

TALENT



BUSINESS



COMMUNITY



# Networks Northwest

Talent / Business / Community

2018

ANNUAL REPORT

[NETWORKSNORTHWEST.ORG](http://NETWORKSNORTHWEST.ORG)

# To Partners, Stakeholders, and to all of **Northwest Michigan,**

*This region continues to grow, change, and thrive.*

This last year saw many of our communities experiencing both the benefits and challenges of strong economic growth, low unemployment and increased regional tourism. On the one hand, many of our citizens are benefiting from improved employment options and higher wages. On the other hand, regional employers are feeling a tight labor market that can



limit potential growth and success. Communities are facing shortages of both quality childcare options and housing options that fit a range of income levels. And not all communities in our region are experiencing the same level of prosperity as their neighbors.

Networks Northwest was proud in 2018 to be an important partner in helping our working people, businesses and communities to achieve breakthroughs in the face of these challenges and opportunities. We helped job seekers find jobs and work-related skills. We helped businesses plan for growth, address workforce needs and reach new markets. We worked with

local community leaders to improve economic conditions. In all of this we remained committed to being truly 'demand driven' – to respond to the specific and changing needs of our region to deliver the most needed services.

Our mission is to build stronger communities and enhance

the quality of life in the 10 counties of Northwest Michigan. We could not do this work without close partnership with the people of this region. They inspire us every day to work harder and more creatively.

In the pages of this report you will learn about the measurable impact we have achieved with our programs and initiatives. You will also read some short stories about the people and organizations we have worked with. We are proud of the successes we have achieved with our clients and we are looking forward with confidence to the remainder of 2019.

On behalf of the board and staff of Networks Northwest, we want to thank you deeply for everything you do to help our region succeed. We look forward to working with you in the months and years ahead to meet our challenges together and thrive.

Sincerely,

Gary W. Fedus,  
Board Chair  
Owner, Mitchell Graphics

Chris Christensen,  
Chief Elected Official  
Charlevoix County Commissioner

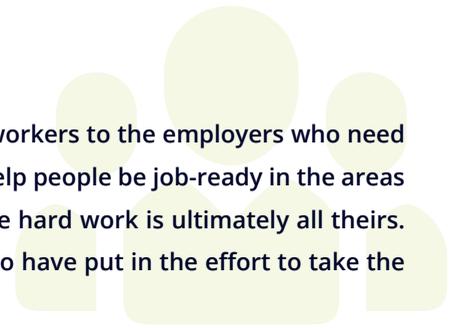
Matt McCauley,  
Chief Executive Officer

# 2018

## ANNUAL REPORT

# TALENT DEVELOPMENT

The dedicated, experienced staff at Networks Northwest helps connect job seekers and workers to the employers who need talent. Northwest Michigan Works! is the signature program in an array of services that help people be job-ready in the areas that employers need most. Our unique services help our clients reach their goals, but the hard work is ultimately all theirs. In the following pages you will be inspired by people from all over Northern Michigan who have put in the effort to take the next big step in their careers.



- ➔ Job Seekers
- ➔ Adult Education
- ➔ Jobs for Michigan's Graduates
- ➔ Offender Success
- ➔ Employee Retention
- ➔ Skilled Trades
- ➔ Apprenticeships
- ➔ Business Services

## Success Story

### Meet Brandon Corbin

Brandon Corbin is a U.S. Army Veteran who was first introduced to Northwest Michigan Works! during our Veterans ID Day held in the fall of 2018. Brandon is a college student that stepped forward to volunteer to assist other veterans with registering for their Veteran's identification card.

Brandon is currently working with our Traverse City based job seeker team as a U.S. Department of Veterans Affairs work-study program participant. Brandon's duties include facilitating a weekly orientation for veteran job seekers as well as conducting numerous veteran-friendly outreach activities.

Brandon will continue his work serving veterans as he interns with Northwest Michigan Works! during the final year of his college education. As a Northwestern Michigan College and Ferris State University student, Brandon will graduate in 2019 with a Bachelors Degree in Social Work and be the first in his family to earn a college degree.

"I have been working at Northwest Michigan Works! since the fall semester of 2018 with the goal of giving back by helping fellow

veterans any way I can." said Brandon. "Here at the Traverse City Michigan Works!, there is a veteran team composed of three veterans and it is continuing to grow. I am excited to have management's overwhelming support and commitment to our veterans, and I am extremely eager to expand our veteran programs as far as we can. The entire staff here at Michigan Works! is a committed team and has an immense, well-rounded wealth of knowledge."



*"I truly admire how much support and free rein we, as a team, have to contribute to and to help the veteran community."*

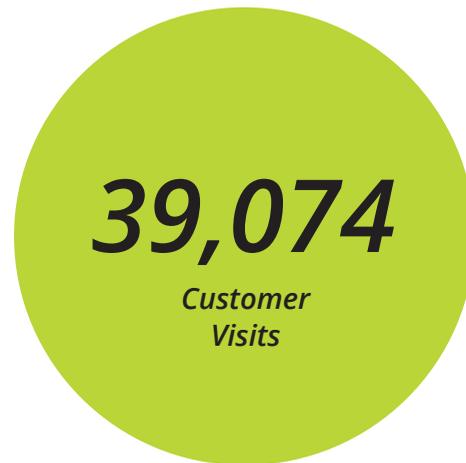
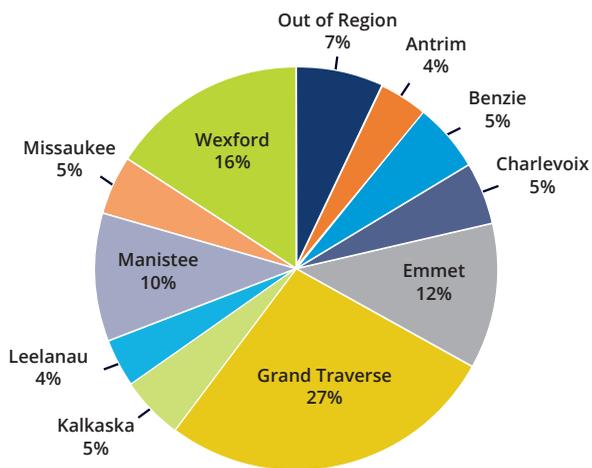
# American Job Centers Veteran Services



Service Type	Services Provided
Appointment	351
Assessment	8
Career Connection	62
Community Information	1
Fax, Phone, Copies	1
Interviewing Assistance	30
Job Fair	9
Job Search	905
Learning Lab	281
PATH	8
Résumé Assistance	402
Unemployment	1029
Veterans Workshop	141
<b>Total</b>	<b>3228</b>

# American Job Centers Job Seekers

Percentage of Customers  
by Residence County



# Success Story

## Meet David Constantine

When David Constantine began coming to Northwest Michigan Works! in Manistee, he had been working a series of seasonal jobs and wanted to move into a career as a Licensed Medical Assistant.

