception. The Task Force needs to find out what is the best way to get the message out? What is the target audience's media preference? Peter said that the rising cost of gas prices will increase "closeness", which means more cluster development, apartment buildings, housing near shopping centers, all of which are more affordable to build. One town in NH forbids having any rental housing in their town because they "don't want those kind of people" in their community.

Through Peter's research, he found young couples who said that they feel they can get a better value (wages vs. cost of living) somewhere other than NH. When dealing with young people, the pressure of student loan debt is added to their financial burden.

**July 11, 2008**

Presenter: Ken Johnson: Senior Demographer, The Carsey Institute, U.N.H.

Topic: Demographic Trends in the Granite State

[http://www.carseyinstitute.unh.edu/publications/Report\\_NH\\_Demographics.pdf](http://www.carseyinstitute.unh.edu/publications/Report_NH_Demographics.pdf)

Summary:

- NH gained 79,000 residents (6.4 percent) between 2000-2006 according to the latest Census Bureau estimates- reaching a population of 1,315,000 in July of 2006.
- Migration accounted for most of NH's population gain between 2000-06 (nearly 51,000)
- NH gained at least \$1.4 billion in income from migration between 2001-2005
- NH's young adult population remains smaller now than in 1990, but is growing again
- The young adult decline occurred because fewer babies were born 25-35 years ago, not because of a substantial net outmigration of young adults.

Demographic Trends within NH:

- Modest increases have been made to diversity recently, but NH remained 93.7 percent non-Hispanic white in 2006. Minorities represented only 4.7 percent of the 2000 population, but accounted for 30 percent of the growth between 2000 and 2006.
- The number of older adults in NH will increase rapidly during the next two decades because of aging and a migration gain of older adults.
- Growth rates were greatest in nonmetropolitan NH, where older domestic migrants were attracted to recreation and amenity areas.
- The state lost migrants to other regions of the country with losses to the South being particularly pronounced.
- IRS data examined the flow of population and income to and from NH: Data revealed that 21,000 more people moved into NH than left from between 2001 and 2005. The sheer volume of migration that produced this net change is stunning. Some 210,000 people moved to NH and 189,000 left. Nearly 400,000 moved in and out of NH to produce the net change.
- The precipitous decline in young adults occurred because relatively few babies were born during the 1970's. The cohorts born both before and after these 'baby bust' cohorts were larger. Therefore, when they reached young adulthood in the 1990's the young adult population declined. That period is now over and the young adult population is growing both because the birth cohorts born in the 1980's were larger and because the state is enjoying a net inflow of young migrants.

*...July 11 contd.*

*Presenter:* Ross Gittell: Professor, University of NH

*Topic:* The Skilled Workforce and Young Adult Population in NH and New England

*Summary:*

- An analysis of migration data shows that the strongest job growth has consistently taken place in those regions, such as Houston, Dallas, Charlotte, and Raleigh-Durham, with the largest net in-migration of young, educated families ranging from their mid20's- mid40's.
- The nation and other regions are experiencing increases in the number of young adults with college degrees while New England's numbers are flat.
- NH and four other New England states rank in the bottom 10 of 50 states in percentage of the population between the ages of 25 and 34. Overall, NH is 46<sup>th</sup>. Only Massachusetts is not in the bottom 10.
- NH is among the top third of states in growth in 55 and older population but fourth highest for the decline of young adults out of the 50 states.
- A significant factor in the decline of young adult population in NH and the region is the aging of the baby-boomers - those born between 1946 and 1964 now between the ages of 43-62. NH and other NE states have high percentages of baby boom cohorts in their populations.
- What is the 'glue' to keep or attract new college graduates? "If you talk with recruiters and developers in the nation's fastest growing regions, you find that the critical ability to lure skilled workers, long term, lies not with bright lights and nightclubs, but with ample economic opportunities, affordable housing and family friendly communities and not too distant from work." –Joel Kotkin, WSJ, Nov 28.2007
- 'Lessons' from other states: NH has many attributes that keep young people here—Mountains, Coast, Outdoor Recreation (Portsmouth just named fourth best city in nation for Outdoor Recreation...Part of major high technology center....Near Dynamic City (Boston)
- Barriers to Retaining and Attracting Young Adults: New England and NH are dominated by successful baby-boomers and baby-boom leaders in business and public office. There is: not enough social capital and networking across generations (mentoring programs not widely available); not enough connections between young people, higher education and businesses; not enough room at the top of management in many NH companies and organizations; not an enticing state image (do young people want to live in the 'Granite State'?) and not enough celebration of diversity (racial, ethnic, and cultural) throughout the state

## ***September 12, 2008***

*Presenters:* Matt Cookson, USNH & Gary O'Neil

*Topic:* Update on 55% Initiative

*Summary:* Matt introduced Gary O'Neil who is doing pro bono marketing work for the 55% Initiative. The hope is to align both the work of the 55% Initiative and the work of the Young Worker Task Force.

