



Workforce Innovation & Opportunity Act: Regional and Local Plans

Northwest Region

Program Year 2016 – 2020

Networks Northwest is a regional organization covering the ten counties of Northwestern Lower Michigan, providing programs and services in the areas of Talent, Business, and Community Development. We serve as the region's economic development Collaborative Development Council, the Regional Planning organization, the Michigan Works! Agency, and the state's first Regional Prosperity Board. The Workforce Innovation & Opportunity Act (WIOA) represents a significant proportion of the agency's funding and service mix; additional, partner and correlating programs also fall under the Networks Northwest umbrella. It is the goal of the agency to leverage all funding sources for their highest and best use, to achieve efficiencies in administration, while providing the highest quality services to the individuals and employers in the region.

This plan outlines both the regional strategies and the local area operations related to WIOA. Many of these elements are interrelated with multiple other services, provided internally and/or externally. One of the hallmarks of Networks Northwest is collaboration in public-private partnerships. This is certainly the case of implementing WIOA, the process used to develop these strategies, and the future of providing workforce development services.

The mission of Networks Northwest is to build stronger communities and enhance the quality of life in Northwest Michigan by providing a regional framework for effective collaboration among integrated service networks, and by directly providing services related to talent, business, and community development. This dual role of regional leadership and convener of networks at a strategic level, along with frontline operations, makes us uniquely positioned to lead regional conversations and strategy development related to talent.

As such, the Regional and Local Plans for Northwest Michigan's implementation of the Workforce Innovation & Opportunity Act, effective from Program Year 2016 through 2020, were submitted in 2016. Pursuant to the State of Michigan's Talent Investment Agency instruction, Policy Issuance 16-02 change 1, the plans have been updated as of June 30, 2018.

Contents

[Planning Process](#)

[Regional Analysis](#)

[Population Information](#)

[Labor Market Information](#)

[Geographic Factors](#)

[In-demand Skills](#)

[Skills for In-demand industries and occupations](#)

[In-Demand Industry Sectors](#)

[Advanced Manufacturing](#)

[Agriculture](#)

[Energy, Construction and Transportation](#)

[Healthcare](#)

[Hospitality](#)

[Information and Business Services](#)

[Regional Workforce Development Activities](#)

[Regional Strategies](#)

[Serving the Hardest to Serve](#)

[Employer Engagement](#)

[Career Pathways](#)

[Increasing Awareness of In-demand Occupations](#)

[Veterans Services](#)

[Apprenticeship](#)

[Sector Initiatives](#)

[Coordination of Supportive Services](#)

[Coordination with Economic Development](#)

[Collaborative Development Council](#)

[Regional Prosperity Board](#)

[Performance Measures – Regional Negotiation](#)

[Labor Market Data and Economic Conditions](#)

[Strategic Vision](#)

[Alignment of Local Resources and across Core Programs](#)

[Workforce Development System](#)

[Programs](#)

[Self-Directed Services](#)

[Career Services](#)

[Veterans Services](#)

[Vocational Rehabilitation Counseling](#)

[Training Services](#)

[Youth Services](#)

[Business Services](#)

[Local Coordination](#)

[Access to Services](#)

[Employer Engagement using Sector Initiatives](#)

[Advanced Manufacturing](#)

[Agriculture](#)

[Automotive, Transportation and Construction](#)

[Healthcare](#)

[Hospitality](#)

[Information and Business Services](#)

[Coordination with Unemployment Insurance Programs](#)

[Coordination with Economic Development Services](#)

[Collaborative Development Council](#)

[Joint Retention Visits](#)

[Business Enhancement Teams](#)

[Entrepreneurial skills](#)

[One-Stop Delivery System](#)

[Adult and Dislocated Worker Employment & Training Activities](#)

[Career Services, Basic and Individualized](#)

[Training Services](#)

[Youth Workforce Investment Activities](#)

[Out-of-School Youth](#)

[In-School Youth](#)

[Waivers](#)

[Coordination with Education](#)

[Supportive Services](#)

[Coordination with Supportive Services](#)

[Coordination with Employment Services](#)

[Coordination with Adult Education](#)

[Memoranda of Understanding \(MOUs\) and Infrastructure Funding Agreements \(IFAs\)](#)

[Grant Recipient](#)

[High-Performing Board](#)

[Individual Training Accounts](#)

[Public Comment](#)

[Technology Integration](#)

[Priority of Service](#)

[Rapid Response](#)

[Appendix A: Hot Jobs Report](#)

[Appendix B: Workforce Development Board Strategic Agenda](#)

[Appendix C: Strategic Agenda List of Activities](#)

[Appendix D: CPR \(Completion, Placement, Retention\) Matrix](#)

[Appendix E: Occupational Training Checklist and Occupational Training Agreement](#)

[Appendix F: Local Policy defining Youth Who Need Additional Assistance](#)

[Appendix G: Local Supportive Services Policy](#)

[Appendix H: Memorandum of Agreement regarding Adult Education collaboration](#)

[Appendix I: Networks Northwest Board Vision and Mission](#)

[Appendix J: Local Policy on Priority of Service](#)

[Appendix K: Local Rapid Response Policy](#)

[Appendix L: Individual Training Accounts Local Policy](#)

[Appendix M: Michigan Training Connect Local Policy](#)

[Appendix N: Employment Services Plan](#)

I. Workforce Innovation & Opportunity Act Regional Plan

Planning Process

In 2014, Networks Northwest coordinated a robust, comprehensive, and region-wide public input campaign to explore several factors that make a region prosperous and resilient. This effort aligned with Governor Snyder's call for Regional Prosperity Plans, and the result was a series of reports called [Framework for Our Future](#). Each of the reports, along with supplemental documents, focus on 9 key community topics:

- **Growth & Investment**, including a Community Placemaking Guidebook, an inventory of Commercial Corridors, and a seasonal population analysis;
- **Housing**, including inventory of housing stock by county, target market analyses by county, and a guide for employers seeking to provide housing supports to their workforce;
- **Transportation**, including a regional Transportation Improvement Plan, a report of access to non-emergency transportation for health care needs, and a Citizen's Guide to Transportation Planning;
- **Arts & Culture**;
- **Recreation**;
- **Natural Resources**;
- **Talent**, including a needs assessment of manufacturing companies in the region, and a report of in-demand occupations;
- **Healthy Communities**;
- **Food & Farming**.

Links to each of the reports and supporting documents listed above can be found at <http://www.networksnorthwest.org/community/current-projects/framework-for-our-future.html>.

Collectively, these reports comprise the Regional Prosperity Plan for Northwest Michigan. The collaboration necessary to evaluate the relevant data, develop strategies, and identify potential resources for implementation was unprecedented. Dozens of organizations were involved in creating the plans, through stakeholder input and public awareness activities.

Primarily, local partners took part in the planning activities through participation in networks that focus on the topic area. These networks are convened by Networks Northwest, with the exception of Arts & Culture and Food & Farming. However, all networks participated and supported the process.

In order to adequately plan for coordinated and effective WIOA services, the Networks Northwest board served as the network for the Talent topic. Board membership is comprised of multiple WIOA partner agencies, and includes representation from all four core WIOA programs. Additional membership represents supportive services agencies, local units of government, philanthropic organizations, and in-

demand industry sectors. The board's leadership in the region is recognized and respected partially because of its vast membership and robust representation of the communities served.

Public input sessions for purposes of the Regional Prosperity Plan were focused on challenges identified by the board, and potential strategies included in the Board's Strategic Agenda (see the Strategic Vision section in the Local Plan). Members of the public were given a structured opportunity to brainstorm new strategies for solving Talent Development challenges, such as the occupational skills gap, barriers to employment, and talent attraction.

In order to garner input from groups that represent the full scope of the region's population, the following public input mechanisms were used:

- Focus Groups with migrant and seasonal farmworkers, senior citizens, low-income groups, and single parents;
- Online public comment, conversation, and brainstorming;
- Public Input "Expos" held during afternoon and evening hours at accessible locations throughout the region;
- Talent Lunches with local employers.

Networks Northwest partnered with the Traverse Bay Poverty Reduction Initiative to encourage and ensure public participation by individuals living in poverty at any and all public input opportunities. A partnership was also formed with the Disability Network, who facilitated participation by people with disabilities.

These numerous and varied public input opportunities informed both the Regional Prosperity Plan and the WIOA Plan. In addition to the process described above, the Networks Northwest board further explored several aspects of WIOA, especially those that mean change in programming for the region. They held focused conversations on the following priority areas:

- Youth program changes
- Serving the Hardest to Serve
- Employer Engagement
- Industry-Recognized Credentials
- Career Pathways

The Title IV core WIOA program provider, Michigan Rehabilitation Services, is represented on the board and so participated in the process. Title II Adult Education is also represented on the board and participated. However, additional engagement was conducted with the MRS district manager and the Adult Education coordinator to emphasize core program involvement.

The numerous aspects of this process, thorough exploration of these issues, and subsequent creative brainstorming have informed the strategies, program design, and goals of this plan.

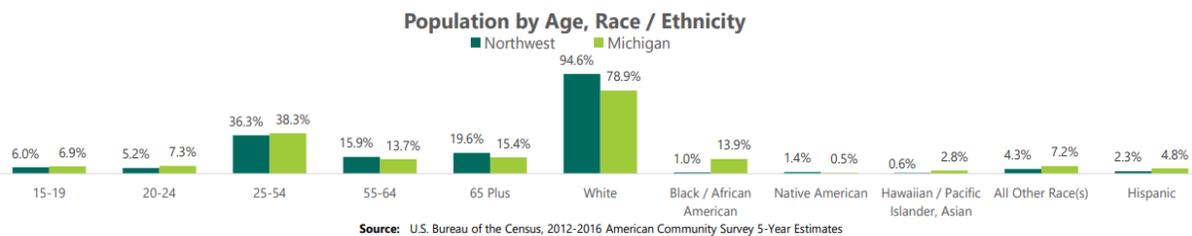
Regional Analysis

Below is an analysis of regional labor market data and economic conditions. This analysis includes existing in-demand industry sectors and occupations, the employment needs of employers in those sectors, as well as labor market data, trends, educational levels, and more.

Population Information

The population of the Northwest region, consisting of ten counties, is 305,000 according to the latest estimates from the U.S. Census Bureau. The population has grown in the last five years by approximately 6,300 people, or 1.7% between 2011 and 2017, a larger increase by percentage than the state overall which gained less than 1% over the same period. Nationwide, the population rose by 4.5%. Most of the increase in population for the region occurred in Grand Traverse County, which grew by 3.8%, or 3,500 people. Manistee County actually lost population, seeing the largest decline in the region of 1.4%, representing 300 residents¹. Overall in the region, however, the population is expected to increase by 1.3% over the next 5 years, adding almost 4,000 people.²

The nature of the increases in population is important to note, as it has significant ramifications for the workforce. Although the overall population increased, most of the increase occurred among older workers and those at or beyond retirement age. The population of working age residents actually decreased. The ramifications of these changing demographics mean that our region has a higher demand for services, but fewer workers to meet that demand. The chart below shows the population by age, race and ethnicity cohorts.



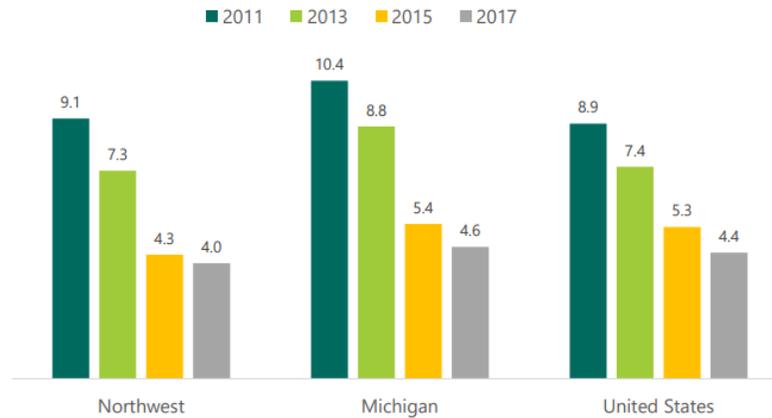
Labor Market Information

The unemployment rate in 2017 for the Northwest Michigan region was 4.0%. This was slightly lower than both the state’s rate of 4.6% and the national rate of 4.4%. The counties within the region range from a low of 4.0% in Grand Traverse to a high of 7.6% in Antrim. The trend over time, however, is consistent with both state and national decreases since 2011.¹

¹ Department of Technology, Management and Budget (DTMB), US Bureau of Labor Statistics, 2018

² EMSI 2018

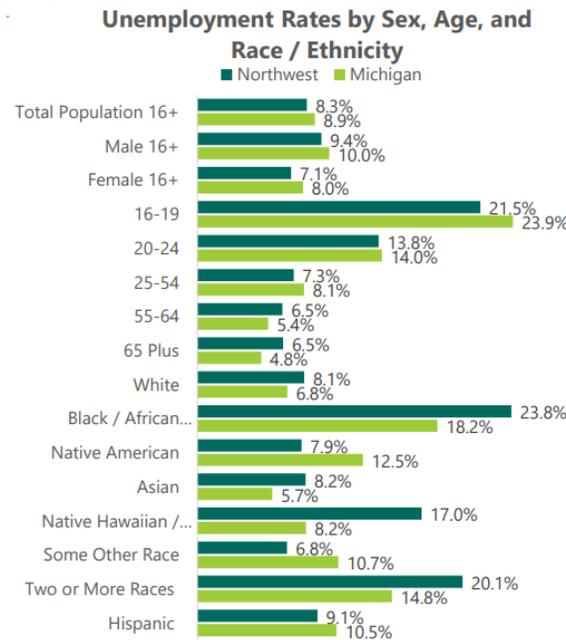
Unemployment Rates



Source: DTMB, Bureau of Labor Market Information and Strategic Initiatives, Local Area Unemployment Statistics (LAUS)

In Northwest Michigan, the labor force measured 150,000, up about 2,500 from 2015. While the trend is in the positive direction, this number is still significantly lower than it was before the recession.² This loss of workforce in the region is one of several reasons that employers are currently struggling to find qualified candidates for their open positions.²

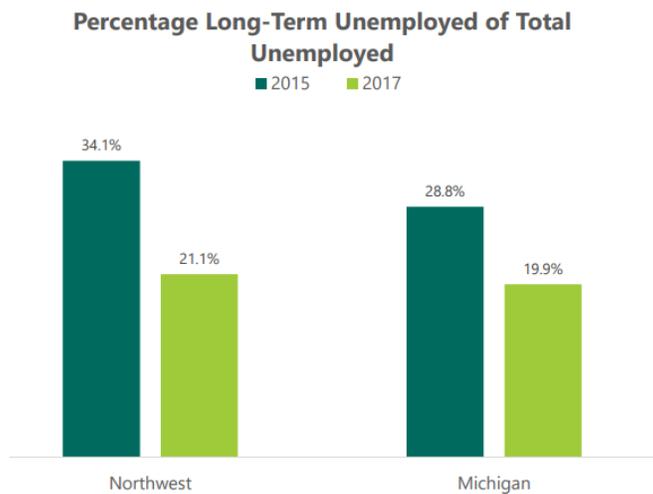
It is important to look in more detail at unemployment indicators, in order to fully understand the nature of the workforce. Unemployment rates are higher for youth and young adults in our region, and significantly higher for African and Native American minorities. All racial minorities have a higher unemployment rate than the overall population.



Source: U.S. Bureau of the Census, 2012-2016 American Community Survey Five-Year Estimates

² Department of Technology, Management and Budget (DTMB), US Bureau of Labor Statistics, 2018
 Networks Northwest WIOA Regional and Local Plan, updated 6/30/18

During the recession, long-term unemployment was high. In 2015, 34% of all unemployed individuals were out of work for 27 weeks or more. Long-unemployment has decreased to 21% in 2017. However, even with this 13% decrease, the long-term unemployment rate is still higher than the statewide average of 19.9%. This may be explained by the seasonal nature of the tourism portion of the economy in the region.³ Still, the long-term unemployed rate in Northwest Michigan rates as the second highest of all prosperity regions.



Source: DTMB, Bureau of Labor Market Information and Strategic Initiatives

Approximately 45,000 people in the region report having a disability that limits or interferes with their activities of daily living. A significant proportion of them, 42%, are 65 years of age or older. Very few are minorities, with African American and Hispanics at 1% and 2% respectively.⁴ This indicates opportunity to provide employment to those with a disability, and to assist employers in filling their open positions.