David received services through the Workforce Innovation and Opportunity Act's Dislocated Worker funded training program. David is in the Medical Assistant program through Bay de Noc College and says he's excited about developing a career as a Licensed Medical Assistant.

"Michigan Works! provided me with a path and direction to follow," said Constantine. "I followed it and found my future."



*The staff at Michigan Works! assisted David with a skills inventory, an interest assessment, and initializing his career pathway. They also worked with him on career research, goal setting, and résumé development.*

## PATH & WIOA

### Performance Data

Partnership, Accountability, Training, Hope (PATH)						
Participation Requirements						
Performance Standard			Actual Performance			
50%			62.2%			
Workforce Innovation & Opportunity Act (WIOA)						
Performance Indicators <sup>1</sup>	Adult	Dislocated Worker	Youth	Wagner-Peyser	Average Indicator Score <sup>2</sup>	
Employment 2nd Qtr.	98%	110%	142%	120%	117%	
Employment 4th Qtr.	117%	123%	155%	108%	126%	
Median Earnings 2nd Qtr.	110%	206%	Baseline	98%	138%	
Credential Attainment Rate	136%	117%	71%	n/a	108%	
<b>Average Program Score</b>	<b>115%</b>	<b>139%</b>	<b>123%</b>	<b>109%</b>		

1. Individual Indicator Goal: 50% rate of Achievement or above  
 2. Average Program & Average Indicator Goals: 90% rate of Achievement or above

## Success Story

### Meet Katelyn Stuckey

Katelyn Stuckey received an Impact Award from the Michigan Works! Association.

For as long as Katelyn Stuckey can remember, she has always wanted to follow in her grandmother’s footsteps and become a nurse. That dream came to an abrupt halt when three months before high school graduation, Katelyn’s best friend committed suicide. A life-changing and devastating event to Katelyn, she quit school and lost all hope of achieving her dream.

After three years, Katelyn’s dream once again came into focus when she was introduced to the Adult Career Training (ACT) program. Northwest Michigan Works! partnered with the Wexford-Missaukee Career Technical Center, Northwest Michigan Adult Education, Jobs for Michigan’s Graduates, and local employers to offer the program. ACT is a free, 18-week program where students learn skills specific to their chosen career path while working to complete their high school credential.

“I took the Certified Nursing Assistant (CNA) program head on!” said Katelyn. “It was a big step in the right direction for my nursing career. I fell in love with the whole team and everything they were doing to make everyone in the program successful.”

In addition to the CNA training, Katelyn enrolled at the Adult Education Learning Lab to work on completing her high school diploma. She also enrolled in the Jobs for Michigan’s Graduates program which provided career counseling, résumé assistance, and mock interviews.

“Katelyn consistently put in the most hours toward her education with the most dedication toward achieving her goals,” said Ryan Bruntjens, Adult Education Navigator. “During the career training, she was extremely engaged and wanted to make sure she was doing everything the best she could.”

After completing the ACT program, Katelyn was employed as a CNA with a local healthcare provider. Despite a busy work schedule, she is still working on her high school diploma and once again dreams of following in her grandmother’s footsteps as a nurse.

“I thought I was going to be a server for the rest of my life,” said Stuckey. “It’s opening a whole new world for me. You guys for sure made a big turnaround for me and I’m forever grateful.”



*Katelyn enrolled at the Adult Education Learning Lab to work on completing her high school diploma. She also enrolled in the Jobs for Michigan’s Graduates program which provided career counseling, résumé assistance, and mock interviews.*

*“You guys for sure made a big turnaround for me and I’m forever grateful.”*



# Apprenticeships

## Skills for In-Demand Jobs

### Northwest Michigan Works! Sponsored Apprenticeships:

- Account Technician
- Office Manager
- Beekeeper
- Roofer
- Carpenter
- Winemaker Production Technician
- Mechatronics
- Nursing Assistant

In May of 2018, the first two winemaker apprentices in the nation completed their Department of Labor Northwest Michigan Works! registered apprenticeship program and received their national credential.

In partnership with The Michigan Educators Apprenticeship and Training Association, Northwest Michigan Works! participated in the first statewide Apprenticeship In A Day event.

Serving as an apprenticeship intermediary, Northwest Michigan Works! ensured eight employers, representing five unique industries, collectively registered 12 apprentices in nine distinct occupations.



**171**  
*Apprenticeships  
Across the Region*



**Tim Betzold,**  
Apprentice Carpenter

# Business Resource Networks

## Employee Retention Program

In November 2018, in partnership with the Char-Em United Way, Northwest Michigan Works! launched the region's first Business Resource Network (BRN) serving employers in Charlevoix and Emmet counties. The Business Resource Network Success Coach provides job retention services to the employees of participating companies. The Business Resource Network's six participating employers are experiencing an average return on investment of 700%.

### BRN Services and Referrals

- Housing
- Substance Abuse Prevention
- Childcare
- Wellness
- Transportation
- Employability Skills
- Healthcare
- Education
- Relationship Counseling

Sandy, a BRN member employee, was living from hotel room to hotel room while exhausting her savings on temporary housing. She had become homeless and without a personal support system.

With assistance from the Northwest Michigan Works! BRN Success Coach, Sandy was able to find permanent sustainable housing.



*Sandy's Success Coach provided referrals, offered resources and made direct contact with landlords to assist with attaining a permanent home.*



# Jobs for Michigan's Graduates (JMG) Educated, Employed, and Career Bound

**JMG's Vision:** That every young adult is Educated, Employed, and Career Bound.

**JMG's Mission:** To equip young adults with the skills to overcome barriers and win in education, employment, and as citizens.