Matt Cookson updated the Task Force on the "Stay Work Play Incentive Program" and distributed a handout. This model was developed based on conversations with corporate sector partners who believe that it could be an effective way to attract and retain young workers. The program features a payment program through which employers would help students who graduate from NH's two- and four-year degree programs who agree to stay in NH for four years, with their student debt. The full incentive would be \$8,000 and payments would be made each year from the employer to the loan provider. A presentation was made to the NH High Tech Council Board and received its endorsement. Dynamic Network Solutions was the first company to sign on. This program could potentially reduce NH student loan debt by 1.2 million dollars. The NH High Tech Council Board asked to stretch the incentive program to NH residents who are one to three years out of college; that change was incorporated.

The incentive program would be taxable for employees and the NH Higher Education Assistance Foundation (NHHEAF) is looking at models that address the tax implications. Chris Williams asked if the program was modeled after another program. Matt answered that he doesn't know of any other program that is statewide and funded through a corporate approach and thinks NH will break ground with the program. The program was developed based on two premises: other states that have incentive programs based them off tax credits on a state income tax, which NH does not have; and state funding and legislative approval were unlikely given the economic downturn. Kate Kull offered her experience with Dartmouth-Hitchcock Medical Center in Lebanon's similar program for their "Hard to Fill" positions. The program has been very successful for recruitment and retention. The Task Force endorsed the concept of the incentive plan in a unanimous vote and may consider including this in the Task Force's Strategic Plan. The incentive plan will be rolled out in December and January and incorporated into the larger 55% Initiative web site once it is launched.

Gary O'Neil provided an update on the larger web site project and the need for a single site to address the employment needs for entry level workers in NH. He commented on the myriad job search tools in NH and how none of them directly serves the needs of future or new college graduates in an effective and comprehensive way. He reviewed the survey data and commented that the jobs piece was the primary concern, whereas the stay and play components help demonstrate the overall value of launching a career in NH. He discussed a model for a web-based program – job matching program (like eHarmony, not Monster.com) and plans to work with the human resources community and web developers on a service that would stand out compared to traditional job listing sites. The site would include the student loan reduction program, and links to internship opportunities, online tools, young professionals' networks, "play" options for young people and other unique NH sites. It would support the overall "Stay Work Play" theme.

The timeline for the launch of the web site and Stay Work Play Incentive Program is spring 2009 and would be parallel with the deadline for the Task Force Strategic Plan.



## ***November 14, 2008***

Presenter: Peter Gamache, Chairman of the NH Workforce Development Team

Topic: NH Workforce Development Strategic Plan

Summary: Mr. Gamache led a Power Point presentation indicating that NH has no workforce plan, and many NH government agencies have no strategic plan. 35% of Group I full-time Executive Branch employees were eligible for either early service or full retirement at 12/31/07 and 10% of the State's retirement Group II full-time Executive Branch employees were eligible for retirement at 12/31/07.

NH workforce planning is important in order to identify the number of employees and types of skill sets required to meet agency goals and objectives, and to develop a plan of action to ensure the appropriate workforce is available to provide quality service to NH citizens. Workforce planning benefits will also help prepare for the growing number of retirements, help to identify gaps between current job skills and job skills needed to perform work in the future, and to help maintain or recruit a diversified workforce.

Vision Statement: The State of NH will be an employer of choice with a skilled, motivated and engaged workforce that provides outstanding service.

Mission Statement: To launch a workforce development strategy within all State agencies that promotes planning and innovation to ensure the State's workforce is adaptable and empowered to meet the ever-changing need of NH citizens.

Goals: Every agency will implement a viable workforce development plan; the State will successfully recruit and retain skilled workers; career development programs will be in place for personnel at all agencies. Conclusion: If the State of NH is to be effective at recruiting and retaining a motivated and competent workforce, we must be successful in implementing a workforce development strategic plan—support for this initiative is crucial.