The number of individuals receiving any kind of public assistance during 2017 was roughly 9,000. Public assistance includes food assistance, child welfare, utility support, as well as cash assistance. The majority of assistance program registrants are in the prime working age of 22 to 44 (about 64%), while approximately 86% of the registrants are White and 1.5% are Black or African American.⁵

The poverty rate was 13% of the total population in 2016. This is 3 percentage points below the state’s poverty rate. Almost all demographic groups follow this trend, with lower poverty rates in our region than at the state level. However, all racial minorities have significantly higher poverty levels than the Caucasian population.⁶

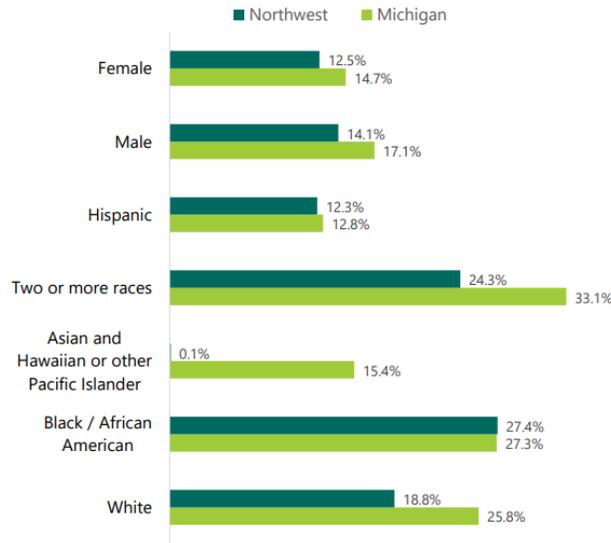
³ BLMISI, 2016

⁴ BLMISI, 2016

⁵ Michigan Department of Health and Human Services (MDHHS), 2014

⁶ US Bureau of the Census, 2012-2016 American Community Survey Five-year Estimates

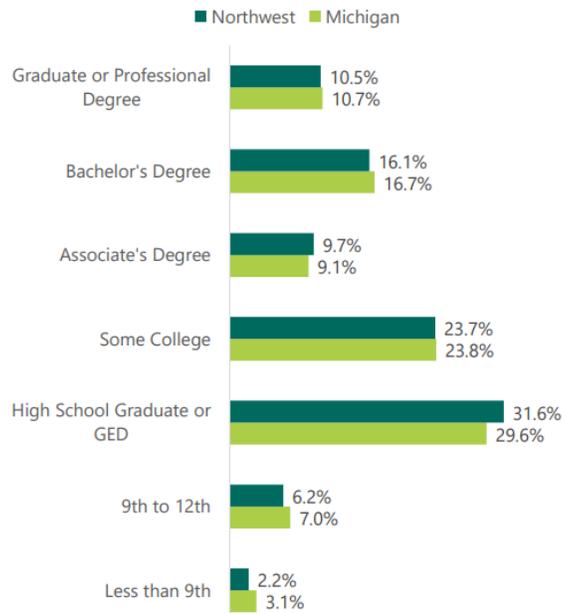
Poverty by Sex and Race / Ethnicity



Source: U.S. Bureau of the Census, 2012-2016 American Community Survey Five-Year Estimates

The skills and abilities of the region’s workforce are indicated by several factors, one of which is educational attainment. The Northwest region is on trend with state averages regarding attainment of educational milestones. We are slightly higher than the state for percentage of individuals with a high school diploma or GED, and slightly lower than the state average for those with a Bachelor’s Degree.⁷

Educational Attainment



Source: U.S. Bureau of the Census, 2012-2016 American Community Survey Five-Year Estimates

⁷ US Bureau of the Census, 2010-2014 American Community Survey Five-year Estimates
 Networks Northwest WIOA Regional and Local Plan, updated 6/30/18

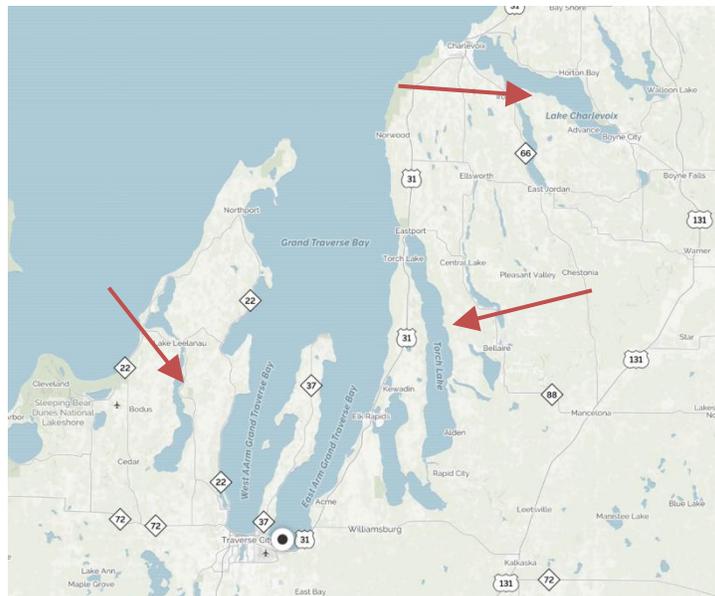
Geographic Factors

The ten-county region of Northwest Michigan is rural in nature and geographically expansive, totaling more than 4,700 square miles, not including the numerous inland lakes and rivers. Because it is so large, the local area has divided the region into sub-regions, as follows:

- **North:** Charlevoix and Emmet Counties;
- **Middle:** Leelanau, Grand Traverse, Kalkaska, and Antrim Counties;
- **South:** Wexford and Missaukee Counties; and
- **West:** Benzie and Manistee Counties.

These subdivisions allow for easier planning and program delivery. The counties assigned to each subdivision follow the labor shed and commuting patterns for the area.

In addition to the vast size of the region, commuting and transportation in general are complicated by scattered bodies of water. For instance, Lake Charlevoix in Charlevoix county runs Northwest to Southeast across the county, Torch Lake runs North to South in Antrim County, and the North and South arms of Lake Leelanau split part of Leelanau County in two. These numerous bodies of water present significant challenges both for commuters and for companies transporting goods to and from the area. Examples such as these are abundant throughout the region.



In-demand Skills

Networks Northwest has developed and refined a demand-driven, employer needs-based strategy for design and implementation of all workforce programs. This strategy is based on the premise that meeting employer needs is the best way to serve job seekers.

Determination of employer needs and demand occupations in the region is a complex and fluid process. It is the responsibility of Networks Northwest administrative staff to ensure that federal and state workforce funding is invested in the most efficient and effective manner.

The Northwest Michigan Workforce Development Board has identified six priority industry clusters for the Northwest region. These clusters align with the State of Michigan's five clusters (along with two additional clusters specific to the region): Advanced Manufacturing; Agriculture; Energy, Construction and Transportation; Healthcare; Hospitality; Information and Business Services; and Technology. The demand occupations within each cluster are created using state labor market information, occupational projections, trends in job postings, and demand from employers based on local-level relationships. The list of in-demand occupations, organized by cluster, is available through our Hot Jobs Report (Appendix A). This serves both as a means for increasing awareness of in-demand jobs and career options, as well as a basis for the approved list of occupations for training.

Skills for In-demand industries and occupations

Occupational, technical, and “soft” skills are all fundamental for the workforce. In order for workers to move into jobs that are accessible, fulfilling, and pay a wage that can sustain a family, the worker must possess the right combination of necessary skills. However employers participating in forums and responding to surveys by workforce entities and educational institutions, report that many in Northwest Michigan's workforce lack the skills needed to obtain good jobs, including occupational skills; fundamental employability skills (soft skills) like work ethic and dependability; technical skills like the ability to use a computer; communication skills; and basic academic skills like math and reading.

As workers struggle to find jobs for which they're qualified, employers throughout the region face challenges in finding qualified candidates to fill their open positions. In some cases, they receive applications from job seekers who do not have the skills necessary for the job; in other cases, they receive no applications at all. This dynamic reflects a “skills gap,” which refers to the discrepancy between the specific skills that employers need to fill open positions and the skills that are currently held by the workforce. The severity of a skills gap can vary based on industry or occupation, by region, and by employer needs and expectations.

Employability skills

Employability skills are those that are applicable to every job, in every community. They include such skills as teamwork, reliability, respect, adaptability, and staying focused on the job, among many others. They are sometimes referred to as “soft skills,” but should not be seen as insignificant. These abilities are often first on the list when employers are asked what they look for in hiring new employees. They are also the most common reasons for termination.

Digital Literacy

In today's economy, almost every job requires use of technology, even prior to beginning employment: more employers are finding value in using online systems for job applications. Anyone with low levels of computer literacy is thus at an instant disadvantage when it comes to applying for and performing on a job. An individual's technology literacy is dependent upon his or her access to equipment—whether a personal computer, smart phone, or other devices. Regular use of technology is necessary in order to

learn its various applications, and to prepare a job seeker for using it on the job. When access to technology is limited due to poverty, a “digital divide” occurs: those living in poverty are less likely to succeed in today’s job market, due in part to limited technological skills and abilities. School systems across the region are attempting to bridge this divide by integrating computers into the classroom and providing iPads or laptops to students. However, school systems in affluent communities are better positioned to provide this additional equipment to their students than those in poverty-prone areas.

Another factor influencing digital literacy is the availability, or lack thereof, of broadband infrastructure. High speed internet is essential to using technology and learning its applications in the workplace. This infrastructure is available in most areas of the region, but is most common in densely populated areas. Broadband is available in all of the region’s growth and investment areas; however, fiber— which provides ultra-high Internet speeds—is only available in a handful of communities, and many parts of the region, particularly rural areas, still depend on dial-up or costly satellite-based access to the Internet.

Basic Academic Skills

As the State of Michigan and the region transition into the knowledge economy, the nature of employment is continuously changing. Jobs of all types require more occupational training, higher levels of math, and stronger language and communication skills. Poor math skills, in particular, present obstacles to employment for many workers who have been laid off from obsolete jobs, and now lack the math skills necessary to compete in today’s job market. Their use of math on previous jobs was minimal or non-existent; but now, in order to retrain for in-demand positions, these workers need to re-learn math from a very basic level, either through university programs, Adult Education, or non-credit courses at postsecondary institutions.

For those working toward a degree, postsecondary institutions report increasing enrollments in remedial classes. While these high school-level, non-credit classes rarely count toward a degree program, they still require the student to pay tuition fees, and can use up the limited financial resources and assistance available. However, these skills are necessary for a student who is not well prepared for college-level academics.

For workers who need remediation in basic skills, Adult Education programs provide free access to basic academic learning, both in preparation for a High School Equivalency Certificate and preparing to transition to postsecondary training. However, Adult Education has seen tremendous decrease in public funding. State aid for adult education funding in Michigan decreased from \$80 million in 2004 to \$20 million in 2014. This has caused a corresponding decrease in availability of services, including closure of facilities and access points. There are gaps in the region where customers of adult education services must travel long distances—sometimes an hour one-way—to attend the program. Distance learning services have been set up to partially accommodate this; however, these students often don’t have access to computers at home or may have limited access to high speed internet, or are not comfortable or successful with distance learning methods.

Occupational Skills

Occupational Skills are those skills that are specific to a given occupation. For instance, a Certified Nurse Aide must be able to take vital signs; welders need a certain competency level in using a welding torch; and software developers must master various coding languages. A skills gap can occur for these

occupational skills when training is not available, when training is available but students do not participate in the programs or do not possess the basic academic skills to succeed in the programs, or when the community is unaware of the demand for the occupation.

Local employers have expressed need for skills and certificates in their respective industries. The list below is a small sample of needs described by employers:

Advanced Manufacturing: Process improvement/Lean, safety, 3D Printing, machine setup and operation, blueprint reading, welding, robotics, hydraulics, and design.

Agriculture: Knowledge of seasonal crops for the region, food safety, Good Agricultural Practices (GAP) and Good Handling Practices (GHP), harvesting, processing, packaging, and logistics.

Automotive, Construction and Transportation: Site safety including OSHA-10, measuring, cutting, framework, carpentry, HVAC, electrical, energy efficiency, CDL, and CDL endorsements including Hazmat.

Healthcare: Certified Nurse Aid (CNA), first aid, vital signs, medical terminology, medical billing, Registered Nurse (RN), RN specializations including pediatric and cardiac care, surgical technology, dementia care, and home health.

Hospitality: Customer service, ServSafe, TIPS, phone etiquette, food prep, restaurant management, culinary chef, landscaping, gaming dealers, and hotel management.

Information and Business Services: Sales, supervisor/management, software development, computer programming including, network administration including Cisco, marketing, and insurance.

The demand driven system in Northwest Michigan is not unlike other prosperity regions, in that there is a significant shortage of available talent needed to fill jobs. There are several reasons for this, some of which may include: lack of individuals willing and available to fill entry-level low-skilled positions; those who are looking for work have their choice of a plethora of job openings to meet their needs, leaving mid- to high-skilled jobs unfilled; with the region in a rapid upswing of an economic recovery from the 2008-2010 downturn, the rate of business growth is higher than the rate than the system's ability to train unskilled workers or workers willing to transition from one industry to another; some occupations, especially those in the advanced manufacturing industry, are still attempting to overcome a stigma that workforce environments in those industries are unsanitary, low-skilled, and have very little opportunity for advancement; workers who have previously held jobs in the manufacturing industry who lost those jobs during the relatively recent economic downturn are unwilling to return to that industry, which is unfortunate as the advanced manufacturing industry in Northwest Lower Michigan has more than bounced back from the downturn; workers who are willing to transition from one industry to another, or return to an industry for an occupation for which they are at least partially skilled, find that their current skill levels are inadequate, as many industries have quickly embraced rapidly advancing technology, requiring even semi-skilled workers to receive some training in order to meet employer needs.

Northwest Michigan Works! continues to address these barriers to employment by working with Networks Northwest, Economic Development Organizations, employers, and other community organizations and stakeholders to explore these issues and collaborate to solve them. Possible strategies include in-depth study to further define barriers to employment; provide outreach to the community and other stakeholders to market in-demand job and short-term training opportunities; develop robust career pathways information in the region; continue to work to resolve the region's affordable housing and child care issues; continue to partner with employers, labor, and other partners to develop pre-apprenticeship and apprenticeship opportunities throughout the region, especially to fill the traditional professional trades occupations.

In-Demand Industry Sectors

Below are descriptions of the multiple factors that influence the economic vitality of the six in-demand industry sectors, including projected jobs, anecdotal information from local businesses, and regionally-specific influences. The source for all industry and occupation projections is Economic Modeling Systems, Inc., 2018.

Advanced Manufacturing

In recent years, a combination of factors has contributed to the emergence of a nationwide manufacturing-specific skills gap that is significantly impacting Northwest Michigan. Ten to twenty years ago, many manufacturing companies went out of business when contracts for automotive manufacturing were transferred to foreign competitors. Dislocated workers and their families experienced traumatic times, losing their financial security and domestic stability. Entire communities were impacted; due to the loss of these base jobs, other businesses were forced to close, such as restaurants and retail stores.

Manufacturing is now making a comeback and is more technologically complex and sophisticated. The companies that diversified, invested in new technology, and pursued global customers are now thriving. However, the perception that manufacturing jobs are unstable and the memory of the trauma to our communities still lingers; many students are not interested in pursuing training in manufacturing fields. Therefore, some career tech and postsecondary programs have closed due to low enrollment, leaving few options for training new and younger members of the workforce in these in-demand occupations. Meanwhile, workers who were dislocated in the economic downturn do not have the more advanced skills required to move into these new high tech manufacturing positions. These skills include knowledge of and competence in processes, machinery, materials, and tools.

The good news is that advanced manufacturing jobs are on the rise, despite the downturns from the past. They are also year-round, full-time positions, and often provide benefits. Manufacturing jobs pay more than jobs in some other industries.

Industry	2015 Jobs	2025 Jobs	Numeric Change	% Change	Average Earnings
31 Manufacturing ⁸	15,035	18,186	3,151	+21%	\$64,380

The manufacturing industry currently employs over 15,000 individuals at more than 500 businesses in Northwest Michigan. The vast majority of manufacturing jobs in the region are located in Grand Traverse, Wexford, Emmet, and Charlevoix Counties. Northwest Michigan manufacturing businesses serve a variety of industries. There is still a large supplier relationship to the automotive industry, but manufacturers in the region also produce components and goods for the food service, medical, and energy sectors. The top manufacturing sectors (comprising 2/3 of all manufacturing employment in the region) are Rubber and Plastics, Transportation Equipment (including aerospace and boats, as well as car parts), Fabricated Metal, Food, Paper and Machinery.⁹

In addition to the overall positive growth in the industry, specific occupations are projected to grow at a higher than average rate. These include the following:

Occupations	2015 Jobs	2025 Jobs	Numeric Change	% Change	Average Earnings
Engineers, various	948	1,041	93	10%	\$36.68/hr
Computer-Numeric Controlled Machine Tool Programmers & Operators	221	278	57	26%	\$16.50/hr
Machinists	691	807	116	17%	\$19.34/hr

Despite these positive trends and significant impact on the economy, the number of unemployed persons from the manufacturing industry in the region is over 1,000 persons.¹⁰ This indicates a significant skills gap, and/or unwillingness on the part of former manufacturing workers to return to the industry.

Agriculture

Most farms in Northwest Michigan are operated as small family farms that face additional economic pressure as the size and scale of farming operations continue to increase. To remain competitive in the face of financial pressures created by statewide, national, and global food policy, many small farms are diversifying, looking for new markets, or adding value to their products through on-site processing. Although Northwest Michigan is still the “Cherry Capital,” there is a growth of startup agriculture businesses in winemaking, distilleries, hops, raw juices, cheese, jams, and more. However, the skill sets needed for managing this business growth are lacking among the farm owners and managers. Additionally, farm and value added processing equipment is increasingly high tech, requiring specialized skills to operate.

⁸ Economic Modeling Statistics, Inc. (EMSI), 2018

⁹ EMSI, 2018

¹⁰ EMSI, 2018

Agriculture is a growing industry in Northwest Michigan, which includes crop and animal production, as well as timber operations. There is also a large sector of food and animal processing micro-businesses that are considered manufacturers, but which are symbiotic to the growth in agriculture, as those businesses rely on regionally-grown products and provide revenue and jobs for farmers.

Industry	2015 Jobs	2025 Jobs	Numeric Change	% Change	Average Earnings
11 Crop and Animal Production ¹¹	1,885	2,412	527	28%	\$33,951

In the past decade, the agriculture sector in Northwest Michigan has grown more than 33%, while the nation’s agricultural sector grew less than 6% and the state’s grew 17%. That makes up more than 1,500 jobs in the region. The number of jobs in animal production doubled over that time period (up to 430, and with that, an eight-fold growth in meat processing jobs). Crop production also grew by 150 jobs. This huge growth, which again does not include the also substantial growth in related food-processing micro-businesses, is projected to continue at a rate of 28% through 2025.¹²

The industry is also experiencing shifts in its workforce. As significant numbers of farmers prepare to retire without passing farms on to heirs, new farmers face high start-up costs that create barriers to establishing themselves in agriculture. Without new farmers to replace those retiring, significant acreages of farmland and valuable skill sets are endangered.

Many farms in Northwest Michigan depend on a skilled migrant workforce. However, immigration-related issues are having impacts on farms and workers throughout the region. Farmers report difficulties in finding workers with the appropriate skills, which threatens their ability to grow labor-intensive crops.

Occupations	2015 Jobs	2025 Jobs	Numeric Change	% Change	Average Earnings
Farmworkers and Laborers	939	1,185	246	26%	\$11.46/hr
Farmers, Ranchers, and Agricultural Managers	111	145	34	31%	\$28.74/hr

Energy, Construction and Transportation

This sector is a blending of traditionally clustered industries, considering the connections and impacts that each has on the other. With a high school diploma/GED and short-term training or an apprenticeship, there are great opportunities to learn a trade and make excellent wages. Many of the occupations in these industries require similar skill sets, so there is also an opportunity to move between the sectors for additional career mobility.