## Highlights of the year:

- Northwest Michigan Works! continued its partnership with Char-Em ISD Career and Technical Education, the Traverse Bay Area ISD Career-Tech Center, and the Wexford Missaukee Career Tech Center; reaching a record enrollment of 242 JMG students.
- 42 out-of-school young adults are enrolled in JMG receiving high school completion and career preparation services.
- 27 JMG students participated in paid work experience and internship opportunities with 17 area employers.
- The Regional JMG Leadership Day held at Camp Hayo-Went-Ha in Antrim County drew 200 area students who participated in character building, teamwork, and leadership activities.



Students at Camp Hayo-Went-Ha participating in character building, teamwork, and leadership activities during the Regional JMG Leadership Day.

**242**  
Students  
Enrolled

15 students participated in leadership development events at the regional, state, or national level.

*For the third consecutive year, our program received the National Jobs for America's Graduates "5 of 5 Award" for meeting or exceeding national standards in five categories measuring student success.*

**94%**  
High School  
Graduation  
Rate

# JOBS *for* MICHIGAN'S GRADUATES

All JMG students receive:

- Barrier removal, drop-out prevention, career preparation
- One-on-one guidance counseling
- Student-led leadership development
- Community service projects
- Adult mentoring
- Work-based learning
- College preparation and transition
- 12 months of follow-up services



Jared Piechan, a JMG student in the Char-Em ISD's Career and Technical Education Welding program at East Jordan High School, earned a national certification that means he has exceeded the national standards in welding, and obtained this workforce competency credential.



JMG students from the Char-Em ISD welding program at Pellston visited Alpena Community College, where they learned about vocational training opportunities.



From conception to installation, JMG students finished their community service project by installing a bike rack, that they welded, in the City of East Jordan.

**106**

*JMG students toured six post-secondary institutions*

*JMG students participated in 13 community service projects.*

**234**

**139**

*JMG students participated in nine employer talent tours*

# Northwest Michigan Works! Career Navigators

In close partnership with our region's four intermediate school districts, Career Navigators employed by Northwest Michigan Works! provided training, guidance, and classroom activities in support of the Educational Development Plans (EDP) required for K-12 students in our ten county area.

Beginning in elementary and continuing through high school, the EDP program creates an adaptive continuum of career awareness and exploration that culminates in students discovering successful in-demand career paths. Success is achieved by bringing together the collaborative efforts of workforce development specialists, educators and employers.



*Over 75 businesses and community partners connected through career fairs, speaking events, and mentorship opportunities.*



## 2018 Highlights

- 775 students in 17 schools received Educational Development Plan lessons.
- Over 2,900 K-12 students participated in 14 career events at 18 different schools.
- 250 high school seniors from four rural schools attended a first-of-its-kind career awareness and education fair.
- Coordinated career education for a local school district's entire K-12 student population; reached over 475 students.
- Responded to feedback from educators, employers and students; added 12 additional career exploration lessons to existing EDP curriculum.

**2,900+** *K-12 Students Participated*

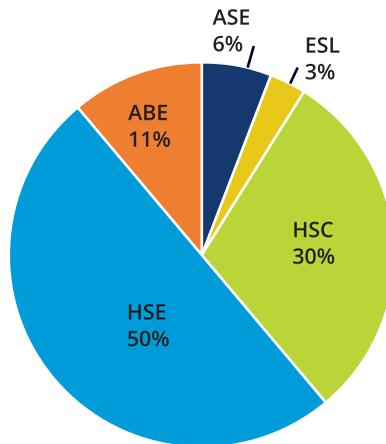
**18** *Different Schools*

## Talent Development Adult Education

Total instructional hours provided: **27,039**

### Instructional Services

80% of all instructional hours provided by Northwest Michigan Adult Education served students seeking either High School Equivalency (HSE) completion or High School Diploma Completion (HSC). The remaining 20% of instructional hours were provided to students enrolled in Adult Basic Education (ABE), Adult Secondary Education (ASE) or English as a Second Language (ESL).



### ACT CTC Pilot (Adult Career Training)

The Wexford-Missaukee CTC was one of five State of Michigan Adult Education pilots funded to CTCs in the 2017–18 school year. The purpose of the pilot was to provide adult education students with skills training in jobs available in the region. The 18-week training program included the Career Pathways in Manufacturing, Healthcare, and Hospitality. Northwest Michigan Works! partnered with the program and provided soft skills and résumé writing training, as well as mock interviews practice. 18 participants were served in the pilot. All 18 are employed, with 15 of these in jobs where they received CTC training.

### Blended Learning Options at Northwest Michigan Learning Labs

Adult Education students now have the option to complete part of their education outside of the learning lab. With over 80% of our student population employed at the time of registration, this has proven to be a great option for students. Data shows that 70% of the students enrolled used distance learning options sometime during their enrollment.

### Satellite Sites

In an effort to reach more students, services are now being offered once a month in various new communities of our region. Our adult education program is partnering with local libraries in Interlochen, Thompsonville, Lake City, Mancelona, Kaleva, and Boyne City to deliver these services.

**81** *Adult Education Students graduated with a high school diploma or GED*



*Career Pathways included in the 18-week training program included Manufacturing, Healthcare, and Hospitality.*



**18 students completed the first ever Adult Career Training (ACT) program in Northern Michigan.**

# Offender Success Program

## Serving Individuals Paroled from State Prison

The Offender Success Program works with parolees formerly incarcerated in Michigan's prison system. The program supports and connects participants to the resources and tools needed as they transition back to their home communities with the ultimate goal of becoming productive, self-sufficient citizens.

Offender Success participants receive assistance with basic needs such as obtaining identification documents, clothing, and transportation. The Offender Success program partners with area providers to ensure participants are connected to behavioral health and transition services.

### Residential Stability

- 151 individuals that would otherwise be homeless received assistance with finding and securing a place to stay.
- 33% of the program budget was spent on providing residential stability services.

### Job Placement

- 83 individuals were enrolled in job placement services and received employability skills training, job counseling, paid temporary work experience or on-the-job training.
- Average wage for Offender Success participants in unsubsidized employment statewide was \$11.03 per hour. In Northwest Michigan, the average wage was \$11.68 per hour.