## **Attachment 2: Task Force Roundtable Sessions**

### ***Roundtable 1: NH Natives Living Out of State***

Date: October 2, 2008

Location: Sheehan Phinney Bass + Green in Boston, MA

Audience: Young Professionals who grew up in NH, and are now living and working in  
the Boston Metro area

#### **Question 1: Are you seeing the same thing within your company/organization/industry that is being reflected in the data presentation?**

Group participants strongly agreed with statistics presented, showing a decline in young workers staying in NH.

#### **Question 2: Why do the young people you know leave NH? What would convince the young people you know to stay in, or move to, NH?**

Lack of diversity and culture

NH is more of a stepping stone in most careers, and those that aren't tend to have a glass ceiling that young workers hit (older people are working longer, retaining upper management positions that prohibit more middle-tier positions from opening)

Networking opportunities are limited, relative to cities like Boston

Those in the research fields, and progressive fields like medicine and technology, can only find limited opportunities in NH. To get published or find grant funding, they have to live and work elsewhere

There aren't enough young people currently living and working in NH that can naturally draw other young people like them to the state

#### **Question 3: What is your company/organization/sector doing to recruit & retain young workers?**

Boston-area companies are offering non-monetary benefits (company cell phones, laptops, flexible attire standards and work hours)

Boston companies have strong, well-built internship and co-op programs that choose the best students and work hard to hire/retain them upon graduation

**Question 4: What could your company/org/sector be doing more of (or less of) to better retain and recruit young workers, which could be included in our recommendations to the Governor?**

NH needs better public transportation, both in cities and between them – especially between NH and Boston (commuter rail received strong support)

Strong development of city centers needed in Manchester, Nashua, Concord and Portsmouth, with focus on affordable housing in these city centers

Stronger emphasis needed on State Pride curriculum in primary and secondary schools – Texas school curriculum instills a fierce state pride in Texas children

***Roundtable 2: North Country Region***

Date: October 2, 2008

Location: White Mountain Community College

Audience: Representatives from a wide variety of backgrounds (education administrators, municipal officials, nonprofit directors, state officials) all united by the fact that they live and work within the North Country region

**Question 1: Are you seeing the same thing within your company/organization/industry that is being reflected in the data presentation?**

There was a strong consensus among the audience members that the North Country is experiencing a decrease of young workers and residents similar to the trends outlined in the data presentation.

**Question 2: Why do the young people you know leave NH? What would convince the young people you know to stay in, or move to, NH?**

Older residents are telling young people they need to leave to be successful

With the exception of tourism, QOL assets (social outlets, cultural amenities) are very weak in the North Country, relative to other parts of the state

Lack of broadband infrastructure

Primary and secondary education infrastructure in North Country is subpar

Career options and opportunities within the North Country are very limited

Healthcare infrastructure is very weak, which keeps families from moving to the North Country (lack of OBGYN facilities was cited as an example)

Our State portrays an unfriendly message that every individual has to succeed on their own, rather than count on a support system for assistance (*Live Free or Die* is not a friendly, supporting message that appeals to young people)

### **Question 3: What is your company/organization/sector doing to recruit & retain young workers?**

North Country Teacher Certification Program: A collaboration between White Mountains Community College, Plymouth State University and Granite State College to provide Bachelor degrees and teaching certifications from PSU to students in the North Country. This collaborative program provides a seamless route to teacher certification for graduates of WMCC and GSC. Significantly, these students do not have to leave the North Country to obtain their certification and education degrees.

There is an effort underway to rebrand Coos County as a place that is more than just tourist-friendly, by promoting it as family and business-friendly

The NH Employment Security Office in the North Country recently launched a My Town, My Job, My Future marketing initiative that promotes job and housing opportunities for young people interested in living in the North Country. This marketing effort is going online in the near future.

The Mt. Washington Resort recently launched a special internal mentorship program that matches current managers at the resort with newer employees who are interested in long-term work at the resort and moving up the management ladder. This has resulted in better retention at the resort.