¹¹ EMSI, 2018

¹² EMSI, 2018

Industry	2015 Jobs	2025 Jobs	Numeric Change	% Change	Average Earnings
811 Repair and Maintenance	1,227	1,581	354	29%	\$44,791
23 Construction & Energy	6,213	7,507	1,294	21%	\$54,485
48 Transportation and Warehousing	1,738	2,148	410	24%	\$51,662

The region's construction industry was hit hard by the recession; many companies went out of business and the skilled workforce left the area. Now that the economy is recovering, we see a significant increase in construction projects, both commercial and residential, especially in the region's population center of Traverse City. However, construction companies are among the most desperate to find skilled workers, because of the high level of skills needed and the extremely fast growth of their projects.

Transportation of goods and materials is growing significantly with the improvement in the economy. This industry is especially important to Northern Michigan because of our geographic location: products made here that will be sold elsewhere must be transported by truck; some rail infrastructure exists but is not nearly sufficient to be a primary transportation medium. This has caused substantial demand for over the road truck drivers.

The energy industry, encompassing the natural gas, electric and alternative power generation in the region, continues to experience growth, employing more than 600 individuals throughout the region, a rate 35% above the national average. With the region expecting a 7% increase in job openings over the next decade, and employers in the industry already expressing a severe lack of talent, the energy industry is poised to become one of the region's leading hot jobs. This is especially significant considering the relatively high wage of employees in this sector, with average earnings per job of over \$140,000.

Occupations	2015 Jobs	2025 Jobs	Numeric Change	% Change	Average Earnings
Heavy and Tractor-Trailer Truck Drivers	1,426	1,747	321	23%	\$17.56/hr
Construction Laborers	1,033	1,238	205	20%	\$16.99/hr
Automotive Service Technicians	635	728	93	15%	\$17.90/hr
Electricians	373	537	164	44%	\$20.11/hr

Healthcare

This sector appears to be the industry a high volume of need and far too few skilled workers. Job postings on Pure Michigan Talent Connect show healthcare as the second highest number of open positions next to Hospitality (see the Supply and Demand Comparison table on page 16). The Healthcare industry also offers a wide variety of jobs, from entry level to highly specialized. Career pathways in this sector are promising, as skill sets transfer from one occupation to another, with multiple stepping stones available.

Industry	2015 Jobs	2025 Jobs	Numeric Change	% Change	Average Earnings
621 Ambulatory Health Care Services	6,620	8,032	1,412	21%	\$78,546
622 Hospitals	6,430	7,158	728	11%	\$65,812
623 Nursing and Residential Care Facilities	2,275	2,707	432	19%	\$35,332

Home Health is a subset of the industry that faces particular complications in recruiting for open positions. Home Health Aides are entry-level workers, and there is no standard training or credential for the occupation. However, these workers are expected to perform at a higher level than their classification would indicate; they must perform their duties in an unsupervised setting, in the home of patients. This situation calls for the ability to think on your feet and make judgement calls on the spot, maintaining appropriate boundaries, and high levels of professionalism. In our geographically vast region, workers often must travel great distances to get to their worksites, requiring travel reimbursement costs. Because home health services are often funded by Medicare, companies are limited in the pay scale they can offer due to the regulatory cap on reimbursements. All of these factors present barriers and higher levels of complexity for home health agencies' attempts to recruit qualified workers.

Certified Nurse Aide is another difficult position to fill, although it offers a standard training and industry-recognized credential. Also, the location of the work is typically fixed, such as at a hospital or nursing home. This provides some stability for the workers. Unfortunately, entry into the position usually begins with on-call/part-time status, no guarantees of regular hours, and is usually the night shift. Although most companies recruit heavily by emphasizing the flexibility of the position, career pathways opportunities, and paid training, job seekers are reluctant to begin a new career if they are unsure they will be able to support their families once they start working. This again makes for difficulties in recruitment.

The current need for registered nurses continues to grow and is projected to increase by 13% in the next 10 years. The job postings we see in our region often include specializations, such as operating room, neonatal, and cardiac. So there is need not only for more graduates of RN programs, but also additional training in these specialized skill sets.

Occupation	2015 Jobs	2025 Jobs	Numeric Change	% Change	Average Earnings
Registered Nurses	2,914	3,292	378	13%	\$29.11
Medical Assistants	745	835	90	12%	\$14.96/hr
Home Health Aides	595	764	169	28%	\$11.38/hr
Personal Care Aides	1,748	2,087	339	22%	\$11.13/hr

Hospitality

The Northwest region is well-known for its hospitality and tourism economy. Cities such as Petoskey, Traverse City, and Manistee attract hundreds of thousands of visitors per year, especially in the summer.

Smaller towns and villages offer year round recreational options, such as hunting and fishing, snowmobiling, and scenic trails.

Accommodation and Food Services is ranked 4th in size among all industries in the region, 3rd in growth rate, and 2nd in location quotient. The Retail industry is 3rd in size, 5th in growth rate, and 5th in location quotient.¹³ Together, they have one of the highest impacts on the region’s economy.

Industry	2015 Jobs	2025 Jobs	Numeric Change	% Change	Average Earnings
44 Retail	16,332	17,898	1,566	9.6%	\$33,978
72 Accommodation and Food Services	15,701	17,175	1,474	9.4%	\$22,861

Hospitality employs over 32,000 individuals in the region in retail, food service, accommodations, and recreation businesses. Most of the jobs are in food service and retail, and these jobs are expected to grow significantly, adding almost 3,000 new jobs across the 10-county region through 2025.

Currently, hospitality employers are desperate for workers. Although hospitality jobs are numerous, they are typically seasonal and wages can be low compared to the cost of living.

Occupation	2015 Jobs	2025 Jobs	Numeric Change	% Change	Average Earnings
Food preparation and serving workers	2,971	3,505	534	18%	\$10.00/hr
Cashiers	4,051	4,569	518	13%	\$10.47/hr
Cooks	1,425	1,603	178	12%	\$12.70/hr
Retails Salespersons	4,816	5,381	565	12%	\$13.22/hr

Information and Business Services

This industry cluster is comprised of businesses that provide services to other businesses and to individuals, such as accounting, legal, information systems, communications, waste management and insurance. The sector employs almost 12,000 individuals with average earnings over \$50,000.¹⁴ As the industries in this sector continue to grow, numerous job opportunities will be available, ranging from entry level with minimal training to a Bachelor’s Degree or higher. The majority of jobs in this sector belong to professional office workers.

¹³ EMSI, 2018

¹⁴ EMSI, 2018

Industry	2015 Jobs	2025 Jobs	Numeric Change	% Change	Average Earnings
52 Finance and Insurance	3,568	4,375	807	22.6%	\$82,990
54 Professional, Scientific, and Technical Services	3,181	3,430	249	7.8%	\$62,265
56 Administrative and Support and Waste Management and Remediation Services	5,026	5,064	38	1%	\$40,212

Employers in the Information Technology industry are especially concerned about the lack of trained software developers and other computer programmers. The “brain drain” appears to be a significant contributing factor to this issue, because traditional college students leave the area and do not return upon completion of their education. In addition, completions at postsecondary institutions in the region are low, partly because the need is so high that students are recruited before finishing their degree.

Occupation	2015 Jobs	2025 Jobs	Numeric Change	% Change	Average Earnings
Insurance Sales Agents	410	556	146	36%	\$28.52/hr
Customer Service Representatives	1,624	1,888	264	16%	\$18.88/hr
Accountants and Auditors	664	755	91	14%	\$29.70/hr

Technology

As technology continues to grow rapidly, impacting virtually all sectors and occupations in today’s workforce, a sector has emerged as a growing cluster of industries. The technology sector focuses mostly on emerging technologies like 3-dimensional printing, autonomous vehicle development and operations, and remote sensing technology. As quickly as the industry is changing, the technology cluster still includes occupations that have historically been part of the development of this cluster, like software developers and cybersecurity. Because projections are based on historical data, any projections applied to this sector would be short-sighted, as many occupations (and the industry itself) are emerging and lack the data needed to make projections on a regional level. The technology sector’s influence in the region continues to be closely observed and we expect data to be available relatively soon.

Regional Workforce Development Activities

See the Workforce Development System section of the Local Plan for a description of local workforce development activities in the region, including available education and training opportunities. Unless otherwise indicated, the term “program staff” refers to frontline services providers for all four core WIOA titles.

The Northwest region is strong in the following areas:

Strength	Evidence
Collaboration	<ul style="list-style-type: none"> ● Active Career & Educational Advisory Council (CEAC) ● Multiple collaborative initiatives and activities, including TEC Scholarships, Just-in-Time Trainings, Career Fairs, and the Adult Career Training (ACT) program ● Regional Prosperity Board ● Sub-regional Retention Visits ● Skilled Trades Training Fund grants in collaboration with multiple companies, New Jobs Training Program, Michigan Economic Development Corporation, and local economic development organizations ● Collaborative development of the Regional Prosperity Plan ● Development of Business Resource Networks ● Development of Mi Career Quest ● Strong partnerships with secondary and postsecondary educational providers ● Job Fairs across MWA regions
Employer Engagement	<ul style="list-style-type: none"> ● Employer Forums ● Just-in-Time Trainings ● Retention Visits ● Multiple successful hiring events ● Business Services Team assigned to employer relationship management, all are Certified Business Solutions Professionals ● Sector Initiatives ● Works closely with Regional Economic Development Organizations ● Strong partner in industry-led collaboratives like the Grand Traverse Manufacturing Council and the Home Builders Association ● Business Resource Networks ● Active as the region’s USDOL Registered Apprenticeship Sponsor ● Global Trade Alliance ● Employer of the Day
Performance	<p>The region has always met or exceeded all WIA performance measures; actively monitors expected WIOA performance requirements for the region.</p>
Career and Technical Education	<ul style="list-style-type: none"> ● Significant enrollments; 40% of students in the Wexford-Missaukee ISD ● Waiting lists for numerous programs ● Responsive to employer needs ● Active in the Career & Educational Advisory Council (CEAC) ● Offer summer camps for middle school students through the Newton’s Road program

	<ul style="list-style-type: none"> ● Promotion of USDOL Registered Apprenticeships throughout the region ● Promotion of Educational Development Plans for region’s 3 Intermediate School Districts ● Shared Youth Career Advisor positions in the ISDs ● Jobs for Michigan’s Graduates In School and Out of School programs
Training for Business and Industry	<ul style="list-style-type: none"> ● All postsecondary institutions offer customized training services for business customers ● New Jobs Training Program is administered by a local community college with strong relationships across the system ● Highly successful Skilled Trades Training Fund activities ● Successful development of USDOL Registered Apprenticeships ● Retention Workshops ● Employer Training Council
Use of Data and Labor Market Information	<ul style="list-style-type: none"> ● Networks Northwest is known as the regional resource for data on in-demand industries and occupations ● Hot Jobs Report and Framework for Talent in Northwest Michigan ● Development of innovative Benchmarks Northwest website

The weaknesses of the region’s response to employer needs are opportunities for improvement and growth. All stakeholders involved in providing workforce-related services are needed to assist in meeting these challenges. Many of the weaknesses identified here are addressed in the Regional Strategies as well as the Workforce Development Board’s Strategic Vision.

- The community’s lack of awareness about in-demand occupations and the skills needed to obtain them.
- Dwindling resources to support employment and training.
- Limited use of work-based learning programs, such as apprenticeships and pre-apprenticeships.
- Residual misperceptions about the public workforce system, although this has improved significantly in recent years (misperceptions include the belief that Michigan Works is the Unemployment office, that we only work with low-skilled individuals, and that job postings are only for entry-level positions).
- Training for soft skills is limited.
- Employers’ are unaware of the “hidden” talent pool – individuals with disabilities.

The region’s capacity to provide the workforce development activities necessary to address the education and skill needs of the workforce, including individuals with barriers to employment, is only limited by financial resources. All other necessary elements are in place, offering a system of services that support completion of programs, placement into positions, and job retention. Current financial resources of the workforce development system are insufficient to meeting employers’ current hiring needs, both in terms of recruitment assistance and training. However, financial assistance for training programs may be leveraged with other programs, such as the New Jobs Training Program, Skilled Trades

Training Fund, federal financial aid, local scholarship programs, and more. Additional grant funding is pursued from a variety of sources to support training needs.

Regional Strategies

The following were developed by the local board through the process described above.

Serving the Hardest to Serve

The “Hardest to Serve” have significant barriers to employment, such as housing, transportation, lack of marketable skills, low educational attainment, disabilities, soft skills, and more. WIOA law states that among eligible and interested individuals, priority must be given to the hardest to serve. Employers in the region have identified lack of employability (or “soft”) skills as the most significant barrier.

Our strategy for addressing this issue is to create a new, or find an existing, short-term training program for soft skills. The program will be developed with employer input and delivery of the training sessions will involve employers to the greatest extent possible. Certification will only be obtained through proper demonstration of skills, so that the certificate has value to employers. In addition, Networks Northwest will expand its work-based learning programs to incorporate soft skills training wherever possible.

Employer Engagement

Employer needs should be identified and workforce programs should be developed to meet those needs. A local challenge has been that more and more organizations are starting to serve employers. This causes confusion, the appearance of duplication, and a burden on employers’ time.

Our strategy for addressing this issue is to work collaboratively with other organizations who serve businesses to reduce duplication and confusion. Collaborative activities could include the following:

- Revitalize the Business Atlas and expand to ten counties. The Business Atlas was a product of a grant received by one of our community colleges via DLEG Regional Entrepreneurial Collaborative grant. Unfortunately, the collaborative group, location, and web site have not been maintained. Revitalizing it would involve inventorying both partners and resources, updating the web site, re-engaging the partners, and promoting its existence.
- Expand the Business Enhancement Team model to include other partners, identifying shared goals, and restructuring the model to better meet employer needs. Limited work has already been done on this with the development of Career Development Councils (CDCs), with the expectation that CDCs will continue to develop in response to employer needs.
- Networks Northwest’s Global Trade Alliance is developing a membership-based program to provide more targeted information to subscribers.

Michigan Rehabilitation Services is embracing this component of WIOA by hiring business relations consultants. The individual covering the Northwest region has already been identified and is well-connected with Michigan Works! staff. The Business Services Team at Michigan Works! may incorporate the MRS staff member into the team, to work collaboratively on a regular basis to ensure thorough communication, avoid duplicative contacts with a company, and better connect Title I, II and III services

with Title IV. This partnership and integrative approach will raise awareness among employers about the availability of individuals with disabilities as a viable labor pool to fill open positions.

Career Pathways

Workforce programming should provide participants with the opportunity to improve their skills through various stepping stones of education and work experience. Some of the challenges related to career pathways include the following: There is no consistent, generally accepted definition of the term “Career Pathways;” following an individual through multiple stepping stones will necessitate a much longer time period of participation in our programs; every industry and occupation is different.

Our strategy for addressing this issue is for Networks Northwest to work collaboratively with local and state partners to build career pathways systems within high-demand sectors. Components of these systems will include the following:

- Thorough assessments
- Basic academic education
- Occupational training
- Work-based learning

Progression through each of the above will result in industry-recognized credentials and increase in job prospects and potential income.

The career pathways systems developed will give program staff, educators, employers, and participants a tool to use in mapping out career pathways on an individual basis. For the youth program, Northwest Michigan Works! has coordinated on the development and promotion of the Intermediate School Districts’ Education Development Plan project.

Increasing Awareness of In-demand Occupations

Throughout the entire process utilized to develop the Regional Prosperity Plan, as well as engagement with employers, partners, board members, and communities, Networks Northwest has heard a very clear message: the people of the region need to know which career options are available here. The Workforce Development Board’s Strategic Agenda and the Regional Prosperity Plan identify increasing awareness of in-demand occupations as a priority strategy.

Our strategy for addressing this issue is multifaceted, but ultimately involves marketing campaigns related to both specific occupations and to overall awareness that good jobs exist here.

Awareness of demand for specific occupations:

Our sector work has revealed that employers in some industries are not in need of training support from the workforce system. However, they need assistance in creatively marketing job opportunities that are traditionally not very appealing, and have a difficult time competing with the thousands of other jobs available. (One example of this is Home Health Aide – see the Sector Initiatives section of the Local Plan for more details.) Therefore, Networks Northwest will respond to these employers’ needs by creating Career Awareness Campaigns for these positions.

We will continue to update and publish the Hot Jobs Report for our region, organized by in-demand industry sector. Upcoming versions may include identifiers for highlighted occupations and other information helpful to stakeholders and regional partners.

The WIOA Youth programs – both in-school and out-of-school – will concentrate on promoting in-demand careers. Youth program staff will participate in career expos, parent nights, and job fairs with career awareness information, including the Hot Jobs Report and other labor market information. In addition, youth staff will continue to coordinate Talent Tours for various industries. We will also work with local partners to plan, design and hold a Mi Career Quest event in the region.

We will utilize social media, especially the Career Café web presence, to promote specific Hot Jobs.

Awareness of career opportunities in the region:

We have forged a relationship with MyNorth Media as a project of the Regional Prosperity Initiative, to create a Live-Work-Play web site. This site, MyNorth.com, hosts a “Work Here” section that streams job postings from Pure Michigan Talent Connect, features stories about Cool Companies, and shows a map of local companies by industries. Networks Northwest will continue to build and strengthen this relationship, and look for more opportunities to promote the site as an effective recruitment and talent attraction tool.

The Mi Career Quest event will also provide much needed awareness to youth and parents about viable career opportunities in the region.

Veterans Services

Veterans receive priority of service across all employment and training programs. They also have access to a Veterans Career Advisor (VCA) if they meet eligibility criteria. However, it is the intention of this region to go above and beyond to assist America’s Veterans with accessing services. One challenge to providing services to veterans is that very few of them come to the service center. Although only a small percentage of Wagner-Peyser applicants were veterans or eligible spouses, we continue to look for ways to continue to provide excellent customer service and important referrals to community partners.

Our strategy to address this issue is to conduct outreach and make the community aware of services to veterans. We will strengthen our relationships with local and state Veterans service organizations. We will continue to make the resource rooms more inviting to Veterans by dedicating specific sections and/or computers to use by Veterans. We will better promote the CareerCafe.org/Vets web site, offer technology-enabled assistance for those who cannot come to the center, and host events such as Veterans Job Fairs, veterans ID Day, and Veterans Employment Bootcamps.