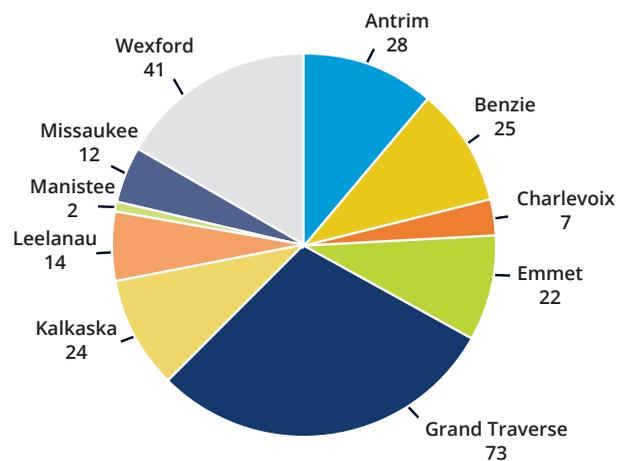
*151 individuals that would otherwise be homeless received assistance with finding and securing a place to stay.*

**29%** *Recidivism, Down from Over 50% When the Program Started*

**83** *Individuals Enrolled in Job Placement Services*

**\$11.68** *Average Wage for Offender Success Participants in Northwest Michigan*

**Number of Offender Success Participants Served by County**



## Success Story

### Meet Gary

After more than 10 years in prison, Gary was released in the fall of 2017 and returned back to his home community in Northwest Michigan. His parole agent referred Gary to the Offender Success program where he received assistance with obtaining his state identification and was enrolled in job placement services.

The Offender Success Job Developer worked one-on-one with Gary by providing job counseling, career preparation services, and advocacy with employers.

***As an employer incentive, Offender Success offered to assist with Gary's wage with Shoreline Fruit for one month. As a result, Gary started as a production worker making \$10.75 an hour.***

Offender Success continued to provide job retention services throughout this period.

Gary has now been with the company for over one year and is earning \$15.00 an hour. Gary is looking forward to continuing his employment at Shoreline Fruit and being successfully discharged from parole in 2019.

*After completing his one month Offender Success temporary work experience, Shoreline Fruit hired Gary full time. He has since earned multiple pay increases and promotions.*

**shoreline**  
**FRUIT**®

*Growers | Processors | Marketers*

*The Offender Success Job Developer worked with Gary by providing job counseling, career preparation services, and advocacy with employers.*

*Gary has been with Shoreline Fruit for over one year and is earning \$15.00 an hour.*

## Special Activities

### Business Services at a Glance

#### Missaukee/Wexford

- Hosted 35 "Employer of the Day" events
- 214 job seekers attended
- 71 individuals were hired

300 students from Wexford and Missaukee counties attended a Mock Interview Day and were able to get real-world employer feedback on their résumés and interviewing skills. 97% of the youth in attendance stated they feel they have improved job interviewing skills.



#### Antrim/Kalkaska

- Increased Manufacturing Day employer participation along the rural US-131 corridor by 300% in 2018
- Collaborated with Kalkaska Senior High School to offer the Kalkaska Career Expo that featured 54 area employers and over 600 high school students



## Special Activities

### Business Services at a Glance

#### Benzie/Manistee

- Hosted 27 "Employer of the Day" events
- Pinnacle Truck Driver Training participated in a Resource of the Day event where they brought in trucks and discussed truck driving careers

27

Employer of  
the Day  
Events

*476 job seekers  
networked with 72  
employers at the  
Northern Michigan  
Regional Hiring Event*

#### Charlevoix/Emmet

- 46 Career Connection events with 117 attendees
- 11 "Employer of the Day" events with 114 job seekers

The Northern Michigan Regional Hiring Event is being held annually as "The Largest Hiring Event in Northern Michigan".

476 job seekers networked with 72 employers. An average of 1.7 job offers were made per employer during the five hour event. A computer room was offered to job seekers wishing to complete applications. Private interview rooms were made available for employers' use. Job seekers from both in and out of state attended this event.



65

Employer of  
the Day  
Events

#### Grand Traverse/Leelanau

- 65 Employer of the Day events, 311 job seekers, 30 new hires
- 35 Career Connection events with 379 attendees
- Staff from Northwest Michigan Works! conducted a résumé workshop for 63 students of the TBAISD Manufacturing Technology Academy

TentCraft, MR Products, Cherry Republic, and Hagerty Insurance were featured during a talent attraction & retention panel discussion. The event was attended by over 50 employers and job seekers.

# Northwest Michigan Works! Skilled Trades Training Fund

Northwest Michigan Impact					
County of Business	# Awards	\$ Amount Awarded	# of Employees Receiving Training	# of New Hires	# of Apprentices
Antrim	4	\$14,780.00	43	4	2
Benzie	4	\$51,750.00	16	3	3
Charlevoix	11	\$278,544.00	331	31	16
Emmet	5	\$121,548.00	112	14	0
Grand Traverse	24	\$377,680.00	267	10	9
Kalkaska	1	\$8,625.00	7	0	0
Leelanau	4	\$15,400.00	9	0	1
Manistee	2	\$21,169.00	13	8	3
Wexford	12	\$466,604.00	749	52	4
<b>Region 2 Totals</b>	<b>67</b>	<b>\$1,356,100.00</b>	<b>1547</b>	<b>122</b>	<b>38</b>



Moving forward, the STTF will be referred to as the Going Pro Talent Fund.

## Success Story Northern Michigan Review

Northern Michigan Review in Petoskey is the home of the *Petoskey News Review*, along with several other newspapers and publications. The company’s Controller, Michelle Harrington, says when she first heard about the Skilled Trades Training Fund (STTF) from a Northwest Michigan Works! Business Liaison she wasn’t sure if the program could help the company.

“When I took the time to meet with the team and walk through our facility and for them to give us those ideas, it came to light, there were so many opportunities that we could apply for,” said Harrington.

Northwest Michigan Works! assisted Northern Michigan Review with the STTF application process and the company received \$7,650 to use for Lean Training Improvements. Harrington says they initially selected five key employees to participate in the training and they’re sharing what they’ve learned with other employees.

“We have expanded the knowledge of just those five people into half of the organization already,” said Harrington. “We’d like to touch the rest of the employees with this information in 2019 and that’s our plan.”

Harrington says the training funded by the STTF grant is already making a difference at Northern Michigan Review.

“The training that we’ve provided has saved us time in overtime,” said Harrington. “It has saved us time in how many times we touch the product every day. And that has in turn increased morale.”



# Skilled Trades Training Fund Company Testimonials



"We greatly appreciate the financial assistance provided by Michigan Works!. This allowed us to not only provide the training sooner than may have been possible without the funding, but also to train more employees."

"The Skilled Trade grant dollars will help us develop our apprentice program with more financial flexibility. The apprentice program has helped us train a person to take over winemaking responsibilities at Mawby. I will be able to focus on other aspects of the business and work with the team of trained individuals with the goal always to improve our products."