### **Question 4: What could your company/org/sector be doing more of (or less of) to better retain and recruit young workers, which could be included in our recommendations to the Governor?**

Improve health care availability and infrastructure in the North Country

Reduce in-state tuition at public colleges and universities

Improve broadband infrastructure

Launch a new statewide message that promotes NH as more than just a tourist destination

Change our internal perception that young people need to leave NH or the North Country in order to succeed

### ***Roundtable 3: Creative Economy***

Date: October 7, 2008

Location: Dartmouth-Hitchcock Medical Center in Lebanon

Audience: Representatives from the state, private sector, and nonprofit sector, all of whom are directly involved in NH's arts and cultural sectors. Attendees included those from visual and performing arts, the film industry, computer graphics, etc.

**Question 1: Are you seeing the same thing within your company/organization/industry that is being reflected in the data presentation?**

There was a strong consensus among the audience that the demographic data is on target, and that NH's creative economy struggles to retain young workers compared to other parts of the country.

**Question 2: Why do the young people you know leave NH? What would convince the young people you know to stay in, or move to, NH?**

People leave because:

- Workforce housing is a critical issue, both in terms of quality rentals and first-time home buying opportunities (concerns about acquisition and maintenance costs)
- They don't see opportunities for lateral mobility within industries
- They are not integrated into the community (due to problems with inter-generational communication)
- They can get a higher salary elsewhere
- Lack of cultural and racial diversity

People are (or could be) convinced to come to NH because of:

- The White Mountain and North Country recreational opportunities
- Quality public transportation options
- An appealing or dynamic profile of the prospective employer

**Question 3: What is your company/organization/sector doing to recruit & retain young workers?**

Using Internet-based social networking to integrate young workers into the community

There is a Facebook group for young Dartmouth College employees.

There is an Artists Alliance of Northern NH website.

Using live social networking to integrate young workers into the community (a municipal softball league has a 'new to town' team specifically for those who have just moved to the community and are looking to get better connected).

Creating new cultural opportunities where there is a 'critical mass' or density of young people 'engaged in creating' (Nashua has an 'artist collective' at a local mill building that is attracting artists of all persuasions and backgrounds).

**Question 4: What could your company/org/sector be doing more of (or less of) to better retain and recruit young workers, which could be included in our recommendations to the Governor?**

There is a need for a portal website through which young workers can connect to community, employment opportunities and cultural experiences available in NH

Focus on increasing opportunities for learning ‘applied arts’ at community colleges

Increased state and federal financial support for film and cultural festivals

Increase Teach for America / Americorps / City Year opportunities in NH

‘Get creative about student loan forgiveness programs’

Establish community-based artist collectives

Every part of NH must have broad band Internet access (not having it is unacceptable to young workers)

Make NH’s arts and culture scene part of its state brand

***Roundtable 4: Labor Sector***

Date: October 8, 2008

Location: AFL-CIO Office in Hooksett

Audience: Representatives from various unions, including the AFL-CIO and the NEA, as well as state officials and representatives from labor organizations representing public sector employees

**Question 1: Are you seeing the same thing within your company/organization/industry that is being reflected in the data presentation?**

There was a strong consensus among the audience that the demographic data is on target, and that NH struggles to retain young workers compared to other parts of the country.

**Question 2: Why do the young people you know leave NH? What would convince the young people you know to stay in, or move to, NH?**

Money/salary is better in other states and regions

Affordable housing – young people can’t afford to buy homes in parts of NH

We’re not connecting young workers to employment opportunities effectively enough

North Country kids are being encouraged to leave by older adults

“Blocking” by older workers who stay in the workforce – no upward mobility available for young workers, due to older workers waiting longer to retire

**Question 3: What is your company/organization/sector doing to recruit & retain young workers?**

IBEW has piloted a paid internship program that could be explored by other sectors/agencies

**Question 4: What could your company/org/sector be doing more of (or less of) to better retain and recruit young workers, which could be included in our recommendations to the Governor?**

Public transportation is absolutely key – commuter rail to Boston is essential to young workforce retention and recruitment

The State needs to pursue more green-collar jobs and long-term planning

Student debt hurts retention efforts

***Roundtable 5: Young Professionals from Monadnock Region***

Date: October 14, 2008

Location: Cheshire Medical Center in Keene

Audience: Members of the Keene Young Professionals Network and representatives from various businesses who are members of the Greater Keene Chamber of Commerce

**Question 1: Are you seeing the same thing within your company/organization/industry that is being reflected in the data presentation?**

While the majority of the group agreed with the data presented, several audience participants stressed their perspective that, once companies in the Monadnock region successfully recruit someone into the region, those recruits often end up staying long term.