Apprenticeship

US DOL Registered Apprenticeship offers an “earn and learn” option to job seekers, allowing them to earn a wage while learning on the job. It offers employers the opportunity to develop their own pipeline of skilled talent. We feel this is a fitting strategy for employers who are looking ahead and very concerned about the impact of coming retirements in their workforce.

One challenge to implementing apprenticeships is employer reluctance to complete the required USDOL paperwork, due to their perceptions of the time involved. Therefore, we will offer our position as US DOL Registered Apprenticeship sponsor to employers who are unable to develop their own apprenticeships. Our staff will work with the company and the training provider to create the apprenticeship training plan, submit paperwork to the US DOL, enroll apprentices, and assist with other details. This service will be targeted toward small companies whose capacity to create the systems and develop programming is limited. We will also provide increased support to employers who want to hold their own standards of apprenticeship.

Finally, we will endeavor to provide outreach regarding apprenticeships to employers, secondary and postsecondary students.

Sector Initiatives

Sector-based initiatives can vary from fully formed councils, with governance structure, staff support, and strategic plans, to as-needed, pop-up activities. The Northwest region's utilization of sector initiatives varies and has evolved over time, but leans more toward a less-structured, demand-driven response to employer needs. However, the program development, planning, and delivery of workforce development services are organized around the framework of industry clusters.

Networks Northwest was an early adopter of the sector approach. We created and maintained several Regional Skills Alliances, including Healthcare, Agriculture, Entrepreneurship, Hospitality, and Advanced Manufacturing. These alliances provided a network for employers in each specific industry, worked with educational partners to develop new training programs that met employers' needs, and offered training funds to create a skilled workforce. Our success with these alliances was so profound, we incorporated this approach into everything we do. We now align all efforts around the region's in-demand industry sectors. Here are a few examples of how we have changed our way of doing business:

- All training, including employer-based (OJTs, Incumbent Worker, Customized), must fall into one of the 6 in-demand industry sectors;
- Classroom training funds are dedicated to specific industry sectors with the most need;
- Issue a Hot Jobs Report, which identifies in-demand occupations within the six in-demand industry sectors;
- Ensure that every in-demand sector is represented on the Regional Prosperity Board;
- Regularly convene Employer Forums by industry sector to gather input from employers and support their workforce development needs.

In the last five years, we have seen industry-based groups form or revitalize with employers at the lead, due to the recognition that working collaboratively helps everyone. Northwest Michigan Works! staff take active roles with these industry associations, and will continue to work collaboratively to ensure alignment with the needs of each sector.

Strategies for continuing and building upon our use of the sector approach incorporate many of the Michigan Industry Cluster Alliance tenets. We plan to implement the following strategies:

- Help employers to access, better understand and use local Labor Market Information;

- Create a regional, talent development strategic plan for each industry sector;
- Assess each industry cluster, identifying those sectors and subsectors that lack a formal network of employers, and facilitating the development of a collaborative body of employers; ensure all such collaborative bodies are represented throughout the region;
- Facilitate closer connections between employers and educators for the purpose of updating curriculum;
- Provide a mechanism for regional career awareness campaigns by industry;
- Increase training of specific occupations most in-demand for specific industry sectors;
- Improve our system’s understanding of the overall needs of the industry, in addition to talent needs.

Use of the strategies listed above will vary by industry, and will depend on factors related to projected growth of occupations within the sector, earnings potential for job seekers, and long-term employment options. It is anticipated that training, while available via ITAs based on customer choice, will be targeted towards the four industry sectors with the highest earning and long-term employment potentials: Advanced Manufacturing; Energy, Construction and Transportation; Healthcare; and Information and Business Services. Support for occupations that are affected by seasonality and are lower in wage will focus on marketing those careers on a regional basis.

See the Engaging Employers through Sector Initiatives section of the Local Plan for specific activities occurring in the Northwest.

Coordination of Supportive Services

Supportive Services are essential to the success of the workforce development system’s customers. Ensuring that these services are available and readily accessible is critical to implementation of regional strategies. Among the many possible supportive services, the three most in need, especially for the hardest to serve populations, are Transportation, Housing, and Child care.

Networks Northwest is home to the local Regional Planning Organization (RPO). This department specializes in taking regional approaches, and working with local governments and communities to develop efficient, connected plans and services. The RPO is the designated entity for regional transportation solutions, and acts as a liaison to the Michigan Department of Transportation as well as local transit providers. We also act as a regional data and policy resource regarding housing issues. We convene networks on transportation and housing, which focus on regional collaboration and solutions.

Both networks consist of provider agencies – transit and housing – as well as other interested parties. The networks offer opportunities for enhanced communication, visioning sessions, and joint activities. They host summits, promote public comment sessions, coordinate trainings on policy implications, and facilitate public awareness about transportation and housing challenges and potential solutions. Both networks were very involved in developing the [Regional Prosperity Plan](#).

The transportation network is very aware of the transportation challenges inherent in the region and the impact on the workforce. Therefore, their activities in the next two years will be more connected to the workforce development system than ever. Their current chair is Executive Director of the Disability

Network, a service provider of WIOA Title IV services. Through his leadership, the network recognizes the necessity of transportation options for people with barriers to employment, including those with disabilities, in order to successfully participate in the workforce. One activity on the network's agenda is to develop a commuter guide for both workers and employers. Resources included in the guide will help workers to access available transportation systems, and will help employers who wish to assist their workers with transportation supports and incentives. The guide will feature local and national examples and case studies, as well as resources and contact information. This document will be available online and in print, and will be promoted by the Northwest Michigan Works! Business Services team. This will be another tool in the toolbox when engaging with employers on holistic workforce solutions.

Networks Northwest also convenes a [Housing Solutions Network](#), and supports their work with information and analysis related to housing needs. The [Framework for Housing in Northwest Michigan](#) report shows current and projected demand for all types of housing. Ancillary to this report are [housing inventories](#) by county and a [Housing Target Market Analysis](#) for each county, both of which have been cited as the reason that developers and communities are responding to the desperate need for housing options. High costs of housing in our rural, tourism-oriented area have undermined employers' attempts to recruit professionals from other areas. Housing that provides handicap-accessible entry and living areas is a barrier to employment for people with disabilities. Lack of available, affordable rentals as well as home sales force people with lower incomes to live farther away, compounding the issue of transportation.

In order to discuss and strategies on these issues, the Housing Solutions Network hosts an annual [Housing Summit](#), which featured multiple speakers and breakout sessions, and provided a forum for stakeholders to learn more about the challenges of residents who are unable to access affordable housing. At this summit, Networks Northwest presented a new report for employers, [Growing Business with Workforce Housing](#). The report is a resource guide for employers who recognize that housing is a significant barrier to employment for people from all walks of life. The guide includes examples and case studies both local and national. It provides strategies that range from very small and inexpensive, to large scale investments in workforce housing support. This guide has been distributed and promoted throughout the region, via the Northwest Michigan Works! Business Liaisons and in collaboration with local economic development organizations.

In addition to these documents, the Housing Solutions Network has created a series of best-practice resources called *Housing Affordability Strategies and Resources*. The multi-piece and expanding list of resources summarize proactive housing policies and programs that could be effective in Northwest Michigan. Taken singly, these strategies won't act as stand-alone solutions, but they can be a valuable set of tools for local officials, planners, businesses, developers, nonprofits, and the public as they work together to improve the supply of affordable housing in their communities.

Additionally, the Northwest Michigan Community Action Agency (NMCAA), an active member of the Housing Solutions Network, serves as the region's HARA. The workforce development system will continue to work closely with NMCAA in order to ensure that homeless customers are connected to the support they need.

Childcare programs are coordinated in the region through the Great Start Collaborative. There are three offices of the collaborative that together cover the ten counties of Region 2. Two of these offices are

housed in local economic development organizations – in Traverse City and Cadillac – indicating the community’s recognition that early childhood development is critical to the success of the long-term workforce and economic vitality. The mission of the collaborative is to ensure that every child in Michigan has a great start in life and an equal opportunity to achieve their highest potential. Each group in the region has an extensive list of members, all of whom are invested in supporting childcare programs and increasing quality of both home and center-based programs. However, much work remains to be done. As of 2014, there were 473 licensed childcare providers in the Great Start database. Of those, only 181 took children with special needs, and only 40 offered 2nd shift hours.¹⁵ In a region where hospitality jobs are so prevalent, 2nd shift hours are very much in need. Additional coordination of this supportive service is provided by the Northwest Michigan Community Action Agency, which serves as the region’s Head Start provider and coordinator.

Across the northwest part of Lower Michigan, families are struggling to access affordable, quality child care—especially for infants and toddlers. While traditionally considered a family concern, access to child care is increasingly becoming an economic development issue as business leaders look to attract and retain talent in an improving economy. Networks Northwest has partnered with Public Sector Consultants, a Lansing-based company with deep experience in child care policy, to document the current state of child care in its ten-county region and act to dramatically improve access and affordability.

Coordination with Economic Development

Northwest Michigan embraces the belief that Talent Development *is* Economic Development, and vice-versa. The two are inextricably linked, and rely on each other to cultivate and sustain vibrant communities. For this reason, Networks Northwest has always connected with local economic development agencies and worked collaboratively on individual projects, as well as for the greater good of the region.

Collaborative Development Council

The system is a regular participant in the local Collaborative Development Council, a regional convening of state and local economic development entities. Our participation occurs both at the leadership and frontline levels. The leadership group discusses regional strategies for workforce and economic development, prioritizes local delivery options and special initiatives, and collectively connects with local businesses. On the frontline, Northwest Michigan Works Business Liaisons participate in Retention Visits. These visits to local companies put us in touch with the CEO and upper management, and we learn the company’s pain points and growth opportunities. Together with MEDC and the local economic development organization, we can bring resources to the company that will assist in their growth planning. In addition, these visits give us the opportunity to intervene if downsizing is on the horizon. (see Rapid Response section in the Local Plan)

¹⁵ Great Start Connect, 2014

Regional Prosperity Board

The Regional Prosperity Board is the first of its kind in Michigan. Following Governor Snyder’s Regional Prosperity Initiative, the governing board for the Networks Northwest organization consists of the workforce development board, the local elected officials, and representation from multiple sectors that characterize the region. Formerly named Northwest Michigan Council of Governments, the organization marked the creation of this new board by changing its name to reflect network-oriented approach to Talent, Business, and Community development.

The Regional Prosperity Board exists for the purpose of advancing the economic prosperity of the region. In order to ensure alignment with local economic development activities, a representative from a local economic development organization is a member of the board. In addition, representation includes chambers of commerce, local governments such as villages and townships, transportation infrastructure, energy providers, and real estate. All of these entities have a direct or supporting role in economic development.

Performance Measures – Regional Negotiation

The Northwest region successfully negotiated with the Talent Investment Agency regarding WIOA Program Year 2016 expected levels of performance for the four primary indicators, including:

- Employment Rate, 2nd quarter after exit;
- Employment Rate, 4th quarter after exit;
- Median Earnings, 2nd quarter after exit;
- Credential Attainment, within 4 quarters after exit.

Per the letter dated November 18, 2016 from the TIA, the mutually agreed-upon performance indicator levels are as follows:

Workforce Development Activities

<u>Adult</u>	<u>PY 2016</u>
Employment Rate 2 nd Quarter after Exit	90%
Employment Rate 4 th Quarter after Exit	82%
Median Earnings 2 nd Quarter after Exit	\$5,952
Credential Attainment within 4 Quarters after Exit	70%
<u>Dislocated Worker</u>	
Employment Rate 2 nd Quarter after Exit	89%
Employment Rate 4 th Quarter after Exit	78%
Median Earnings 2 nd Quarter after Exit	\$7,000
Credential Attainment within 4 Quarters after Exit	67%

Youth

Employment or Placement Rate 2 nd Quarter after Exit	62%
Employment or Placement Rate 4 th Quarter after Exit	57%
Credential Attainment within 4 Quarters after Exit	70%

Wagner-Peyser Act

Employment Rate 2 nd Quarter after Exit	64%
Employment Rate 4 th Quarter after Exit	70%
Median Earnings 2 nd Quarter after Exit	\$6,240

The Talent Investment Agency expects the same expected levels of performance for Program Year 2017 as have been established for Program Year 2016, but will renegotiate with Northwest Michigan Works! for Program Year 2018. Negotiations will be based on, at minimum, previous years' performance data and regional demographic and economic data.

Additional WIOA Performance Measures are in the process of being explored and defined by both the USDOL and the Talent Investment Agency, and include Measurable Skills Gains and Effectiveness in Serving Employers. Once defined, baseline data will be collected and the two additional measures will be included in negotiations.

II. Workforce Innovation & Opportunity Act Local Plan

Northwest Region

Program Years 2016 - 2020

Labor Market Data and Economic Conditions

All information presented in the *Regional Analysis* section of the Regional Plan is incorporated into the Local Plan.

Strategic Vision

The local board developed its “Strategic Agenda” for the time period 2013 – 2020 as a result of three key events. These events built upon each other to incorporate input from multiple partners and with perspectives from the statewide, regional, and sub-regional levels.

1. **Workforce Development Board Retreat, September 2012:** the board met to develop identify strengths and opportunities in the workforce development system now and in the future. They also brainstormed strategic approaches for solutions to challenges.
2. **Governor’s Economic Summit, March 2013:** several board members and multiple additional employers attended the inaugural economic summit convened by Governor Snyder. At this event, the region’s representatives heard about statewide initiatives, learned from other regions, and determined priorities.
3. **Northwest Michigan Regional Talent Summit, May 2013:** the board convened a summit for the region, as a follow-on from the Governor’s statewide summit. The region’s version looked at challenges to talent development, and chose priorities to focus on for the remainder of the decade.

The result of these collaborative events was the region’s Strategic Agenda. In summary, the overriding imperative, or “vision statement,” is:

Attract, develop, and retain TALENT as a key economic driver for economic prosperity in Northwest Michigan.

The full Strategic Agenda is included as Appendix B.

The specific goals and strategies that relate most closely to preparing an educated and skilled workforce are listed here:

Goal 1: Increase occupational exposure and education at the high school and post-secondary levels, in ways that meet multiple learning styles, expose learners to real world jobs, and respond to employers’ skill needs now and over the coming decade.

Strategy A: Increase work-based learning opportunities including internships, co-op, job shadowing, and apprenticeships.

Strategy B: Provide teachers with summer fellowships at local employers so they can contextualize subject matter to occupations.

Strategy C: Increase student/parent/teacher career days and tours of businesses (Talent Tours).

Strategy D: Utilize media networks/avenues for marketing career opportunities to students, parents and other adults.

Goal 2: Improve the foundational skills of both the current and future work force.

Strategy A: Connect Education Development Plans to career goals.

Strategy B: Develop and deliver a refresher course for foundational skills for adults.

Both goals are primarily focused on youth in the region. However, many of these strategies can be beneficial to unemployed adults, including those with multiple barriers to employment and those with disabilities.

It is important to note that the many goals and possible strategies identified in this document are only achievable through collaborative efforts. Networks Northwest is not capable, nor is it appropriate, to carry out every activity necessary to attain the vision. Multiple partners, many of whom are represented on the new Regional Prosperity Board, are responsible for working together to accomplish the goals set forth.

During the process for creating the WIOA Plan, the board looked anew at the Strategic Agenda and created a list of activities that have occurred since its creation. The list of activities is included as Appendix C. This list reveals that some of the goals and objectives in the agenda are either complete or are in need of updating. Therefore, the board intends to update the Strategic Agenda during the coming year.

Expected Levels of Performance

All information presented in the *Performance Measures – Regional Negotiation* section of the Regional Plan is incorporated into the Local Plan.

Alignment of Local Resources and across Core Programs

Three of the four core WIOA programs are already very well-aligned in the region. Networks Northwest is the umbrella agency for Titles I, II, and III. Title II is delivered in partnership with the Traverse Bay Area Intermediate School District.

Title IV of WIOA is delivered by the state agency Michigan Rehabilitation Services (MRS), under the Department of Health and Human Services (DHHS). The regional office is located in Traverse City, which is also the location of the Networks Northwest administrative office and the primary American Job Center (AJC). Although MRS is not co-located in the AJC, they once were, and relationships among frontline staff have been nurtured and maintained. MRS staff use the AJC on a regular but limited basis, with counselors spend time in the resource room on a regular basis, discussing services with walk-ins and referrals. In Manistee, the AJC is co-located with DHHS, making connections and cross-referrals with MRS more readily available.

Development and use of Career Pathways is one strategy that the board will lead in order to better align all core programs and local resources, including educational partners and employers. Career Pathways will provide customers with a plan for long-term success, with milestones and increased earning potential along the way. Apprenticeships are one approach for implementing Career Pathways, beginning with pre-apprenticeships that can include remedial training in the Adult Education program, and continue to the combination of classroom and work-based learning in one of the other titles.

Another strategy for alignment across core programs is to provide a framework for understanding performance measures and their impact on all titles. Prior to the implementation of WIOA, we developed a matrix titled “CPR,” which stands for Completion, Placement, Retention. All measurements across all programs fall into one of the CPR categories. The matrix will be updated, with input from all programs, to reflect new WIOA performance measures and to include not only the core programs but others under the Networks Northwest umbrella and will eventually include MRS. The current matrix is included as Appendix D. Once it has been updated, the matrix will be converted to an electronic version with updated results available to all AJC Staff and partners and stakeholders upon request. This visual display will help frontline staff, as well as management, administration and the Board, see clearly and collectively the achievements and progress of the entire system towards performance benchmarks.

Networks Northwest administration will facilitate greater and stronger connections across all programs. This strategy begins with purposeful inclusion – making sure that all programs are included in planning, program management, and service activities. This can be as simple as bringing representation from each of the four core programs together for planning a career fair, and as complex as creating committees to address significant concerns in the delivery of services. It will also be implemented via a Career Pathways committee, which will involve multiple partners across the four core programs and more.

Workforce Development System

Workforce Development activities in Northwestern Michigan are strong, varied, and collaborative. Multiple partners work together to deliver employment and training services to employers and individuals from all walks of life.

The public workforce development system consists of services provided through Northwest Michigan Works! as well as the Talent Investment Agency – State of Michigan, and Michigan Rehabilitation Services (DHHS). Priority of service is given to veterans who are customers of all employment and

training services. In addition, individuals with disabilities are provided with reasonable accommodations in order to fully participate in services.