"The Horticultural Technician Training through the STTF grant was very helpful and the information I learned can be applied toward more business development opportunities with the private sector."

"The employees at Shoreline Fruit appreciated the opportunity to participate in the Lean Practitioner Group. Thanks to the STTF grant, six Shoreline Fruit employees participated in the training."

# Northwest Michigan Works!

## Business Services

Michigan Works! Business Services: Unique Companies Served by County, By Industry												
Industry	Antrim	Benzie	Charlevoix	Emmet	Grand Traverse	Kalkaska	Leelanau	Manistee	Missaukee	Wexford	Out of Region	Total
Agriculture, Forestry, Fishing	4	1		2	7	2	13	3	3	4	2	41
Mining, Oil and Gas Extraction					4			1		1	1	7
Utilities			1		10	1	1	1	2	5		21
Construction	1		3	8	31	1	4	4	3	7	2	64
Manufacturing	13	3	24	18	73	6	10	9	3	27	8	194
Wholesale Trade	2			2	18			2	1	4	3	32
Retail Trade	1	1	4	15	59	2	3	16	5	77	1	183
Transportation and Warehousing		2	1	2	10		2	2		7	6	32
Information	1			2	10		2			4	1	20
Finance and Insurance		2	1	5	12		1	2		13		36
Real Estate and Rental and Leasing				3	5	1	2			5		16
Professional, Tech Services		1	1	2	45	1	1	3	1	19	3	77
Management of Companies					2							2
Admin, Support, Waste Management	1	2		2	14	1	1	1		4	2	28
Educational Services	1		1	3	12	1	3	5	1	7	2	36
Health Care and Social Assistance		1	2	8	37		3	8	6	35		100
Arts, Entertainment, and Recreation		3	1	2	8		5	2	1	3		25
Accommodation and Food Services	2	6	6	9	22		11	12	4	36	3	111
Other Services	1	2	1	5	39		3	9	1	11	8	80
Public Administration	3		1	1	8	1	1	2	3	8	3	31
<b>Total</b>	<b>29</b>	<b>24</b>	<b>47</b>	<b>89</b>	<b>426</b>	<b>17</b>	<b>66</b>	<b>82</b>	<b>34</b>	<b>277</b>	<b>45</b>	<b>1,136</b>

“The process of reopening a completely new store would have been impossible without the assistance of Northwest Michigan Works! With the staff providing solutions to all the obstacles we faced, our ability to open up Traverse City’s local Hometown Outfitter was made possible.”

— **Samantha Gerou, Store Manager, Gander Outdoors**



# BUSINESS DEVELOPMENT

Networks Northwest has a broad sweep of unique services focused on helping businesses succeed. Ultimately, we help improve business results — sales growth, reduced costs, and higher profitability. Maybe that’s why our business clients continue to work with us over many years. These clients impress us every day with their hard work and creativity as business leaders. As you read through the following client success stories, we hope you, too, are impressed.



- ➔ *Small Business Development Center*
- ➔ *Northwest Michigan Procurement Technical Assistance Center*
- ➔ *Global Trade Alliance*
- ➔ *Success Stories*

## Small Business Development Center 2018 Regional SBDC Data & Metrics

Location of Business	Customer Count (Distinct)	% Total of Companies Served
Antrim	17	6%
Benzie	16	6%
Charlevoix	15	5%
Emmet	24	9%
Grand Traverse	113	41%
Kalkaska	13	5%
Leelanau	23	8%
Manistee	25	9%
Missaukee	10	4%
Wexford	15	5%
Other	8	3%
<b>TOTAL COMPANIES SERVED</b>	<b>279</b>	<b>100%</b>



- ➔ Jobs Retained: 70
- ➔ Jobs Created: 96
- ➔ New Business Starts: 24
- ➔ Sales Increase: \$2,498,179.00 (23 clients)
- ➔ Consulting Hours: 2,092.63



## Success Story

### Meet Inhabitect LLC

Nate Griswold first began working with the Michigan Small Business Development Center (MI-SBDC) in early 2013 when he was just getting serious about making the official leap of leaving a steady career with a comfortable salary to starting his own business, Inhabitect LLC, in Traverse City. He had the know-how and expertise but he was new to the concept of being an entrepreneur. Nate has received more than 160 hours of business consultation, support, and training in the past six years. “We love clients like Nate,” said the SBDC Regional Director. “It’s exciting to see new entrepreneurs who are very good at something turn their dreams of owning their own business into a successful and (in Nate’s case) well-known and respected brand throughout the region and state!”



Inhabitect is a full-service firm devoted to designing, building, and growing all forms of living architecture from green roofs to ground-level landscaping. Over the years, Nate has grown Inhabitect’s comprehensive services to encompass all aspects of every stage of the process — initial planning, project design and budgeting, materials and plant selection, procurement and installation, as well as establishment and maintenance. In true form, Nate is planning for continuous success.

“We are in the process of building a headquarters in Leelanau County,” said Griswold. “SBDC played a vital role during the financing process for this building. We could have not received the loans that we did without the assistance of these business growth services. The SBDC team helped us organize and prioritize our business books and we were able to show clear history and earning potential. We thank all members of the SBDC business growth team. Inhabitect has been working with this team since we started in 2013 and this has been a tremendous asset to our company. 2018 is shaping up to be our biggest year yet! We have doubled our sales from 2017 and hope to break the \$1 million dollar mark in the 2019 calendar year. We look forward to continuing to grow the “green collar” workforce in

the State of Michigan and hope to continue working with SBDC as we move towards our dreams. There are many challenges when it comes to starting a specialized construction business — the main challenge is staffing. This burden is reduced when I have the ear of SBDC.”



***“We could have not received the loans that we did without the assistance of these business growth services. The SBDC team helped us organize and prioritize our business books and we were able to show clear history and earning potential.”***



***Inhabitect has received over 160 hours of business consultation***

## Northwest Michigan Global Trade Alliance



Networks Northwest completed their first year of a five year contract as the Regional Export Network (REN) host for all of Northern Lower and the Upper Peninsula.

Operating under the auspices of the Global Trade Alliance, we help to promote the international trade services of the MEDC and to connect area businesses to various local resource providers who provide exporting assistance.