A surprising statistic was shared with the whole group by a Keene State University representative – only 22% of KSU graduates remain in the Monadnock region after graduation.

**Question 2: Why do the young people you know leave NH? What would convince the young people you know to stay in, or move to, NH?**

Young people simply want to experience life in other parts of the country or world

Current business management and benefits seem to cater more toward the baby-boomer generation rather than the younger generation. Without benefits catering to young people, they are more likely to leave and find opportunities elsewhere.

Young people need to feel valued by NH’s current leaders and company managers.

NH secondary schools are simply teaching students the things they need to get into school, rather than providing education that will help shape career paths.

**Question 3: What is your company/organization/sector doing to recruit & retain young workers?**

A local program is being explored within the financial services industry and the insurance industry to provide direct career paths to high school and college students.

**Question 4: What could your company/org/sector be doing more of (or less of) to better retain and recruit young workers, which could be included in our recommendations to the Governor?**

Create a statewide website specifically catering to young people

NH needs to improve its cultural environment

***Roundtable 6: Private Sector - Chambers of Commerce Executives***

Date: October 15, 2008

Location: Greater Portsmouth Chamber of Commerce

Audience: Executives of various Chambers of Commerce throughout NH, including the four largest Chambers (Manchester, Nashua, Concord and Portsmouth)

**Question 1: Are you seeing the same thing within your company/organization/industry that is being reflected in the data presentation?**

There was a strong consensus that NH's private sector is indeed concerned about demographic trends showing a decrease in a young workforce within NH over the coming years.

**Question 2: Why do the young people you know leave NH? What would convince the young people you know to stay in, or move to, NH?**

Salaries are not competitive in NH versus other states, and entire industries are located elsewhere in the country rather than in NH.

NH is better equipped with mid-level positions that require several years of experience and expertise, rather than entry-level positions for college grads. They are forced, therefore, to search elsewhere for starter jobs.

We lack the QOL assets that young people look for when considering where to live (we don't have a critical mass of social, cultural outlets).

Tuition costs are far too high; young people can go to school elsewhere and spend the same or less on tuition than they would spend if they stayed here in NH for school.



**Question 3: What is your company/organization/sector doing to recruit & retain young workers?**

Internal programs such as flex-work programs, more casual attire in the office, buying lunch for employees, bringing pets to work

Work-study programs in partnership with local colleges and universities

Strong internship programs linking high school and college students to local businesses

**Question 4: What could your company/org/sector be doing more of (or less of) to better retain and recruit young workers, which could be included in our recommendations to the Governor?**

Directly engage private businesses with the Young Professional groups that are growing throughout the state

State incentives for companies who hire in-state graduates

Lower tuition rates for in-state students

Resolve education funding crisis

Provide incentives for more affordable housing

The State’s image is too much about tourism, and not enough about being high tech and friendly to young people

***Roundtable 7: Young Professionals from Nashua & Manchester Regions***

Date: October 15, 2008

Location: The Crowne Plaza Hotel in Nashua

Audience: Members of IUGO – Nashua’s Young Professionals group, and members of the Manchester Young Professionals Network

**Question 1: Are you seeing the same thing within your company/organization/industry that is being reflected in the data presentation?**

There was a strong consensus among the audience members that the data is indeed correct, based on what they’re seeing within their respective companies and industries.

**Question 2: Why do the young people you know leave NH? What would convince the young people you know to stay in, or move to, NH?**

Young professionals aren’t aware that NH is actually a high tech state or has job opportunities; they think of NH as a vacation place.

Cost of Living is a significant deterrent.

Other states like Texas and Colorado have strong state identities and their young people grow up identifying with their states; we don't have that here in NH.

NH doesn't have a brand that's appealing to young people.

### **Question 3: What is your company/organization/sector doing to recruit & retain young workers?**

IUGO has a unique Ambassador program in which local young professionals are made available to companies that rely on recruiting employees from outside NH. IUGO Ambassadors take these recruits out for evening dinners, cocktails, or community activities to show them the great QOL southern NH has to offer them if they choose to take a job here.

BAE Systems has an internal leadership development program that successfully grooms young workers for growth within the company, thereby keeping them here.

Creative non-monetary benefits and rewards within companies are key to keeping young people.