Programs

Programs offered via the workforce development system include the four core programs, and several more.

- Wagner-Peyser Employment Services (WIOA Title III)
 - Veterans Employment and Training
 - Migrant and Seasonal Farmworker
 - Labor Exchange through Pure Michigan Talent Connect
 - Reemployment Services
 - Work-Based Training for Special Populations
- Adult, Dislocated Worker, Youth (WIOA Title I)
 - National Dislocated Worker Grants
 - Rapid Response
- Adult Education (WIOA Title II and State of Michigan Adult Education)
- Trade Adjustment Act and all iterations
- Vocational Rehabilitation (WIOA Title IV)
- Partnership. Accountability. Training. Hope. (PATH)
- Jobs for Michigan's Graduates
- Offender Success
- Senior Community Service Employment Program, operated by the AARP Foundation

The services provided via these programs are listed below.

Self-Directed Services

Customers, including individuals with disabilities and other barriers, may access a variety of resources using the resource room in any of five American Job Centers in the region. Computers are available for the general public to use for job search purposes. The internet browser on these computers opens to two tabs: Pure Michigan Talent Connect, and CareerCafe.org. Both web sites provide self-directed job search assistance and multiple resources for anyone who wishes to use them.

In the American Job Centers, staff members are available to help customers with general job search services. These staff-facilitated services are recorded in the One-Stop Management Information System as Wagner-Peyser services. Services may include helping someone complete a job application, reviewing resumes, helping a customer load resume paper into the printer, looking through job opportunities with the customer and providing guidance on which best matches his/her skill set, and many more.

Reasonable accommodations are provided as needed to individuals with disabilities.

On CareerCafe.org, customers can access our services from home or another location, such as a library. This is especially helpful in our large, rural region, where public transit can be quite limited. We are developing partnerships with libraries in the region, focusing especially on libraries located in 4 of the 5 counties where we do not have an American Job Center. It is expected that each library will have a desktop shortcut on their own bank of computers that will link users directly to the Career Café website.

The Career Café website is specifically designed to be accessed virtually, giving customers easy access to multiple job search resources. The resources are presented in a “menu” of services: Get Ready, Career Target, Education & Training, Resume and Cover Letter, Career Search, Networking, Interviewing, Veterans, Career Enhancement, and Hot Jobs. The menu is organized in a continuum of job search phases; the customer can select the services needed at any point in his/her job search process.

Career Services

Career Services are intended to support a job seeker at a more intensive level than those provided through Employment Services. These services are available in two categories, based on the level of staff assistance.

Basic Career Services require minimal intervention by the staff member and usually do not necessitate an appointment. These can include the following:

- Initial assessment
- Labor market information
- Job postings and information about vacancies
- Information on in-demand occupations
- Community resources directories
- Walk-in assistance in job search and completion of job applications
- Information on unemployment insurance and public assistance
- Use of the resource room

Individualized Career Services are provided one-on-one by trained Career Facilitators and Advisors. These can include:

- Assistance with all aspects of job search, such as resume writing, interviewing, and networking;
- Career assessments and job search preparation;
- Case management for eligible individuals, to assist in removing barriers and accessing community resources;
- Development of an Individual Employment Plan for Adults, Individual Service Strategy for Youth;
- Job readiness services;
- Group career counseling as well as individualized;
- Specialized assistance for dislocated workers, through Rapid Response for companies who are downsizing or closing;
- Work experience opportunities for a variety of eligible individuals who need a transitional phase to long-term, self-sufficient employment.

Veterans Services

The career services listed above are available to veterans at any time, and are provided via priority of service. However, additional and specialized assistance for veterans with significant barriers to employment are also available. Barriers may include disabilities, homelessness, lacking GED, low-income, and more. This assistance is intensive case management and employment preparation, referrals to community resources, and connections to veterans assistance programs that will assist the veteran in

becoming job ready. Services are delivered by veterans employed by the Talent Investment Agency – State of Michigan (WDA).

Vocational Rehabilitation Counseling

MRS offers employment counseling to assist individuals with disabilities. Trained counselors come from different backgrounds, and have education and training in career counseling, vocational evaluation, job placement, community resources, and many other areas related to employment.

Vocational Rehabilitation is a process. Potential customers attend an orientation in order to be fully informed and learn about the program. The counselor works in partnership with the customer to take steps toward long-term employment. A central value of MRS is “informed choice.” This means that the customer actively participates through the entire rehabilitation process. Together, the counselor and customer gather the information necessary to make the best choices. The information gathered includes evaluation of the customer’s strengths, resources, priorities, abilities, interests, and rehabilitation needs.

To begin the process, the individual completes an application, with accommodations provided if necessary. Based on the application, an MRS counselor determines eligibility. Eligibility criteria require that the individual:

- Has an existing physical or mental impairment;
- Experiences vocational or work-related barriers because of the disability;
- Needs assistance from vocational rehabilitation; and
- Can benefit from vocational rehabilitation services that will lead to employment.

Services may be provided based on priority groups, depending upon resource availability.

Upon determination of eligibility and priority group, a vocational evaluation is conducted. This allows the counselor and customer to explore job options, the local job market, different working conditions, and the impact of the disability on potential employment. The result of the evaluation is to set a career goal and jointly develop an Individualized Plan for Employment (IPE).

All services deemed necessary will be included in the IPE. These may include:

- Vocational guidance and counseling;
- Job search, placement assistance and job-keeping services;
- Referral to other agencies for needed services;
- Accommodation services such as interpreter, note taker, captioned telephone, frequency modulation system, etc.;
- Job licenses, tools, equipment and initial supplies;
- Rehabilitation and/or assistive technology services;
- Training, either on-the-job or in school
- Hearing aids, artificial limbs, braces and other health services;
- Specific post-employment services needed to maintain and/or regain employment.

When the customer is ready to seek employment, services will also include cover letter and resume writing assistance, interviewing skills, handling tough questions about his/her disability, job coaching,

and more.

Training Services

Training Services are available to individuals who need skill upgrading or development in order to obtain gainful employment. These services include:

- Work-based training, such as On-the-Job Training, Apprenticeships, Customized Training developed by employers, and Incumbent Worker Training;
- Classroom training for eligible individuals in short-term, occupational training programs, available through an Individual Training Account voucher-based system (see Appendix L).

Northwest Michigan Works! also partners with Traverse Bay Area Intermediate School District to deliver Adult Education services, including:

- Preparation classes for the GED;
- High school classes in order to obtain a diploma;
- English Language Learner (formerly known as English as a Second Language) classes;
- Adult Basic Education for improving basic math, reading, and writing skills;
- Digital literacy classes;
- Citizenship programs.

Adult Education services are open entry, open exit, so individuals may enter the program at any time and do not have to wait for a schedule of classes. Learning is individualized based on a diagnostic assessment, so students focus on the content they need to learn and do not spend time learning things they already know. This allows them to complete the program quickly and continue on to postsecondary training or employment.

Postsecondary training is available through four primary educational institutions in the region: North Central Michigan College, Northwestern Michigan College, Baker College of Cadillac, and West Shore Community College. Among these institutions, training programs that cover each of the six in-demand industry sectors are available.

Additional occupational training is provided through a handful of private vendors, some online and some located in the region. These include, but are not limited to, New Horizons (computer training), Intuit (online QuickBooks training), Pinnacle Truck Driving School, Road Warrior Truck Driving School, Agape Healthcare (C.N.A.), Grandvue Medical Facility (C.N.A.), and more.

Youth Services

Youth Services are offered by Northwest Michigan Works! using the Jobs for Michigan's Graduates model for in-school youth, and via case management services to out-of-school youth. Both subdivisions of youth programming include the following:

- Services to youth that include employability skills training, work experience, training options, and access to a network of service providers that offer mentoring, financial literacy, study skills, entrepreneurship, leadership development, substance abuse prevention, high school drop-out prevention, credit recovery, and more;

- Talent Tours;
- Strong partnerships with career tech centers, Adult Education, postsecondary institutions, and employers.

MRS offers services to youth transitioning out of secondary school. WIOA requires that 15% of the state's federal allocation focus on this population. All of the services listed above are available to mutual clients of Northwest Michigan Works! and MRS. In addition, MRS provides intensive case management, assistive technology, and specialized vocational rehabilitation counseling. MRS intends to hire a Pre-Employment Transition Services (PETS) counselor to provide these services in the Northwest region.

Business Services

Business Services lead the system in identifying employer needs and therefore informing the design and development of all other programs. A sampling of these services includes:

- Help for businesses with customized approaches to recruitment and training, sector-based initiatives, region-wide job fairs, and career awareness campaigns;
- Business development assistance through connections to a network of business support systems and services such as the Michigan Economic Development Corporation, local economic development entities, Small Business Development Center, Procurement Technical Assistance Center, Global Trade Alliance, Michigan Manufacturing Technology Center, local educational institutions, industry associations, and many more;
- Access to incentives through a variety of sources, such as fidelity bonding for hiring at-risk populations, training grants for new and existing workers such as the Skilled Trades Training Fund, layoff aversion strategies such as the WorkShare program from Unemployment Insurance Agency, and many more;
- Direct assistance in the development and submission of USDOL Registered Apprenticeship program paperwork;
- Connection to a hidden talent pool of disabled individuals, with supports and training funds to assist in qualifying them for available positions.

Local Coordination

The programs above are provided in an integrated, holistic manner, offering a seamless experience to the customer. In order to truly integrate at an efficient level, the local board has decided to deliver Title I and Title III programs through its workforce development arm, Northwest Michigan Works!, Inc. This in-house program delivery provides for less administrative overhead, allowing more funds to be directed toward program. In addition, the direct delivery of programs provides for higher quality assurance, and tighter alignment. This prevents the dilution of services due to potential competing visions and strategies at contracted organizations.

For programs that are delivered outside the realm of the workforce system's administrative agency, partnerships and relationships are critical to ensuring alignment and effective program delivery. Partnerships with Title II and IV providers are strong, and will be maintained and strengthened through the alignment of WIOA services and performance measures. Relationships with required WIOA partners

are also well established, and will be strengthened by further communication regarding WIOA programming, priorities, and activities. In order to facilitate the strengthening of those relationships, the board has adopted two primary strategies.

1. *Use the Career & Educational Advisory Council (CEAC) to ensure that the workforce system is engaged with the education system.* The CEAC, including membership, goals/metrics, and responsibilities are governed by the Talent Investment Agency (Policy Issuance 17-24 and subsequent changes) and is designed to bring education and business together in an effort to effectively develop and implement training strategies designed to resolve talent issues experienced by the region's employers. These regular meetings ensure ongoing conversations, planning, and strategic activities that respond directly to the needs of employers.
2. *Take the lead in the region for talent development activities and knowledge of workforce issues.* Positioning Networks Northwest as the go-to resource for services, data, and local intelligence on both job seeker and employer needs will ensure that we are at the table for ongoing conversations regarding talent.

Access to Services

Access to employment, training, education, and supportive services is a challenge in rural areas, especially for individuals with disabilities and other barriers. While both Traverse City and Cadillac have comprehensive job centers, we are looking for strategies to reach out in more and better ways in our eight other counties. Affiliate job centers are available in Kalkaska, Petoskey, and Manistee. Access to all four core programs is available through all five centers. However, the affiliate centers hold open part-time hours. The location of the center in Petoskey is not ideal to serve the entire county or surrounding areas, primarily because of the geographic landscape; several inland lakes make travel to the center a difficulty. Travel to access our services is a significant barrier for many residents of the region.

The board's strategy for expanding access is to bring services to small, rural communities through workshops, events, and technology.

- Currently, the system provides workshops at locations outside of the regular job center locations. Called Career Connections, these workshops are unique in that they not only offer a learning opportunity for customers to improve their job search, but also networking time with Career Services staff, Business Liaisons, and other job seekers. Career Connections are held at area libraries, chambers of commerce, governmental centers, and other community partners. Promotion of the workshops is conducted by both the system and by the hosting partner. Our goal is to increase the number of Career Connections throughout the region, and provide them in more locations.
- Hiring and Career Events are held throughout the region in partnership with educational institutions, chambers, and other community based organizations. These events allow employers and job seekers to connect for hiring opportunities as well as for career exploration. Career Services staff are always on hand to provide services to job seekers in attendance, and make relevant connections. Our goal is to serve as the official hub for all hiring events

throughout the region; we will publish a calendar on our website, and offer to partner with any entity seeking to coordinate an event aimed at jobseekers.

- Career Services are available virtually through the CareerCafe.org website and email address. Career Services staff are equipped to conduct counseling sessions through Skype and/or telephone, review resumes through email, and coordinate online interviews with employers. In addition, our social media presence has significant following and we promote hot jobs, events, and job search tips through this venue. We hope to offer virtual services to our customers through the website, possibly including live chat and web-based/Facebook Live workshops. Information about Vocational Rehabilitation services can be access online. The application for services, Customer Handbook, and virtual orientation are available on the [MRS web site](#).
- MRS Vocational Rehabilitation Counselors utilize public access points to meet with customers within reasonable travel distance from their residence. Public access points include the American Job Centers, public libraries, and schools. Through this strategy, MRS has a physical presence in every county of the region.

Long-term career planning is incorporated based on individual circumstances for all workforce customers. Specifically, the Northwest approaches career pathways in terms of empowering customers in any of the WIOA programs to envision educational and/or career advancement, instead of simply focusing on short-term attainment. This is done by assisting the customer with obtaining the training and/or credentials necessary to achieve their identified goals. For example, the Adult Education program works with each student to identify career goals at the beginning of their participation, mapping out educational goals that build on their GED and transition them to post-secondary training.

Facilitating career pathways for customers is purposeful and strategic, encompassing coordination with program partners, which may include, but not limited to, co-enrollment in core programs. Adult career services, youth, MRS, and adult education staff currently co-enroll those participants for which it makes sense, based on their identified needs and goals. Co-enrollment is easily facilitated between staff across the region. Partnerships with local employers and educational institutions are also paramount in ensuring a career pathways system for all, as well as improving access to activities leading to a recognized postsecondary credential.

Activities leading to a recognized postsecondary credential involve engaging vital partners such as employers and educational institutions. A budding example of such a partnership is the Regional ISD Strategic Plan and Educational Development Plan (EDP) pilot project.

The Regional ISD Strategic Plan is the result of efforts on behalf of all three Northwest's ISDs. The plan aligns with the workforce development board's strategic agenda and includes emphasis on connecting students' EDP to career goals. The EDP project provides a framework for occupational exposure opportunities to be built into the curriculum during 5th, 8th, and 10th grades, allowing student, teacher, and counselors to create a meaningful EDP. The project ensures that thorough career exploration is conducted in order to select an appropriate career goal. The EDP will be used as a pillar for aligning educational tracks and class selections with career goals.

Other deliberate activities that are aimed at improving access to postsecondary credentials leading to portable and stackable industry-recognized certificates include expanding access to the following.

- *Work-based Learning Scholarships*. Occupational training funds are committed to scholarships for low-skilled, eligible participants to attend short-term training programs that incorporate a work-based learning component. These are available via Individual Training Accounts.
- *On-the-Job Training (OJT)*. Employers are offered OJT contracts as incentives to hire and train individuals who are lacking some of the necessary skills, and corresponding credential for the job.
- *Apprenticeships*. Northwest Michigan Works! can sponsor apprenticeships for any employer in any occupation, as well as manage the tracking and documentation requirements with the U.S. Department of Labor. Northwest Michigan Works! can work collaboratively with secondary and postsecondary educational partners and the region’s employers to develop pre-apprenticeship training models.
- *Just-in-Time trainings*. These intensive, short-term training programs teach students the foundational skills necessary for an in-demand occupation. It further prepares them for additional training and corresponding credentials, based on the company’s needs. Examples include Industrial Sewing, CNC, and Construction Laborer.
- *Michigan Advanced Technician Training (MAT2)*. MAT2 is a partnership between Baker College of Cadillac, MEDC, Wexford-Missaukee ISD, Northwest Michigan Works!, and local employers. The program trains and credentials individuals in Mechatronics, a cross-functional and broad-based specialty. Employers sponsor and hire participants, while graduates commit to working with that employer for a minimum time period.
- *Mobile Digital Fabrication Lab (“Fab Lab”)*. This mobile training facility for digital manufacturing is a result of a partnership between North Central Michigan College, Northern Lakes Economic Alliance, employers, Little Traverse Bay Band of Odawa Indians, and local school districts. The Fab Lab travels to local companies and high schools to provide training and credentialing as needed;
- *Skilled Trades Training Fund (STTF)*. The STTF provides support to employers who wish to upskill their existing workforce while providing incentives to grow their business, ideally resulting in new hires and higher wages for all workers as they gain valuable skills.

Employer Engagement using Sector Initiatives

Networks Northwest facilitates engagement of employers, including small employers and employers in in-demand industry sectors, in the development and continuous improvement of workforce development programs. This engagement ensures that employers are guiding the system, and that the system is delivering programs and services that ultimately meet their needs. The three core programs administered by Networks Northwest have been participating in these engagement activities, and benefitting from the guidance provided by employers. Employers also benefit by learning more about the programs. While some connection has been made with Michigan Rehabilitation Services, the enhanced focus on employer engagement by that title will call for stronger connections and more thorough integration with vocational rehabilitation.

Facilitation of employer engagement is primarily done with a sector-based approach. Activities conducted include Employer Forums, surveys, participation in industry associations and councils, employer panels, membership in collaborative networks, attendance at local networking events, and

more. The overall strategy is to align local resources, required partners, and entities that carry out core programs with the intent of serving employers.

Sector initiatives are led by the workforce system, but involve participation and support from multiple agencies and employers. Activities are conducted in response to need expressed by employers. Current and ongoing activities are listed below.

Advanced Manufacturing

Four manufacturing councils exist throughout the region, and the Northwest Michigan Works! Business Services Team has relationships with all of them: Northern Industrial Association; Grand Traverse Area Manufacturing Council; Cadillac Area Manufacturing Association; and Manistee Manufacturers Council.