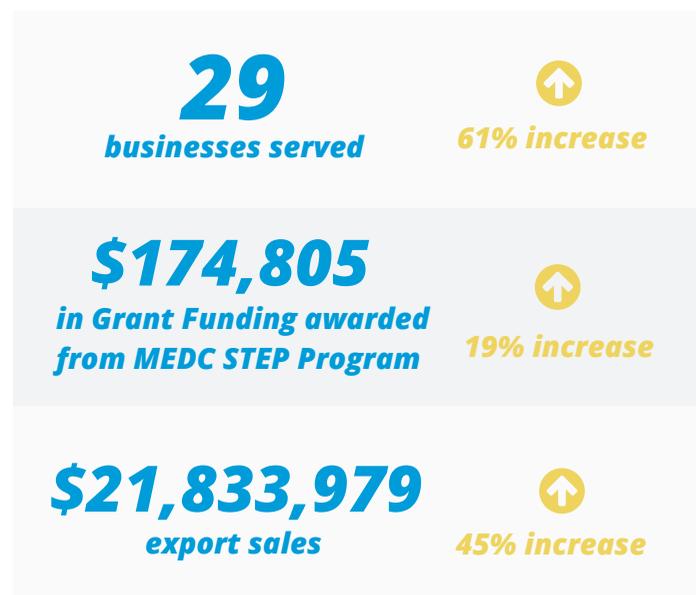
In 2018, GTA organized five trainings and workshops in both the Lower and Upper Peninsula geared toward helping companies that are new to exporting and preparing businesses for international trade shows.

Global Trade Alliance also increased collaboration and information sharing among partners and resource providers in the region: Michigan Economic Development

Corporation, Grand Traverse Area Manufacturing Council, International Affairs Forum, Northern Initiatives, Northern Michigan Chamber Alliance, Procurement Technical Assistance Center, Small Business Development Center, and Michigan Works! Business Services.

Through our close partnership with our regional MEDC International Trade Manager, our region's businesses were able to connect to additional resources and grant funding to support their exporting activities.

## Northwest Michigan Global Trade Alliance Clients



# Procurement Technical Assistance Centers

## Northwest Michigan PTAC

PTAC provides assistance to businesses interested in doing business with state and federal government agencies.

The mission of the Procurement Technical Assistance Centers (PTAC) is to enhance national defense and the economic development of the State of Michigan by helping area business secure local, state, and federal government contracts.

The Northwest Michigan PTAC serves the entire Upper Peninsula and the 10 counties throughout Northwest Michigan.



**3 Offices Serving  
25 Counties**

The Northwest Michigan Procurement Technical Assistance Center is funded in part through a cooperative agreement with the Defense Logistics Agency and in part by the Michigan Economic Development Corporation (MEDC).

### 2018 Stats

- 396 Jobs Created or Sustained from Client Contract Award Dollars (\$200,000 in Contract Awards Equates to one Job)
- 38 Events
- 1,170 Counseling Hours

**\$79.2**  
Million Contract  
Award Dollars



### Special Events

- Complying with Department of Defense Cybersecurity Requirements
- General Dynamics & PTACs of Michigan Industry Day
- How to do Business with the U.S. Forest Service
- How to do Business with the National Park Service
- How to do Business with the Department of Veteran Affairs
- Space Symposium: A Commercial and Defense Opportunity?



***“Working with my local PTAC is enabling my business to compete in the federal marketplace. With the guidance and assistance of the PTAC, I am able to navigate through the sea of federal guidelines and regulations, making DreamLab Industries a strong national competitor in the additive manufacturing sector.” — Brandon M. Williams, CEO, DreamLab Industries LLC, Traverse City***

## Success Story

### Meet Northern Wings

Dave Goudreau started Northern Wings in 2001 as an aircraft wheel and brake repair shop in a pole barn in Engadine, Michigan. Over the years, the business has evolved and is now an aerospace and military support system based in a custom built facility in Newberry.

“We take it from top to bottom,” said Goudreau. “We can assist you in any measure of maintenance, repair, supply chain, etcetera. We’ll import/export, we’ll manage your repairs, we’ll manufacture parts. We deliver them on time, on target, regardless of where you are in the world.”

Goudreau says starting and growing Northern Wings would have been “virtually impossible” without the assistance of the Procurement Technical Assistance Center (PTAC). His first connection to the PTAC was through a series of seminars when he was starting the business. Since then, Northern Wings has received technical assistance from the PTAC and has been involved with government contract training on a variety of topics including cybersecurity and ITAR.

“I don’t know that there are very many employees here who haven’t been touched by some level of PTAC training and/or orientation,” said Goudreau. “I always relate it to learning a different language and a different culture. There’s only one way to do it and that’s go to the PTAC and learn how to speak their language.”

The success they’ve had as a business and their work with the PTAC has earned Northern Wings recognition as Michigan’s Government Contractor of the Year.

“It means a lot, and it’s primarily for the employees,” said Goudreau. “It kind of shows that, as we call it, we’re the anomaly in the wilderness, and that we can succeed.”



***“I don’t know that there are many employees here who haven’t been touched by some level of PTAC training and/or orientation.”***  
***— Dave Goudreau, Northern Wings***



***Northern Wings has received technical assistance on topics such as cyber security and international sales***

# COMMUNITY DEVELOPMENT

Northern Michigan communities and their leaders are facing a multitude of new challenges — from housing and childcare shortages to changing economic conditions and strained infrastructure. The Networks Northwest Community Development team helps local leaders understand these challenges and develop plans and approaches to deal with them. We listen to what leaders, taxpayers, and community members want, and we support them in taking first and best next steps.

As you read the following pages, we hope you gain an appreciation for the resourcefulness and tremendous leadership of our Northern Michigan communities. We are so proud to work with them!



- *Success Story*
- *Data & Research*
- *Transportation Planning*
- *Housing Technical Assistance*
- *Local Government Technical Assistance*

## Success Story

### Meet the Village of Elk Rapids

Elk Rapids Assistant Village Manager Caroline Kennedy has been in her role for three years. One challenge of local community leaders is delivering high service levels to citizens while maintaining a limited budget.