### **Question 4: What could your company/org/sector be doing more of (or less of) to better retain and recruit young workers, which could be included in our recommendations to the Governor?**

Use curriculum to build a strong NH brand and pride within our children as they're going through primary and secondary schools, much like Texas does

NH needs to be marketed toward young people, rather than just tourists

School loan repayment programs

Find ways for our big cities (Manchester, Nashua, Portsmouth) to collaborate and market each other collectively, rather than competing against each other...look to the North Carolina Research Triangle as a good example of collective marketing

Make housing more affordable

Resolve the skyrocketing cost of higher education

### ***Roundtable 8: Private Sector Representatives***

Date: October 22, 2008

Location: Dynamic Network Services in Manchester

Audience: Manager and HR Directors from private companies recruited through the NH BIA and NH High Tech Council

### **Question 1: Are you seeing the same thing within your company/organization/industry that is being reflected in the data presentation?**

Audience participants reacted with soft support for the data presented; discussion turned quickly toward whether or not it's okay for young people to leave NH, assuming that those in their 30's will return to NH when they're ready to settle down and raise families.

### **Question 2: Why do the young people you know leave NH? What would convince the young people you know to stay in, or move to, NH?**

The cost of higher education in NH is driving young people to schools elsewhere; once they go to school elsewhere, they are far more likely to stay away.

Young people feel their social outlet opportunities after work, and on weekends, are very limited.

The job market in NH is far more shallow than other states and regions that are more diversified in their industries.

### **Question 3: What is your company/organization/sector doing to recruit & retain young workers?**

Employee engagement activities – giving back to the community – creates teamwork and collaboration among employees. Getting employees and their families involved in the community, focus corporate events around the entire family, not just the employee

Establishment of YP networks in major cities across NH is seen as a success by employers who are aware of them – they are providing a social environment for single YP's in 20-30 range.

Partnering with higher education to source internships

Aggressively targeting lower health care costs

### **Question 4: What could your company/org/sector be doing more of (or less of) to better retain and recruit young workers, which could be included in our recommendations to the Governor?**

Get career placement offices at NH colleges to do more outreach to students and businesses; placement offices need to know each other.

State Board of Education – coordinate efforts with placement offices, central location for jobs/internships. Needs to be easy for employees and prospects alike

What's being done at the high school level for those students who don't want to go to college? No systemic process for high school internships

Employers need to find a way to have more than just a summer internship; 6-10 hours per week during school, keep training investment on the table

## **Roundtable 9: NonProfit Sector**

Date: October 22, 2008

Location: NH Charitable Foundation in Concord

Audience: Directors and representatives from nonprofit and charitable organizations across NH, recruited through the NH Charitable Foundation and the Center for Non-Profits

### **Question 1: Are you seeing the same thing within your company/organization/industry that is being reflected in the data presentation?**

Audience members agreed with the data presented.

### **Question 2: Why do the young people you know leave NH? What would convince the young people you know to stay in, or move to, NH?**

Lack of social and community opportunities

Lack of upward mobility opportunities within organizations and companies

### **Question 3: What is your company/organization/sector doing to recruit & retain young workers?**

Providing flex-scheduling, telecommuting, virtual offices – young workers today have higher IT expectations, which we're striving to meet.

Dartmouth-Hitchcock Medical Center and other companies offer loan forgiveness programs, front-end career path counseling, professional development, after-work social activities, carpooling and other public transportation assistance, and even assistance with finding affordable housing.

### **Question 4: What could your company/org/sector be doing more of (or less of) to better retain and recruit young workers, which could be included in our recommendations to the Governor?**

Rebrand NH and make it more appealing; the *Live Free Or Die* motto is prohibitive to what young people are looking for in their home community.

Promote the fact that working in NH gives one the opportunity to be a 'big fish in a little pond' rather than a 'little fish in a big pond'

Lower the cost of higher education, and provide more loan forgiveness programs

Small employers can pool their resources together to provide some of the same benefits that larger companies can do on their own (after-work activities, assistance with housing needs, etc).

Create more connection opportunities for college students in NH

## ***Roundtable 10: Young Professionals from Seacoast and Concord regions***

Date: October 27, 2008

Location: Greater Portsmouth Chamber of Commerce

Audience: Members of the Catapult Seacoast Young Professionals Organization and the Concord Young Professionals Network

### **Question 1: Are you seeing the same thing within your company/organization/industry that is being reflected in the data presentation?**

The audience quickly agreed that the data presented is similar to observations in respective workplaces.