All of these councils are heavily focused on talent issues at this time. Therefore, most have focused their efforts on assisting membership with recruitment. The Grand Traverse Area Manufacturing Council has coordinated a large Talent Tour on Manufacturing Day for the last two years. Our connections to local middle schools have assisted in this initiative, and we assist by providing staff members as chaperones. The Northern Industrial Association has expressed interest in a labor exchange on their web site, so we are facilitating connections to Pure Michigan Talent Connect. Multiple other career awareness and recruitment activities occur throughout the year in relation to manufacturing companies and specifically, in partnership with these associations. Employer partners in these efforts include Clark Manufacturing, Skilled Manufacturing Inc., Kalkaska Screw Products, TranTek, ACAT Global, Avon Automotive, Cadillac Rubber, FIAMM, Rexair, TentCraft, Frankfort Manufacturing, and many more.

The workforce system supports training in Advanced Manufacturing in multiple ways. In addition to training individual customers who are interested in manufacturing, we coordinate Just-in-Time Trainings in Basic Machine Operation as an on-ramp to CNC careers. We also promote manufacturing training programs, such as MAT2 and apprenticeships.

Education providers are especially challenged at this time when developing programs for manufacturing careers. They have experienced such low enrollments in the past that many have closed programs. It takes significant resources to develop a college program, and there is no indication that students will come if the program is built. Networks Northwest is responding to this challenge by assisting a local college with a survey of employers, an employer forum, and potential student surveys in the future to assist in justifying creation of new, modular, and robust manufacturing programs.

The Northwest Michigan Works! Business Services team works extensively with local manufacturers. Their needs are significant, the jobs can be challenging for recruitment, and skill needs are varied. In many cases, companies are willing to train on the job, especially for entry level positions, if a willing and motivated candidate can be found. The Adult Education Learning Labs are also extremely beneficial when a candidate has the aptitude for manufacturing but needs to upgrade his/her math skills in order to be successful. Some local manufacturers have embraced the opportunity to hire individuals with disabilities, but more can be done to connect other companies with MRS.

Our involvement with manufacturing companies can be described by the numbers of job postings and job fills. At the time of this writing 22% of job postings and 33% of job fills for Program Year 2017 belonged to the Advanced Manufacturing industry sector.¹⁶

Multiple work-based training opportunities are available to our Advanced Manufacturing employer customers, including Customized, Incumbent, and On-the-Job Training services, as needed and appropriate. This sector is targeted for development of our first career pathways system, incorporating all four WIOA titles and key manufacturing employers in the region.

Agriculture

The Northwest Michigan Ag & Food System Sector Alliance is one of the original Regional Skills Alliances. Its purpose and activities have changed significantly over time, as the needs of local stakeholders have changed. This sector's employment and training needs have been prioritized in this region to focus on business development assistance for small farmers. Farmers have embraced growth opportunities provided by local food movements, including farmers markets, farm-to-table restaurants, and farm-to-school programs. However, growth necessitates management of the business of farming and takes the farmer from the field to the office. There are also numerous small businesses that take a local farm product and add value through processing. These businesses include winemakers, jams, hummus, hops, and many more. Many of these farms and value-added food companies need help with business planning, access to capital, identifying target markets, creating a viable pricing structure, and marketing. Assistance with these struggles is primarily delivered by the Northwest region of the Michigan Small Business Development Center. Additional partners provide funding support to these local businesses, and our relationships with them are critical to our continued support and involvement with the agriculture industry. These partners include the local economic development organizations, revolving loan funds (VentureNorth in the Northwest region), Northern Initiatives, Michigan Department of Agriculture and Rural Development, and more.

Multiple work-based training opportunities are available to Agriculture employer customers, including USDOL Registered Apprenticeships, Customized, Incumbent, and On-the-Job Training services, as needed and appropriate. Apprenticeships specifically offer a viable succession plan for farmers who are looking ahead to retirement.

Networks Northwest has also been involved in the local Food Innovation Hub. We served as the grant recipient for an MDARD Regional Food System grant and provided coordination for the local advisory group. This food hub is now operational, managed by a new nonprofit, and housing multiple small agriculturally-related food businesses. We maintain connections to the regional food system, and the growers, producers, and processors who comprise it. Employer partners in the Agriculture industry include The Redheads, 9 Bean Rows, Cherry Capital Foods, St Ambrose Cellars, Sleeping Bear Apiaries, Stormcloud Brewing, Northern Organics, Food for Thought, Graceland Fruit, and many more.

Additionally, the system's partnership with Migrant and Seasonal Farmworker Program of the Talent Investment Agency assists in leveraging resources to support the agriculture industry. The Agriculture

¹⁶ Salesforce, Networks Northwest database 2018

Employment Specialist covering the region is closely connected to the Ag Skills Alliance coordinator.

Energy, Transportation and Construction

This varied but connected cluster of industries is especially in need of skilled workers. Employers' outcry for workforce system support has been significant, and we continue to focus on both training and recruitment services to provide assistance.

Sector-based efforts are coordinated with the local colleges and training providers. Northwestern Michigan College (NMC) is a key partner in supporting this sector. Together, we host a regional Auto & Diesel Career Fair in Traverse City in support of the Transportation industry. This major event is intended to provide both current job opportunities to job seekers, and also career exploration activity to those interested in training programs related to automotive and heavy equipment maintenance. The event is promoted heavily, housed at the college's technical division campus, includes heavy equipment tours and demonstrations, and features prizes and giveaways. However, attendance has decreased over time and any recruitment activity in the future will need to change in order to best serve the employers. Continued engagement with all partners and ongoing brainstorming will be critical to success. Employer partners include important employers like Elmer's, Bill Marsh Automotive, Fox Motors, Sears, Star Truck Rental, AIS Equipment, Redmond Automotive, and Marathon Automotive.

The Transportation industry is also experiencing significant labor shortages. The impact of this industry on multiple other sectors makes it a lynchpin in the region's economic vitality. In order to address the need, Networks Northwest will dedicate funds for Individual Training Accounts to support multiple truck-driver trainings; the number per year will be determined based on funding availability. We will also pursue Just-in-Time trainings as appropriate. Educational partners in this industry include Baker College of Cadillac, Pinnacle Truck Driving, and Road Warrior Trucking.

The construction industry's needs are significantly high as well. The recent rebound in development has put pressure on the industry to quickly ramp up. The lack of well-trained and capable workers has impeded potential growth of the companies and the region. Networks Northwest partners with NMC who coordinates a career fair and expo event called Building Tomorrow. This event offers tours to local high school students for two full days, then opens to the community on a Saturday. Students are encouraged to return on Saturday with their parents, and are entered into a drawing for a scholarship if they did. Community members are also invited to attend. Following the most recent event, we offered a Just-in-Time Training in Basic Construction Laborer. Although enrollment was too low to hold the class, the employers were very supportive of the training and our sector based activities for this industry will continue to look at training models that attract and retain the appropriate workforce. Employer partners in this industry include the local Home Builders Association, Kendall Electric, Windemuller, D&W Mechanical, Springfield Roofing, UA Local 85, Airgas, Northern A-1 Services, Builders Exchange, Burdco, and Hallmark Construction.

Northwest Michigan Works! has successfully developed a USDOL Registered Apprenticeship to be used by employers in the construction industry.

Utilities operating in the region are in need of skilled talent to fill critical positions that help to support the region's infrastructure. Jobs like electrical power-line installers and repairers, power plant operators,

and others remain unfilled while utility companies search for skilled workers. While current levels of job openings fall slightly below the State and National levels, the industry itself has seen growth over the last few years, and we expect to see that rate of growth increase over the next decade.

Healthcare

As expressed in the Regional Plan, Healthcare is a priority industry in the region for very good reason. The very high demand for workers, variety of career options, and extreme lack of skilled workers make this industry especially complex and in need of support.

Sector-based activities are focused on recruitment activities as well as training programs. Networks Northwest dedicates funds for Individual Training Accounts to support multiple C.N.A. trainings, due to such a high need for that occupation.

A previous region-wide Career Awareness Campaign for the Home Health Aide occupation was held over the course of several months. This activity was developed as a direct result of an Employer Forum with home health companies, which was conducted in partnership with the region's Area Agency on Aging. Their input indicated that they have sufficient training resources, but struggle to recruit workers and are willing to work collaboratively to bring the community's attention to the job opportunity. The Career Awareness Campaign identified target audiences such as stay-at-home parents, college students, and recent retirees. The messaging focused on the rewarding and fulfilling aspect of the career. The campaign included a dedicated website with a feed of home health positions posted on Pure Michigan Talent Connect. A committee of home health agencies advised and provided input on the campaign. Employer partners in this effort included Monarch Home Health, In-Home Health, Harbor Care Associates, Comfort Keepers, and more. While the results of the campaign were mixed, we intend to convene similar networks of industry specific employers to continue brainstorming effective methods to promote healthcare occupations throughout the region.

Multiple work-based training opportunities are available to Healthcare employer customers, including Apprenticeships, Customized, Incumbent, and On-the-Job Training services, as needed and appropriate. Additionally, non-traditional apprenticeships in home health aide, certified nurse aide, and other healthcare occupations offer an alternative training option for these companies.

Hospitality

Because many hospitality-based positions are seasonal and lower in pay, our services to hospitality employers are focused on assisting with job postings, promoting job openings, and sending customers to job fairs. However, additional services are available for those positions that offer full-time, year-round employment. These services may include On-the-Job Training or enhanced support for recruitment, as needed and appropriate. We plan to explore the possibility of launching a Business Resource Network for hospitality employers to assist with employee retention issues.

Information and Business Services

Many occupations in this sector require college degrees, primarily at the Bachelor's level. The local region's training support is limited to short-term programs, and therefore our sector-based work is focused on Information Technology. These occupations require various industry certifications, stepping stones, and short-term training options. Employer partners represent multiple industries, as well as IT and software companies, because companies from all sectors require IT infrastructure.

An ongoing activity in support of this sector is the Information Technology Career Fair held every spring. This event is conducted in partnership with Northwestern Michigan College. The employers involved in this effort have expressed interest in pre-screening of attendees, and therefore pre-registration is required for the fair. As a result, employers see fewer applicants, but those applicants are typically a very good fit for the open positions. Students from NMC's Computer Information Technology programs also attend, so they can ask questions about the careers available from local companies. Other educational providers exhibit as well, including New Horizons and Ferris State University. Employer partners include SafetyNet, Hagerty Insurance, Munson Medical Center, Wyant Computers, InForth Technology, and more.

Another sector-based activity in Information Technology is the recent development of a Software Developer Apprenticeship program. This program utilizes a customized schedule of classes in NMC's Computer Information Technology – Developer program, in combination with on the job learning.

Multiple work-based training opportunities are available to Agriculture employer customers, including Customized, Incumbent, and On-the-Job Training services, as needed and appropriate.

Coordination with Unemployment Insurance Programs

All workforce development frontline staff are knowledgeable about unemployment insurance programs, but are not in a position to provide individual assistance or answer specific questions. Therefore, they have full access to contact information including phone hotlines and web sites, as well as fact sheets, to best assist clients.

Our region is fortunate to have a UIA Problem Resolution Office located in the Traverse City American Job Center. This has made it much easier to help customers who have questions about their claim and are experiencing problems. In addition, we have at least one dedicated phone line available in most American Job Centers that automatically prioritize customers calling UIA via a dedicated phone line in the customer service queue, providing meaningful assistance to claimants. Each Job Center has either a room or a portion of the public resource room that has dedicated computers for use in filing a claim. Written step-by-step instructions are also available to customers needing assistance.

Employer customers often have questions about the unemployment system, and our Business Liaisons are asked for help. They are well-prepared with web sites, resources, and information to provide to companies. UIA provides informational sessions to companies at least once per year in the region; we are present at this session (it is often held in our conference room) and provide companies with information about our services as well.

In order to ensure that all staff across all programs, including Adult Education and Michigan Rehabilitation Services, are knowledgeable about the resources from UIA, Networks Northwest will implement annual training sessions. These sessions will identify and share UIA resources, the latest fact sheets and web sites, and any additional information.

Coordination with Economic Development Services

Northwest Michigan embraces the belief that Talent Development *is* Economic Development, and vice-versa. The two are inextricably linked, and rely on each other to cultivate and sustain vibrant communities. For this reason, Networks Northwest has always connected with local economic development agencies and worked collaboratively on individual projects, as well as for the greater good of the region.

Collaborative Development Council

The system is a regular participant in the local Collaborative Development Council (CDC), a regional convening of state and local economic development entities. Our participation occurs both at the leadership and frontline levels. The leadership group discusses regional strategies for workforce and economic development, prioritizes local delivery options and special initiatives, and collectively connects with local businesses. Networks Northwest and Northwest Michigan Works! have been charged by the Michigan Economic Development Corporation (MEDC) to serve as the convener for the CDC meetings in Prosperity Region 2. We are providing an opportunity for the economic development partners to come together at a smaller, sub regional level to discuss projects and potential areas for collaboration.

Joint Retention Visits

Building and maintaining relationships with local employers is critical to the success of the entire workforce development system. This is an attribute held in common with economic development agencies. In the Northwest region, the Northwest Michigan Works! Business Liaison, the MEDC Business Development Manager, and a representative from the local economic development entity work together to visit certain companies on an annual basis. These visits, called Joint Retention Visits, allow all partners to learn more about the company. They also allow the company to learn more about services available from multiple systems.

Joint retention visits establish long-term relationships among companies and partner agencies. These relationships are the basis for quality service and effective communication. The retention team represents a vast support network that can help companies to thrive, thereby improving economic stability and community vitality.

Entrepreneurial skills

Entrepreneurial skills training is available through the Region 2 Small Business Development Center (SBDC), as well as local chapters of SCORE and Junior Achievement. The SBDC offers classes for budding entrepreneurs to help them learn the skills necessary to network, plan, promote, and differentiate their

product or service. They then provide one-on-one counseling to new and established businesses that are positioned to grow and add jobs. Connections to these and many other business development services are one of the three primary service categories provided by the Northwest Michigan Works Business Services team. As the team works with local companies and learns about their needs, they identify opportunities to connect their employer customers to SBDC.

One-Stop Delivery System

Networks Northwest provides WIOA Titles I and III via in-house service delivery through its workforce development arm, Northwest Michigan Works!, Inc. Networks Northwest provides administration and coordination for Title II, in partnership with Traverse Bay Area Intermediate School District, who delivers the educational services. These services are continuously improved through internal and external feedback, ongoing program development, a close watch on performance measures, and continuous collaboration with local partners. Title IV is delivered by Michigan Rehabilitation Services, and is available through well-connected partnership and referrals from the other programs.

Monitoring of Titles I, II, and III occurs annually. Networks Northwest conducts a review of files, numbers served, and outcomes for Adult, Dislocated Worker (including National Emergency Grants), and Youth; Adult Education; and Employment Services. Internal monitoring also occurs for PATH, Offender Success, and Trade programs. This provides the opportunity to identify and resolve problems before they impact quality and performance for each individual program. The consistency of monitoring on a regular basis as well as reviewing all programs provides us the ability to see overarching trends over time and across programs. Issues that are discovered through this process inform staff professional development, program changes, and new goals and objectives. It is the goal to review and improve the way in which programs are monitored. It is intended that any review and restructure of monitoring methods will result in more frequent, effective and efficient internal monitoring activities.

In addition, the Talent Investment Agency monitoring unit conducts reviews three times per year. The program section of TIA conducts comprehensive reviews for each program once every two years. As required by law, Networks Northwest has a single audit conducted by an independent firm.

Within the 10-county region, Northwest Michigan Works! has five one-stop service centers. At each of these centers, job seekers are provided opportunity to prepare, obtain, and advance in meaningful employment. Additionally, employers may access services to easily identify skilled workers and capitalize on other available supports for retaining their current workforce.

Comprehensive service centers are located in Traverse City and Cadillac. Both provide a full-range of high-quality services to both employers and job-seekers.

Traverse City Michigan Works! Service Center 1209 S. Garfield, Suite C Traverse City, MI 49686 (231) 922-3700 Hours of Operation: M - F, 8:00- 5:00	Cadillac Michigan Works! Service Center 401 Lake St, Suite 700 Cadillac, MI 49601 (231) 775-3408 Hours of Operation: M - F, 8:00 - 5:00
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Affiliate service centers are located in Manistee, Petoskey, and Kalkaska. Affiliate centers also provide high-quality services to the public, albeit at reduced hours.

<p>Manistee Michigan Works! Service Center 1660 US 31 South Manistee, MI 49660 (231) 398-3150 Hours of Operation: M, T, Th 8:00 - 12:00, 1:00 - 5:00</p>	<p>Petoskey Michigan Works! Service Center 2240 Mitchell Park Dr. Petoskey, MI 49770 (231) 347-5150 Hours of Operation: M, T, Th 8:00 - 5:00</p>	<p>Kalkaska Michigan Works! Service Center 103 Third St. Kalkaska, MI 49646 (231) 258-8889 Hours of Operation: W 9:00 - 4:00</p>
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Each of the five service centers is co-located with Adult Education programs and services, including Learning Labs. One-stop partners are also co-located, wherever possible and include Michigan Rehabilitation Services, SCSEP, Offender Success, and Department of Health and Human Services.

The use of technology is especially critical in terms of reaching those in the most rural counties of Northwest Michigan. The world wide web provides access to multiple job search resources like the Career Café, Pure Michigan Talent Connect; O*Net OnLine; Michigan eLibrary; career resource tools; veteran information and resources; local community services; as well as how-to videos for job search, resume development, cover letters, and information videos on various occupations.

A unique facet of the Northwest’s service delivery model is called the Career Cafe (www.careercafe.org). The Career Cafe allows job seekers to virtually connect to nearly every service available through the one-stop system. The site holds a breadth of resources and tools for customers seeking a job and/or educational training opportunities, retaining a job, or exploring a career change. Demand-driven, Career Cafe specifically identifies “Hot Jobs” which comprise of in-demand occupations and current availabilities in the region. Customers may also connect directly to a Career Facilitator via email to begin engaging in services and plans for employment. Additionally, the Networks Northwest website hosts an orientation video for Northwest Michigan Works! allowing customers to virtually experience the services available at each of the centers. All of these technological tools allow for customers to access one-stop services in a variety of ways, regardless of geographic location throughout the region. The connectivity that the Career Café offers for WIOA Titles I and III will be expanded to incorporate Titles II and IV as well. The Career Café website is scheduled for a significant update within the next year.