“A partnership with Networks Northwest allows our small community to do all kinds of things for which we don’t have staff. We are experiencing a high retirement rate among our department heads. Networks Northwest has helped us identify and define the roles and responsibilities of new hires while directly providing planning services so we can take our time finding the best people. They also identified an independent provider of zoning services for us. Networks Northwest provided our 5-year Community Recreation Plan and led our Village Council in strategic planning, resulting in 2019-20 goals and objectives in seven key areas—helping to identify how the community wants to develop. Current plans get us all on the

same page and positions us to win state and federal grants for infrastructure projects to improve Elk Rapids. The Networks Northwest Community Development team does professional, experienced work at rates well below what we would pay for outside consultants. They are respected experts at what they do with no agenda other than to help our community succeed. Working with Networks Northwest lets me provide better service to taxpayers and the Village Council. I value this partnership!”



# Community Development Transportation Planning

Networks Northwest collaborates on an annual basis with the Michigan Department of Transportation and local road commissions to visually evaluate the condition of roads using the PASER (Pavement Surface Evaluation and Rating) system. Specific evaluation criteria for concrete, seal coat, asphalt, composite, brick, and gravel roads which are scored on a 1-10 linear scale. The scoring of roads helps with tracking road conditions, measuring the effectiveness of past improvements, and deciding what improvements are needed where and when. In 2018, over 2,900 miles of local roads were inventoried.

Over the past five years, the condition of the ten county's primary road systems as rated either good, fair, and poor conditions have remained about the same. The same cannot be said for the federal aid roads and the streets in the four small urban areas of Cadillac, Manistee, Petoskey, and Traverse City. For the federal aid roads, the number of roads in the poor category increased by nine percentage points for 2018, and overall 51% of the roads in the small urban category are considered to be in poor condition.



*In 2018, PASER inventoried over 2,900 miles of roads in Northwest Michigan*



*51% of the roads in the small urban category are considered to be in poor condition*

### Federal Aid Roads

	Poor	Fair	Good
2018	43%	34%	24%
2017	32%	37%	30%
2016	29%	45%	26%
2015	30%	51%	18%
2014	27%	54%	19%

### City Average

	Poor	Fair	Good
2018	51%	29%	20%
2017	47%	25%	28%
2016	52%	29%	20%
2015	43%	38%	19%
2014	44%	38%	18%

# Community Development

## Local Technical Assistance



Networks Northwest has been providing facilitation support for the Housing Solutions Network (HSN) for many years. The HSN is an informal network made up of representatives from nonprofit housing organizations, funders, lending institutions, real estate, local government, and other housing stakeholders that have collectively worked to provide educational resources and build awareness of housing issues.

For the past several years, the group has focused on convening partners at an annual Housing Summit, and on building

regional capacity for housing solutions through the creation of an independent regional organization. In 2018, funding was provided by Rotary Charities of Traverse City and the Frey Foundation to create a new nonprofit that would implement solutions related to advocacy, communication, and technical support for developers and communities. That new entity is Housing North, and the HSN can celebrate an important success: raising and leveraging resources to address the region’s housing issues from an innovative, systems-oriented approach in a way that builds institutional and organizational capacity.

Going forward, Networks Northwest will continue to support housing by updating the ten-county Housing Target Market Analysis report that has helped bring municipalities and developers together in the name of housing. Networks Northwest will continue to sponsor and organize the successful annual Housing Summit by assisting local governments and their efforts to provide for a sustainable and diverse inventory of housing types.

### Fee-for-Service Activities

- Over the course of 2018, Community Development has expanded the number of communities in which they provided ongoing planning and zoning services on a monthly basis. This involves serving as a staff planner and in some cases providing zoning administration, as well.

#### Planning

- Benzie County
- Cities of Charlevoix and East Jordan
- Village of Elk Rapids
- Townships of Bingham and Suttons Bay

### Zoning Administration

- Cities of Charlevoix and East Jordan
- Community Development has partnered with three communities who are seeking certification as a Redevelopment Ready Community through a Michigan Economic Development Corporation program.

**Cities of Charlevoix,  
Cadillac, and East  
Jordan**



2018

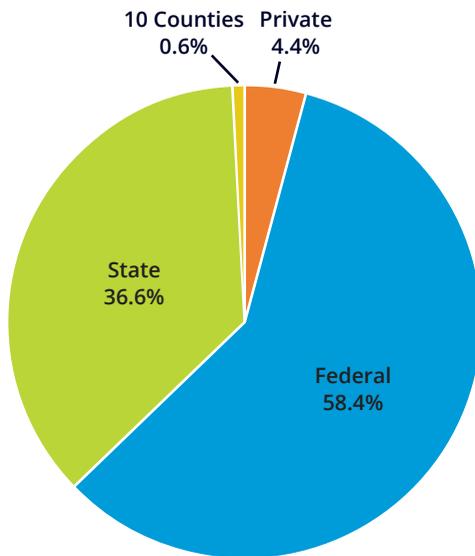
# Financial Summary



Both of our legal entities, Networks Northwest and Northwest Michigan Works! Inc., received FY18 audits that contained no significant deficiencies of any kind.