### **Question 2: Why do the young people you know leave NH? What would convince the young people you know to stay in, or move to, NH?**

NH has a perceived lack of a social scene, few arts and culture outlets, and limited diversity.

Young people want to see the rest of the world before settling down.

### **Question 3: What is your company/organization/sector doing to recruit & retain young workers?**

Internal development counseling and career planning

Early promotion of internal career advancement opportunities within companies

Creative non-monetary benefits, such as flex schedules, bringing dogs to work, gym membership reimbursements, company cell phones

### **Question 4: What could your company/org/sector be doing more of (or less of) to better retain and recruit young workers, which could be included in our recommendations to the Governor?**

Provide affordable housing for young people

NH needs a better arts & culture scene.

More non-monetary benefits are needed within companies and organizations to compete with companies in other states that can offer more competitive salaries.

## ***Roundtable 11: Public Sector – Municipal Officials***

Date: October 28, 2008

Location: NHHEAF in Concord

Audience: Mayors, selectmen and representatives from various NH communities

**Question 1: Are you seeing the same thing within your company/organization/industry that is being reflected in the data presentation?**

There was a strong consensus within the audience that municipalities are definitely concerned about a decreasing workforce to fill public sector positions.

**Question 2: Why do the young people you know leave NH? What would convince the young people you know to stay in, or move to, NH?**

Affordable housing is driving young people away from NH communities.

There's not enough focus on high school students who don't plan to go to college, to ensure that they are properly guided into jobs in the local market.

Broadband communication is a big issue for young people in northern and western communities.

**Question 3: What is your company/organization/sector doing to recruit & retain young workers?**

Nashua's Young Professionals group, IUGO, has a unique Ambassadors program through which local companies who are hiring recruits from outside the state can pair those recruits with local young professionals for an evening on the town. The recruit enjoys a relaxed evening with peers from the area, who promote the benefits of living and working in southern NH. The program is very well received by local companies who have used the IUGO Ambassadors.

The City of Keene is actively connecting local college students to certain city committees and commissions, based on the interests and studies of those students. Directly engaging their college students in city activities has resulted in higher interest among those students in staying local.

Certain young individuals in Claremont have actively come together and succeeded in placing young people on their city council. For the first time in recent history, the majority of the council is under 45 years old.

Franconia is exploring cluster developments to reduce housing costs and provide QOL assets that are important to today's young people when deciding where to live.

The Local Government Center is partnering with UNH's MPA program, to place students in special municipal internship opportunities, which are in return helping convince these students to stay local.

**Question 4: What could your company/org/sector be doing more of (or less of) to better retain and recruit young workers, which could be included in our recommendations to the Governor?**

Better broadband access on a statewide level

More emphasis on regional collaboration on this and other issues, in which municipalities can provide better programs and opportunities on a regional scale

Market the state better to young people, rather than just as a tourist destination

Reintroduce commuter rail to the state

Solve the education funding issue

### ***Roundtable 12: Education Sector***

Date: October 28, 2008

Location: NHHEAF in Concord

Audience: College and university presidents, community college representatives, state officials from NH DOE, University System representatives, NH CUC representatives, high school principals and guidance counselors

#### **Question 1: Are you seeing the same thing within your company/organization/industry that is being reflected in the data presentation?**

Reaction to this question was mixed; most of the audience felt that the data accurately reflects the fact that four-year college graduates are leaving NH, but that it is important to highlight the fact that community college graduates stay in NH at far higher levels. The audience also stressed the fact that the northern and western parts of NH are experiencing the brain drain shown in the data far more than the southern and eastern parts of the state.

#### **Question 2: Why do the young people you know leave NH? What would convince the young people you know to stay in, or move to, NH?**

Perception is that there isn't anything here in NH.

We are working at cross purposes – we encourage young people to expand their horizons, yet we want them to stay here in NH. Which is more important?

NH is seen as a place to visit and vacation, not to lead a life and career.

High cost of living and housing (property tax) is a barrier for young adults.

Transportation is also a barrier.

Reliance on property tax is causing a generational war in communities.

Northern NH vs. Northern MA (two different NH's)

### **Question 3: What is your company/organization/sector doing to recruit & retain young workers?**

River Valley Community College is working to shift value of education – and bring end goal beyond high school graduation.

Department of Ed – as part of P-16 Working Group held a “Who gets hired forum” for pre-service teachers with a goal to connect new teachers with potential districts.