Networks Northwest and Northwest Michigan Works!, Inc. are committed to non-discrimination in the delivery of and access to workforce programs and services. This commitment is demonstrated in a myriad of ways, complying with the nondiscrimination provisions of the WIOA and Americans with Disabilities Act.

All registered one-stop center customers receive a copy of the document titled “Equal Opportunity is the Law” as well as the agency’s “Complaint Policy and Procedure” handout. This handout outlines the necessary steps in the case a customer suspects discrimination. The “Equal Opportunity is the Law” poster, in English and Spanish, is also prominently displayed in all the one-stop service centers and at Networks Northwest, near public entrances and in common areas. Further, an approved Equal Opportunity tagline is present on all one-stop publications and websites.

Customers are provided appropriate auxiliary aids and services, including assistive technology devices and services, where necessary to afford individuals with disabilities an equal opportunity to participate in, and enjoy the benefits of, the available programs or activities. Reasonable accommodations will be made for those requesting customers to ensure equal access and opportunity. For example, a video phone is provided for individuals who disclose a hearing impairment. The video phone translates words spoken into sign language, which is displayed on the individual’s screen. Interpretive services are provided to customers as needed.

Training opportunities on matters such as equal opportunity and non-discrimination, the American with Disabilities Act, and serving those individuals with disabilities will be attended by Northwest staff whenever available so as to stay abreast of best practices and procedures. Internally, management regularly provides disability related articles and resources for staff as a reference and tool to ensure the accessibility of individuals with disabilities.

Internal monitoring of programs includes provisions for assessing non-discrimination and equal opportunity within each Northwest Michigan Works! service center. Additionally, the Talent Investment Agency monitoring unit conducts an annual review of the Northwest’s Equal Opportunity policy and procedures, further ensuring access and opportunity for all individuals. Northwest Michigan Works! is in the process of developing a pathway toward compliance as it sincerely endeavors to meet all required Equal Opportunity requirements outlined in the TIA Policy Issuance 18-09 (and subsequent changes).

Partner Name	Program	WIOA Required Partner Category
Northwest Michigan Works!, Inc.	Career Services, ITAs, Employer Services	Title I: Adult, Dislocated Worker
Networks Northwest	Employment Services	Title III: Employment Services/Wagner-Peyser Act
Northwest Michigan Works!, Inc.	Adult Education	Title II: Adult Education and Literacy
Michigan Rehabilitation Services	Vocational Rehabilitation Counseling	Title IV: Vocational Rehabilitation
AARP Foundation	Senior Community Service Employment Program	Title V of the Older Americans Act
North Central Michigan College Northwestern Michigan College	Career and Technical Education	Postsecondary Career and Technical Education programs, Carl D. Perkins
Networks Northwest	Trade Act	Trade Act
Talent Investment Agency	Veterans Employment & Training Services	Chapter 41 of Title 38, U.S.C.
Unemployment Insurance Agency	Unemployment compensation	Unemployment compensation
Department of Health & Human Services	Cash Assistance	Social Security Act
Department of Health & Human Services	Food Assistance	Food and Nutrition Act

Resource contributions include programs and services provided by each agency, depending upon eligibility, for shared customers via referral. Resource contributions for one-stop infrastructure are negotiated each Program Year with each partner and are applied through the use of a methodology developed in partnership with TIA, the Michigan Works! Association, the Michigan Works! agencies, and other Partners.

Adult and Dislocated Worker Employment & Training Activities

Career Services, Basic and Individualized

WIOA Career Services are provided as needed by professional staff in the Resource Rooms and in individual meetings. Through the use of high level technology and a multitude of specialized resources, staff may conduct impromptu training sessions for multiple customers, work with individuals as time and space allow, and make referrals to additional programs. Their services consist of an immediate response to the customer's need, and include the following categories of career development assistance:

Title of Service	Service Description
Before the Search	Identification of barriers to employment including transportation, childcare, personal accountability, and family issues. Michigan Works! staff make referrals to outside resources that can help address these issues.
Get Ready	Assessment of interests, work values, and aptitudes matched with available jobs.
Career Target	Job seekers conduct research using job profiles, videos, informational interviews, and more to determine their chosen career.
Education & Training	Information is provided on local educational resources that prepare job seekers to obtain a job in their chosen career. This includes Michigan Works! Adult Education, local community colleges, and Just in Time trainings. Information is also provided on financial assistance. Workforce development training programs fund many local, short-term programs that prepare individuals for in-demand occupations. Supportive services are also provided so that customers will be successful in completing their training programs.
Résumé & Cover Letter	Assistance with developing an excellent résumé and cover letter, based on feedback from local employers. Multiple resources – on the computer and in hard copy – are available.
Career Search	Assistance with using the many tools for searching and applying for jobs. All customers are asked to enter a profile on Pure Michigan Talent Connect.
Networking	Training on effective networking techniques, including an “elevator pitch,” targeted relationship building, and use of social media for job search purposes.
Interviewing	How to interview appropriately – and what not to do in an interview.
Veterans	Priority of service for veterans and specialized resources to translate skills obtained in the military to civilian job search.

The above categories are presented and accessible to job seekers in-person at the America's Job Center and virtually through the Career Cafe. The Career Cafe model provides a welcoming atmosphere in each center, and gives customers a menu of options for receiving assistance. The CareerCafe.org web site offers customers a chance to work in a self-directed manner from home, or they can receive staff assistance. Virtual services provided include email interactions, counseling sessions via skype and/or phone, and mock interviews through skype. Future virtual services could include workshops provided via Facebook Live, Live Chat, and more.

Training Services

The focus of training programs is to improve job seeker customer's skill sets in a way that meets employer demand. Because there is a vast range of skills needed among employers, and a variety of skill sets among the local labor pool, we utilize a variety of training models.

- *Adult Education:* Open-entry, open-exit learning labs assist students to achieve their GED or High School Diploma, improve their basic academic skills, or learn English as a second language. Each student's education plan is individualized based on thorough, diagnostic assessments. Career planning is integrated into orientation and programming, to ensure that students continue on to postsecondary training and/or on-the-job learning.
- *Classroom Training:* Eligible participants can attend an existing training program that prepares them for an in-demand occupation. Examples include completing a degree, or pursuing a short-term training program such as office assistant, project management, or accounting. This training service is available through the use of Individual Training Accounts (ITA).
- *Work-based Learning Scholarships:* Eligible participants can attend an existing training program that is short-term, occupationally-specific, and incorporates hands-on training. Examples include Certified Nurse Aide and Truck Driving. This training service is available through the use of ITAs.
- *Just-in-Time Training:* Employers work with a training provider of their choice to develop an accelerated vocational training program. Northwest Michigan Works! recruits, screens, and enrolls a full class. Examples include Basic Machining, Welding, and Food Service. This training service is available through the use of ITAs.
- *Customized Training:* Employers work with a training provider of their choice to develop a customized training program. Employers and Northwest Michigan Works! together conduct recruitment, screening, and interviewing. Employers commit to hire successful trainees and contribute 50% of the cost of the training.
- *On-the-Job Training:* Employers hire an eligible participant and provide training on the job. The employer is reimbursed 50% of the worker's wage for the training period.
- *Incumbent Worker Training:* Northwest Michigan Works! can subsidize the cost of training for existing workers. Funds are limited, but application is easy and eligibility of training participants is simpler than other training programs.
- *Work-Based Training for Special Populations:* Job seekers can access scholarships that must include work-based learning, like Apprenticeships and On-the-Job Training.
- *USDOL Registered Apprenticeships:* Endorsed by the United States Department of Labor, Apprenticeships combine work-based learning with related technical instruction, after the trainee has been hired.

With the exception of On-the-Job, Customized and Incumbent Worker Training, all of the above training models must result in an industry-recognized credential.

Unlike with the previous legislation (Workforce Investment Act – WIA), Adults and Dislocated Workers are not required to access basic career services prior to enrolling in the program. However, many individuals seek additional assistance if they are unable to secure employment with self-directed and/or staff facilitated services in the resource rooms. Many individualized career services are also available prior to enrollment in a program, however customers who require long-term one-on-one career advising, and/or who enter a WIA-funded training program, must enroll in the WIA Adult or Dislocated Worker program.

Customers meet individually with a Career Advisor to discuss eligibility criteria. They are told about all requirements. Customers must provide all required documentation and must complete all forms. The Career Advisor tracks all documentation and requirements, ensuring that all are fulfilled prior to enrollment. The checklists used in the process and for completion of the customer's file are attached as Appendix E.

Youth Workforce Investment Activities

Youth and young adults in the region are impacted by many factors. These include housing, nutrition, health care, parental support, transportation, drug use, and criminal behavior. Partners of the workforce investment system and other service providers are available to address many of these issues. These providers include school homelessness services, free and reduced breakfast and lunch programs, county health departments, public transportation, substance abuse treatment providers, and juvenile justice.

In a perfect scenario, all of the above issues would be resolved and/or not applicable. Supportive and healthy environments would make fertile ground for teaching employability skills, and drop-out prevention would not be necessary. While the above providers are doing their part to address these issues, the workforce investment system must do its part to support youth in their efforts to prepare for sustainable, family-supporting employment.

In order to most effectively meet the needs of youth in the region, the following services are available to individuals ages 16 to 24:

- Tutoring, study skills training, and instruction leading to secondary school completion, including dropout prevention strategies;
- Alternative secondary school offerings or dropout recovery services;
- Paid and unpaid work experiences with an academic and occupational education component;
- Occupational skill training, with a focus on recognized postsecondary credentials and in-demand occupations;
- Leadership development activities (e.g., community service, peer-centered activities);
- Supportive services;
- Adult mentoring;
- Follow-up services for at least 12 months after program completion;
- Comprehensive guidance and counseling;

- Integrated education and training for a specific occupation or cluster;
- Financial literacy education;
- Entrepreneurial skills training;
- Services that provide labor market and employment information about in-demand industry sectors or occupations available in the local area, such as career awareness, career counseling, and career exploration services;
- Postsecondary preparation and transition activities.

These required program elements will be delivered in a seamless fashion, with individualized strategies to fit the needs of each youth participant.

The following framework services will be delivered directly by Northwest Michigan Works! staff:

- Supportive services;
- Follow-up services for at least 12 months after program completion; and
- Services that provide labor market and employment information about in-demand industry sectors or occupations available in the local area, such as career awareness, career counseling, and career exploration services.

The remaining eleven program elements may be delivered through partner entities and/or directly by Northwest Michigan Works! staff. If services are provided by a partner and are paid services funded by WIOA Youth, then the selected provider will be procured through competitive bid. If the service is provided free of charge by the partner, then the provider will enter into a Memorandum of Understanding with Networks Northwest.

The transition from WIA to WIOA has a significant impact on the Youth program. The Northwest region had primarily focused its efforts on assisting in-school youth, as a means of preventing drop-outs, recovering credits, and ensuring long-term educational success. The new plan to shift the focus to out-of-school youth will involve several changes to our programming. In addition, funding levels in recent program years have seen drastic drops, which obviously impact programming as well. Ramifications of both funding decreases and programmatic changes are as follows:

- The Beaver Island Lighthouse School (BILS), an alternative, residential school that was previously operated as a partnership with TBAISD and Charlevoix Public Schools, was suspended. Because the primary student population for this school would be categorized as In-School Youth, Networks Northwest does not have adequate funding to continue its support of the funding mix required. As of this writing, the school continues to be suspended.
- In the past, both In-School Youth and Out-of-School Youth (younger and older for WIA) were served by the same program with a single team of staff members. The changes due to WIOA necessitate a division into two separate but related programs. See the plan sections below for details on services for the two separate programs of In-School Youth and Out-of-School Youth.
- Urgent need for diversification of funding to support youth employment and training programming in the region. The Jobs for Michigan's Graduates (JMG) programs (both In School and Out of School) have provided much needed relief for the funding strains experienced by the Youth program. The success of the JMG program in the region continues.

- Stronger connection to MRS is needed in order to assist in-school youth referral sources to access Pre-Employment Transitional Services.

Out-of-School Youth

There is need in the Northwest region to provide intensive, specialized services for young adults who are not in school and struggling with multiple barriers. Residents age 16-19 and 20-24 experience unemployment at much higher levels than the rest of the population, at 22.9% and 15.5% respectively.¹⁷ This group is in need of help and will be served if they meet the following eligibility criteria:

- A. Age 16 to 24 and not attending school; and
- B. Fall within one or more of the following categories:
 1. Individual with a disability
 2. School dropout
 3. Not attended school for at least the most recent complete school year calendar quarter.
 4. A high school graduate who is basic skills deficient or an English language learner
 5. Offender
 6. Homeless, runaway, or foster child
 7. Pregnant or parenting
 8. A low-income individual who requires additional assistance to enter or complete an educational program or to secure or hold employment

The Northwest region’s strategy for serving out-of-school youth ages 16 to 24 is to develop a comprehensive mix of services, utilizing an intensive case management model. This model will focus on a “whole-life” approach: education, work, soft skills, life skills, employability skills, leadership, and more. The goal is for year-long participation in the program, with movement in & out over time and 12 more months of follow-up services.

Two case managers, called Youth Advisors, will split the region to serve 50 to 60 out of school youth. The Youth Advisors will work with program participants to create an Individual Service Strategy (ISS) for each youth. This plan will identify barriers, and select any and all of the 14 program elements that are appropriate to that individual youth. The ISS is a dynamic document, and will change throughout participation to reflect goals obtained and changes to the participant’s situation.

In order to ensure that youth have experience-based opportunities, the program will incorporate a part-time, minimum wage Work Experience program for each student, as appropriate, in the public or private sector. This will provide youth with the most effective form of soft skills training, while also supporting them with intensive case management and job coaching.

In addition to the multitude of services, all those enrolled in the program will meet as a cohort each quarter for a full-day mini-conference for counseling, discussion, support, soft skills, life skills, employability skills, leadership training and more.

All youth in the program will achieve an industry-recognized credential. If lacking a high school diploma or GED, the participant will work with the Adult Ed Learning Labs, dually enrolling in both WIOA titles. In

¹⁷ US Bureau of the Census, 2010-2014 American Community Survey Five-year Estimates
Networks Northwest

order to best facilitate retention and completion of the credential, programming will use a distance learning model and on-line programs for high school completion. In addition, the ISS will plan for long-term success, and include a transition to postsecondary vocational training upon completion with the Learning Labs. For any out-of-school youth who already has a diploma or GED, the plan will incorporate a credentialed postsecondary occupational training. Examples may include Certified Nurse Aid, Truck Driving, construction, CNC, and a host of other short-term trainings that will lead to employment in an in-demand occupation.

Out-of-school Youth with disabilities will be assisted with the mix of services appropriate to their needs, and will be connected to Michigan Rehabilitation Services for vocational rehabilitation counseling as needed.

The team and administrative staff may explore the development of a new name for the Out-of-School Youth program. This name would be connected enough with the Northwest Michigan Works! brand and be readily identifiable as coming from the workforce development system, but will also be appealing to the target population and recognizable as the designated youth services.

Networks Northwest will braid JMG together with WIOA Out-of-School Youth, both in terms of funding and programming. We have entered into a contract with the Youth Solutions, the JMG administrative entity, this year and intend to do so again for future fiscal years. We will continue to pursue and develop partnerships to deliver the program and meet performance requirements of both funding sources. Services take place in locations and at times that are convenient for participants. Two JMG Out-of-School JMG Specialists support the goal to serve at least 215 students between the JMG In-School and Out-of-School programs, with enrollments in WIOA for students who are eligible.

The end goal of all activity is full time employment and long-term retention. Each youth's ISS will facilitate all of the goals, objectives, and milestones, in order to achieve success.

In-School Youth

Services for youth who are currently in school will be coordinated in a classroom setting, with individual appointments as well.

Eligibility for in-school youth is as follows:

- A. Age 14 to 21 and attending school; and
- B. Low-income individual; and
- C. Fall within one or more of the following categories:
 1. Individual with a disability
 2. Basic skills deficient
 3. English language learner
 4. Offender
 5. Homeless, runaway, or foster child
 6. Pregnant or parenting
 7. An individual who requires additional assistance to complete an educational program or to secure or hold employment

The local policy defining Youth who Need Additional Assistance is attached to this plan as Appendix F.

The region's in-school youth program will utilize the Jobs for Michigan's Graduates model. This model recognizes that adult intervention helps youth make the right choices, but it is often missing from the lives of disadvantaged youth. It is also essential that youth learn "soft skills," the types of skills that are applicable to any job. These include communication, teamwork, problem-solving, respect for authority, and personal accountability. These are the skills in highest demand from employers around the region, regardless of industry or occupation.

The Jobs for Michigan's Graduates (JMG) program incorporates all of the above and more. Positive relationships with adult instructors are a foundation of the program. The curriculum consists of teaching youth 37 competencies that prepare them to be strong citizens and effective workers.

Networks Northwest will braid JMG together with WIOA In-School Youth, both in terms of funding and programming. We have entered into a contract with the Youth Solutions, the JMG administrative entity, for the last two years and intend to do so again for future fiscal years. We will continue to partner with the local Career Tech Centers, as well as alternative schools to deliver the program and meet performance requirements of both funding sources. Services take place in the schools as a class during regular hours. Three JMG Specialists are shared employees who deliver the program. Three JMG In-School Specialists support the goal to serve at least 215 students between the JMG In-School and Out-of-School programs, with enrollments in WIOA for students who are eligible.

In-school Youth with disabilities will be assisted with the mix of services appropriate to their needs, and will be connected to Michigan Rehabilitation Services for Pre-Employment Transition Counseling.

Waivers

Northwest Michigan Works! takes advantage of appropriate waivers to ongoing workforce development activities in the region. Waivers provide increased flexibility that allows the Agency to more effectively respond to the needs of employers and job seekers. Waivers in use in the Northwest Michigan region include the waivers allowing the option to expend less than 75% of WIOA Title I Youth State formula funding on the Out-of-School Youth population and the option to expend less than 75% of local WIOA Title I Youth funding.