## Revenue by Source

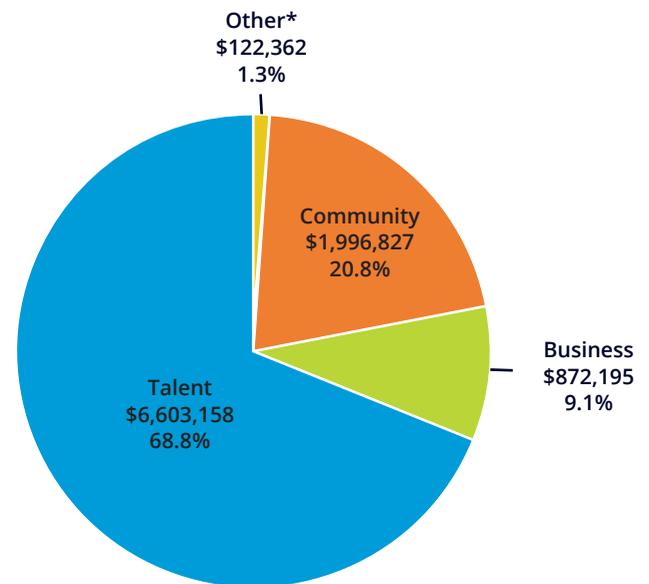
Fiscal Year Ending 9/30/2018



## Expenditures by Service Category

Fiscal Year Ending 9/30/2018

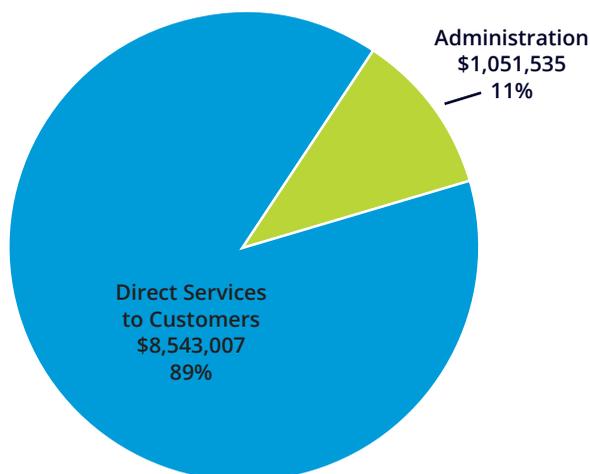
Total: \$9,594,542



\*Reserve Fund; Leave Fund: Pass-through funds

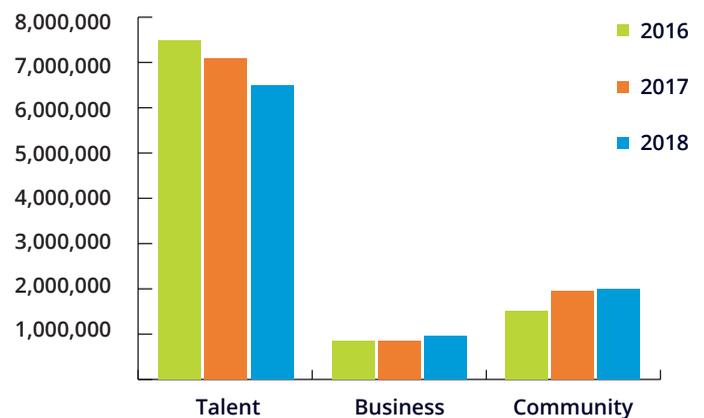
## Expenditures by Function

Fiscal Year Ending 9/30/2018



## Budget

2016 - 2018



# Networks Northwest

## Regional Prosperity Board Members in 2018

PUBLIC SECTOR	PRIVATE SECTOR	OTHER SECTORS
<p>Ed Boettcher, Antrim County Commissioner</p> <p>Coury Carland, Benzie County Commissioner</p> <p>Chris Christensen, Charlevoix County Commissioner</p> <p>John Stakoe, Emmet County Commissioner</p> <p>Stuart McKinnon, Kalkaska County Commissioner</p> <p>Tom Mair, Gr. Traverse County Commissioner</p> <p>Ty Wessell, Leelanau County Commissioner</p> <p>Richard Schmidt, Manistee County Commissioner</p> <p>Dean Smallegan Missaukee County Commissioner</p> <p>Michael MacCready, Wexford County Commissioner</p> <p>Michael Cain, Manager, City of Boyne City</p> <p>Josh Mills, Manager, City of Frankfort</p> <p>Caroline Kennedy, Assistant Village Manager/ Clerk, Village of Elk Rapids</p> <p>Doug Mansfield, Mi. Township Assoc.</p> <p>Alan Cooper, Manager, Wexford Co. Road Commission</p> <p>Jim Cook, Manager, Gr. Traverse Co. Road Commission</p> <p>Bill Kennis, Executive Director, Benzie Transportation Authority</p>	<p>Jim Barnard, Owner, Barnard Engineering, Bellaire</p> <p>Paul Hresko, Human Resources Director, Armor Express, Central Lake</p> <p>Betty Workman, Owner, Vacation Trailer Park &amp; Sales, Benzonia</p> <p>Lee Ballard, HR Director, Ebels Family Store</p> <p>Joe Moch, CEO, Acat Global, Charlevoix</p> <p>Amanda Haworth, Human Resources Director, Boyne Resorts, Boyne City</p> <p>Gary Fedus, President &amp; CEO, Mitchell Graphics, Petoskey &amp; Traverse City</p> <p>Sue Peters, VP for HR, Munson Healthcare System, Traverse City</p> <p>Ken Osborne, Vice President, Boride Engineered Abrasives, Traverse City</p> <p>Kelli Stepka, Human Resource Manager, Cherry Republic</p> <p>Doug Parkes, Co-Owner, Kellie's Hallmark Shop, Manistee</p> <p>Kim Weckesser, Director Human Resources, West Shore Medical Center</p> <p>Tom Vine, Plant Manager, Viking Energy, McBain</p> <p>Ken Bollman, President, Sabre Tool, Cadillac</p> <p>Leslie Nowlin, HR Systems Administrator, Group Beneteau</p> <p>Mike Powers, Energy Solutions Consultant, Keene Technical Solutions, regional</p> <p>Doug Luciani, President of TC Area Chamber of Commerce; Northern MI Chamber Alliance, regional</p> <p>Chris Warren, General Manager, Midwestern Broadcasting Co., regional</p> <p>Nicole Sulak, CPA, Munson Healthcare, regional</p> <p>Mike Ascione, CEO, American Waste, regional</p> <p>Jamie Al-Shama, Bay Construction, regional</p> <p>Stacie Bytwork, Executive Director, Manistee Area of Chamber of Commerce</p> <p>Mike Groleau, Co-owner/Project Manager, RJG, Inc.</p> <p>Chuck Lombardo, Director of Marketing &amp; Communications, Northern MI Chamber Alliance</p> <p>Kim Pontius, CEO, Traverse Association of Realtors</p> <p>Doug Rath, Graceland Fruit, Inc.</p> <p>Diane Allington, Owner, Master Craft Extrusion Tools, Inc</p> <p>Elizabeth Dewey, Human Resources Manager, Kalkaska Screw Products, Inc.</p>	<p>Tim Nelson, President, Northwestern Michigan College (post-secondary education)</p> <p>Andy Hayes, President, Northern Lakes Economic Alliance (economic development)</p> <p>Eric Bachmann, District Manager, Michigan Rehabilitation Services (rehabilitation)</p> <p>Bob Scheele, Vice President, Central Labor Council (labor)</p> <p>Clint Steele, Pipefitter, UAW Local 85 (labor)</p> <p>Kristine Lagios, Director, Manistee-Benzie Dept. of Human Services (human services)</p> <p>Jane Korthase, HR Director, Grandview Medical Care (community based organizations)</p> <p>Steve Perdue, President &amp; CEO, Grand Traverse Industries (community based organizations)</p> <p>Jim Smith, Controls Designer, Tool North, Inc. (apprenticeships)</p> <p>Charles Welch, Parole Supervisor, MDOC (corrections)</p>