College admissions staff (directors and deans) working to educate young students on college opportunities in NH – mini fair program in North Country, Lakes Region, Southwest, Seacoast and Manchester. Latino Initiative – College Access Conventions (Keene State and White Mountains Community College), [www.visitnhcolleges.org](http://www.visitnhcolleges.org) - NEACAC College Fairs, Guidance Counselor Tours

Paving the pathway between Community College and University System – NH Connections Program

Partnership with out-of-state college that students can earn four-year degree by staying at Community College

Role of community and what it plays in students’ decisions to stay – students who have been really involved in community tend to stay in community – encourage opportunities.

### **Question 4: What could your company/org/sector be doing more of (or less of) to better retain and recruit young workers, which could be included in our recommendations to the Governor?**

Advertising – commercials

Ways to deal with student debt

Aspiration programs for children that encourage them to go on to higher education – recession may encourage people to explore NH

Collaborate with businesses on needed occupations and tie to loan forgiveness programs

Statewide income tax

Full university north of the notch

Strategic plan should be positioned as an investment in the infrastructure of the state – investment in human capital.

### ***Roundtable 13: Public Sector – State Agencies***

Date: October 28, 2008

Location: NHHEAF Office in Concord



Audience: Twenty-two Commissioners, Deputy Commissioners, and Directors of NH state agencies attended

**Question 1: Are you seeing the same thing within your company/organization /industry that is being reflected in the data presentation?**

There was general consensus that state government is experiencing similar young worker retention and recruitment issues.

The Division of Personnel staff commented that there are not a lot of young people coming to work for the state and over the next 10 years almost 50% of the State’s workforce will be eligible to retire.

**Question 2: Why do the young people you know leave NH? What would convince the young People you know to stay in, or move to, NH?**

Lack of affordable housing

Living in another state is exciting and offers new opportunities

Young people are looking for more after-work social and recreational activities that are currently not available in NH.

Educators encourage young people to leave NH and “go make something of their life.”

There’s an issue of scale. Young people think in terms of New England, not just NH.

There is a perception that “we” don’t want young people in the state. For example, senior housing development is supported whereas affordable housing development has difficulty getting approved.

**Question 3: What is your company/organization/sector doing to recruit & retain young workers?**

Dept. of Cultural Resources is working with NH professional theater associations to keep students in NH summer theater jobs.

State Office Park South has an on-site childcare facility that provides state employees childcare at a discounted fee.

The education partners are developing career pathways for high school students so that they are better prepared to enter the workforce.

The State Workforce Development Committee is exploring ways to enhance internship opportunities, create mentor programs, and expand job training and career development ladders for young workers within state government.

NH Job Corps Center

**Question 4: What could your company/org/sector be doing more of (or less of) to better retain and recruit young workers, which could be included in our recommendations to the Governor?**

Develop a better understanding of the “customer” - NH’s young workers - and then ask them what they want.

Create a more structured and standardized internship program within state agencies

Provide employees with more flexibility in their work days (e.g. flex-time, 4-day work week, work-from-home options)

Create more apprenticeship programs

Expand funding for workforce incentive programs that provide incentives and loan forgiveness in critical shortage areas

Allow young people to use technology-to-work so they’re not place-bound and have more flexibility with their work hours

Expand broadband into rural areas

Create family-friendly work environments with on-site child care

Create school-to-work programs

Capitalize on partnerships with foreign embassies to bring international students to NH

Enhance youth employment services that match young adults with employers in the summer

Create green initiatives in the workplace. They are exciting and interesting to young people.

Equalize salary structures for teachers across the state

## **Attachment 3: Presentation Given at Roundtable Sessions**

In the fall of 2008, the Task Force engaged in a wide-ranging effort to reach out to key stakeholders for additional feedback. Each Task Force member participated in a series of 13 roundtable sessions held in locations throughout NH and in Massachusetts. These meetings were organized to ensure input was received from all sectors, all regions, and all age groups engaged in the effort to retain and attract a younger workforce for NH. As a result, the Task Force gathered substantive, and spirited, anecdotal evidence of trends and attitudes. The majority of what we heard reinforced the conclusions suggested by census and survey data included in this report. It is important to note that in some instances, participants questioned some of those conclusions as well. To provide background and focus the discussion, a Task Force member presented the following slides at the beginning of each roundtable session.