Coordination with Education

The Northwest Michigan Career & Educational Advisory Council (CEAC) has replaced what were previously known as the Educational Advisory Group (EAG) and the Talent District Career Council (TDCC). The CEAC advises the Workforce Development Board on issues related to education and careers. The CEAC is the local entity that formally guides collaborative partnerships with local school districts, employers, postsecondary institutions, advocates, and training providers. Other members of the CEAC include at least 1 Workforce Development Board member, employers (at least 3) who represent documented in-demand industries that provide high-wage and high-growth careers, and representation

from labor unions, Adult Education programs, parents, and educators. The collaborative group is expected to identify significant talent needs in a community and collectively develop and implement training strategies to effectively meet employer talent needs. The Talent Investment Agency requires the each CEAC complete an initial certification process, with subsequent re-certifications occurring bi-annually. Certifications provide guidance related to the Council's membership requirements, the establishment of metrics to achieve high performing outcomes and more. The CEAC is encouraged by Federal legislation to provide recommendations to the local Board in the development of workforce development strategies, especially as they relate to secondary and postsecondary educational institutions. As an advisory group, the CEAC will also coordinate with other educational entities in guiding career development programs and career pathways, which in addition to educational institutions may also include other programs like prisoner reentry programs and veterans programs.

Specific tasks the CEAC may address include identifying workforce preparedness programs from P-20 through life-long learning and suggesting education development that addresses current and future regional workforce needs, and developing and implementing career pathways.

The CEAC operating in the Northwest Michigan region has established the following metrics for Program Year 2018:

- Establish 8 new USDOL Registered Apprenticeships between April 1, 2018 and June 30, 2019
- Increase number of career pathways and exploration events promoted within the region by 20%

In addition to use of the CEAC for connection and coordination with education institutions, the workforce system develops and maintains relationships with public and private training providers. Northwest Michigan Works! employs dedicated staff members to specialize in training programs. These individuals are the go-to resource for knowledge of training vendors and programs; their role is to support career advisors (regardless of program), manage ITAs, and maintain relationships with training vendors.

Another area where relationships with training vendors is critical is in employer services. All postsecondary institutions in the region offer training programs for employers, either already developed or customized based on need. Educators are often invited to attend the Employer Forums (see Business Services and Engaging Employers using Sector Initiatives sections) so they can hear first-hand from employers about skill shortages and workforce needs. Each Business Liaison on our Business Services Team serves on at least one advisory board for programs at the local career tech center and/or college. Business Liaisons often call on community college partners to access the New Jobs Training Fund program, and to connect companies with training services for Customized Training, Incumbent Work Training, and Skilled Trades Training Fund. Although communication is regular and ongoing throughout the year, the Business Enhancement Teams offer an opportunity for formal sharing of new programs, focus areas, and needs with education partners.

Supportive Services

Northwest Michigan Works! provides supportive services to eligible participants in the following programs: Adult, Dislocated Worker, Youth, PATH, and Offender Success. MRS also provides supports as part of the Individual Plan for Employment. One of the most daunting barriers to employment in our large, rural region is transportation. With limited public transit available, and long distances to travel to jobs and training, this supportive service has been extremely important to ensuring participant success. Required clothing for training or for the first few weeks of employment are provided. These may include steel-toed boots, scrubs, and safety glasses. Assistive devices may be provided to those with disabilities.

The process for providing supportive services includes an assessment by the case manager to determine the barrier and which supportive service will be most helpful. The case manager seeks other sources of support, through referrals to partner agencies. If a supportive service is deemed necessary, the case manager makes a request and a manager reviews and approves or denies it. The barrier and supportive service is documented in the participant's Individual Service Strategy in the One-Stop Management Information System or in the IPE by the vocational rehabilitation counselor.

The local supportive services policy is attached to this plan as Appendix G.

In every county throughout the region, a human services collaborative body convenes multiple human services organizations on a monthly basis. This group represents a vast array of supportive services and other applicable community resources. Northwest Michigan Works! participates with every group and regularly attends meetings, representing WIOA Titles I, II, and III. MRS also participates, representing WIOA Title IV. Through this connection, the entire workforce system is made aware of numerous resources and initiatives. Examples of programs and supports that have been shared at meetings and through an email listserv are:

- Application fair for Section 8 housing
- New substance abuse prevention program
- Support network for adoptive families
- Community Health Needs Assessment
- Affordable Care Act navigator available at the local health clinic
- Applications for the Double Up Food Bucks program
- Training for case managers working with people with disabilities

The above are just a few examples of the wealth of information that is shared through these groups. Information also includes new staff at partner agencies, changes in bus routes, new times for food pantries, etc.

Northwest Michigan Works! will not offer needs related payments at this time.

Coordination with Supportive Services

In addition to the strategic coordination provided by Networks Northwest (described in the regional plan), frontline staff in the American Job Centers and at MRS are well-versed in transportation resources, and make an effort to inform transportation partners about ours. In addition to the supportive services described above, the staff have access to directories and schedules for local transit authorities, where they are available. The resource room computers have links to local transportation

providers. Workshop calendars are shared with transit authorities for placement on the busses and in waiting rooms. Periodically, transportation partners are invited to present at staff meetings so that our knowledge of their programs and services are up to date. This also provides the opportunity to share information about workforce development services.

Because the frontline staff are so knowledgeable about the challenges of the workforce, especially those with barriers to employment, they have become a source of data and anecdotal information for transportation planning. The staff attend transportation planning events and summits, providing insight on behalf of those who are most in need of the services.

Coordination with Employment Services

Northwest Michigan Works! is fortunate to operate Titles I, II, and III, an arrangement that naturally affords an environment conducive to maximize coordination of the provision of workforce development services from the various titles with little to no duplication of services. Front line Staff have been trained in all three titles to assist customers requiring all levels of assistance. Northwest Michigan Works! Staff greet customers as they enter the Resource Room in the Service Center. As they begin to interact, they are skilled at listening and asking questions that will provide information about what the customer needs. Customers who need minimal or no staff assistance as they begin their job search or career transition will work relatively independently in the Resource Room (or Career Café). As they work through their career exploration path, some customers may request or discover, with the expertise of Northwest Michigan Works! Staff, that they are in need of a more intensive level of assistance. Those customers are connected to a Northwest Michigan Works! Career Facilitator who will further evaluate the customer's situation and needs and may determine to enroll the customer in the WIOA program or another appropriate workforce development program that will best meet their needs, which may range from the need for supportive services to the need to pursue training in an in-demand occupation.

Customers who are working in the Resource Room or working directly with a Career Facilitator may request or be in need of remedial education or an opportunity to increase their digital literacy skills, for example, and may be referred to the Adult Education Learning Labs which are co-located in each Service Center. Because all Staff who provide WIOA services, with the exception of Title IV, are co-located and working under the Northwest Michigan Works! umbrella, and because all staff have been trained to effectively provide employment services, services provided under Titles I, II, and III are rarely duplicated. Instead, customers receive services at the level they need, without experiencing a 'break' in service as they receive coordinated services under WIOA.

Wagner-Peyser services are provided at no charge to both job seekers and employers.

In addition, Northwest Michigan Works!'s long-standing and close collaborative relationship with the region's Title IV provider, Michigan Rehabilitation Services, and the co-location between the two agencies, allows for an efficient referral process.

Additional information regarding the way in which we provide Employment Services with Wagner-Peyser funds, which are provided directly by Northwest Michigan Works! Staff, can be found in Attachment N of this Plan.

Coordination with Adult Education

In 2002, funding for Adult Education in Michigan was reduced from \$80 million to \$20 million. At this time, several adult education programs in the region were unable to continue providing services. Those who were going out of business approached Networks Northwest and Traverse Bay Area Intermediate School District, and asked that a partnership be formed to ensure that services would remain available despite the drastic reduction in resources. The two entities formed a relationship that remains intact to this day.

The roles and responsibilities of each entity are outlined in the Memorandum of Agreement, attached as Appendix H. In short, Traverse Bay Area ISD receives funds, employs teachers, and awards credit. The workforce system coordinates the program, contributes WIOA funding both from Title II and from its facilities budget, and employs Lab Aids to support the teachers. Adult Education services are provided through the Northwest Michigan Works! Learning Labs that are housed within Northwest Michigan American Job Centers

Adult Education Funding in Michigan is distributed on a regional basis. TBAISD is the regional fiscal agent for Adult Education state aid funding. As the fiscal agent, TBAISD is responsible for awarding contracts to local providers of adult education services. In order to coordinate with the workforce development board, as required in WIOA Sections 107(d)(11)(A) and (B)(i) and WIOA Section 232, TBAISD works through the Career and Educational Advisory Council to review applications. The CEAC developed a rubric for evaluation of local applications. This rubric was based on the model provided by the Office of Adult Education, and adjusted for local program priorities. Using this rubric for evaluation, the CEAC makes a recommendation to the workforce development board, which then advises TBAISD on awards. The process takes into account the availability of services throughout the region, and ensures that programming is available across the wide geographic reach of the region.

The following Adult Education services are available throughout the region through the Northwest Michigan Works! Learning Labs:

- Adult Basic Education
- Adult Secondary Education
- High School Completion
- High School Equivalency
- English Language Learning (formerly English as a Second Language)
- Workplace Literacy

A mix of online, computerized, book-based, and group-based instruction is made available. Tutoring is also an option for the lower functioning student. Blended Learning options are available due to the online software programs being utilized. To accelerate achievement of goals, students are able to check out Chromebooks and data ports. Any student utilizing this option must meet with a teacher at least once a month. Contact is maintained through phone calls, Google Hangouts or email.

Multiple providers of literacy services and English Language Learning programs are in existence in the region, including literacy councils and remedial programs from local colleges. The workforce system coordinates services with these providers in a variety of ways. In 2014, we convened an Adult Learning Partnership that brought together representatives from all of the stakeholders. This partnership jointly developed the following programs:

- A new web site was created to help residents of the region who are interested in accessing adult education opportunities. This web site focuses on the need of the student, and the program they are most likely to look for when coming to the site. All literacy councils in the region, along with Learning Labs, are listed here. The information includes address, phone, hours, instructors, and email. The potential student can browse or search by program or by geographic location. www.NorthwestMichiganAdultEd.org.
- TAPET (Transitioning Adults to Postsecondary Education and Training). This program consisted of multiple initiatives that were designed to help adult education students continue their education beyond GED or high school completion. This was done knowing that in today's economy, postsecondary training is essential to improving an individual's economic opportunities. Initiatives included:
 - Career Preparation Course, incorporating career assessments, planning, and goals related to their adult learning plan;
 - Study Skills Course, designed to help them in both their adult education program as well as in college;
 - Campus Day Visits, giving adult Education students tours of local colleges, an opportunity that many of them missed earlier in life because they didn't finish traditional high school;
 - Financial Aid Application support, such as specialized workshops and classes with financial aid officers from local colleges;
 - Mentoring program, which paired former adult education students who have been successful in their postsecondary programs with new students.
- A website was created to help all non-traditional students with learning more about postsecondary opportunities. The focus is assisting adults with accessing the many resources available at local colleges that can address barriers. These resources include mentoring, tutoring, writing centers, math support, and more. By collaborating with all of the local colleges, links to their supports and offerings are readily available at this website: www.CollegeforAdultStudents.org.

The Northwest Michigan Works! Learning Labs are housed inside the one-stop centers. There is full integration with all programs in the delivery of all activities. All customers are shared based on the customer's needs. An unlimited license to Kuder Journey, a flexible and scalable online career planning system has been purchased for the Northwest Michigan Works! program. This tool will be employed by

all programs to facilitate the conversation and build resources on career planning and pathways. Workforce programming provides participants with the opportunity to improve their skills through various stepping stones of education and work experience utilizing all the resources of all the programs.

Some of the challenges related to career pathways include the following: There is no consistent, generally accepted definition of the term “Career Pathways;” following an individual through multiple stepping stones will necessitate a much longer time period of participation in our programs; every industry and occupation is different.

Components of these systems will include the following:

- Thorough assessments
- Basic academic education
- Occupational training
- Work-based learning

Progression through each of the above will result in industry-recognized credentials and increase in job prospects and potential income. The career pathways systems developed will give program staff, educators, employers, and participants a tool to use in mapping out career pathways on an individual basis.

Memoranda of Understanding (MOUs) and Infrastructure Funding Agreements (IFAs)

Memorandums of Understanding with each WIOA required partner, as well as youth program element providers who will not be receiving funds, are in place with Required WIOA Partners in the region. Executed MOUs are in place for three years and have been submitted to the Talent Investment Agency.

Infrastructure Funding Agreements (IFAs) with the following applicable WIOA Required Partners in the region have been negotiated and are in place. Executed IFAs and the IFA spreadsheet delineating FTEs and Cost Allocations based on FTEs have been submitted to the Talent Investment Agency. Subsequent IFAs will be evaluated and executed on an annual basis.

Grant Recipient

The Northwest Michigan Council of Governments is responsible for disbursement of grant funds. This entity, now doing business as Networks Northwest, has had numerous federal contracts over many years. The agency has been a State of Michigan sub-recipient to deliver federally-funded programs under the Workforce Investment Act, The Wagner-Peyser Employment Service, the Temporary Assistance for Needy Families welfare-to-work program, Trade Act, and several other workforce development programs for 40 years. In addition to workforce development programs, Networks Northwest administers business and community development programs for the ten-county region. These include

Small Business Development Center, Procurement Technical Assistance Center, Global Trade Alliance, several sector alliances, and the State of Michigan's Offender Success program. The agency is also the local Regional Planning Organization, which provides numerous services to local governments and their communities throughout the region.

The grant recipient has decided to direct deliver WIOA Career services, through the One-Stop delivery system, including eligibility determination, outreach and intake, assessments, labor exchange services, provision of labor market information and local in-demand occupations, use of the eligible training provider list, referral to barrier removal services, and all other Career services described in WIOA Section 134. A competitive process to award sub-grants and contracts for this spectrum of services is therefore not required. Training services are provided via Individual Training Accounts (see the Individual Training Accounts section, below). No contracts for training services will be utilized at this time.

High-Performing Board

In 2014, Networks Northwest became the state's first agency to reach Tier 3 of Governor Snyder's Regional Prosperity Initiative. This was done by combining the workforce development board and the local elected officials, and adding representation from additional community stakeholders. This new Regional Prosperity Board serves as the governing body for Networks Northwest.

The board developed a clear mission and vision for the organization, attached as Appendix I, as well as organizational hallmarks and values.

The Board has these primary purposes:

- To provide strategic resources (data, leadership, education, publications, models, staff time, funds, etc.) for the region's economic and community vitality.
- To provide for an annual Regional Prosperity Plan for use by community officials, businesses and organizations.
- To discuss and create macro-level recommendations for impact around the core elements of the Regional Prosperity Plan.
- To connect and support regional networks around topics related to economic and community vitality.
- To provide oversight for financial and operational effectiveness. This is done largely through five committees: Executive/Governance; Finance/Audit; Quality Assurance; Career & Educational Advisory Council; Marketing/Communications.

Networks Northwest prides itself on being well-connected to the employer community in the region. This is evidenced by robust board membership, with representation from local chambers of commerce, economic development, every in-demand industry sector, small family-owned companies, and the largest employers in the area.

The board is committed to ongoing and continuous improvement, which will ensure that it serves as a high-performing board. At the time of this writing, the Governor's Talent Investment Board has not issued factors or criteria. However, the following standards have been established locally, to ensure that each board member as well as the board as a whole is serving with the utmost quality.

- Each new board member attends an extensive board orientation session;
- Every board member is assigned to a committee;
- Meeting agendas are designed for strategic discussion on topics that have significant impact on program design, service delivery, and community vitality;
- Board meetings and committees emphasize assessment of the agency's fiscal and programmatic performance;
- The board is data-driven, utilizing the following quantitative information to guide program direction and strategic decision-making: performance outcomes, audits and monitoring reviews, labor market information, and numerous prosperity and economic indicators;
- Recruitment of new membership targets those who express interest in being active and engaged;
- Annual planning includes purposeful engagement of the board with legislators and other significant groups of influence;
- Board members review and share best practices with agency staff;
- Professional development for board members is available through attendance at conferences and economic/education summits;
- The agency ensures participation of board members in presenting the annual report to groups and communities they represent.

Standards of effectiveness and continuous improvement criteria for assessing the American Job Centers will be developed during the timeframe of this plan.

Individual Training Accounts

Training services are available to eligible participants in need of additional skills to achieve long-term, sustainable employment via Individual Training Accounts. Career Advisors work with customers to assess skill sets, identify training needs, and plan for appropriate training services. The customer is tasked with conducting research to ensure commitment and suitability. In addition, the career advisor counsels the participant on training choices, and facilitates access to the MiTraining Connect list of approved training vendors. The customer is able to freely select from approved training programs, ensuring fully informed customer choice. Training programs that have been identified by the customer, but have not been approved may be offered the option to become an approved training program. Upon selection of a training program, the participant then meets with the Classroom Training Specialist, who helps with contacting the training institution, program enrollment, and planning specific training services. The participant signs an Occupational Training Agreement, which identifies the training provider, program, training start and end dates, approximate cost by class or program, and support services necessary to participate. This agreement then generates vouchers to fund the planned services.

All training services are provided via Individual Training Accounts. No contracts for training services will be utilized at this time.

Individual Training Accounts will be limited to training programs and training providers that have demonstrated effective outcomes, including their ability to offer training programs that can result in an industry-recognized credential and employment in in-demand occupations and industries. The

Northwest Michigan Works! Agency approves or denies approval for training providers and programs according to a standardized and objective process in order for training providers/programs to be deemed an Eligible Training Provider (ETP), resulting in their training program to be posted publicly on the Michigan Training Connect (MiTC). Only training providers/programs deemed eligible may receive the WIOA Title I-B training funds to train participants. The local policy (see Appendix H) outlines the approval and denial of approval criteria and the corresponding methodologies and procedures used to approve or deny approval of training provider applications to the MiTC.

Public Comment

This plan has been published for public comment and review on the agency's website. Members of the local board and members of the public, including representatives of business and labor organizations, may review the plan by downloading it from www.networksnorthwest.org/localplans or contacting the Networks Northwest office at 231-929-5000. Comments may be submitted to Networks Northwest via the comment form on the website, or through the phone number above.

In compliance with the Americans with Disabilities Act (ADA), the plan will be made available in alternate formats, such as large print or audiotape, in response to special requests. All Networks Northwest board meetings are open to the public, comply with the physical requirements of the ADA, and welcome public comment.

Outreach for the purpose of reviewing the plan will be conducted in the following ways:

- Direct email to partner organizations, informing them of the opportunity to comment and encouraging their review and feedback;
- Legal notices in local newspapers;
- Notice in the Networks Northwest email newsletter.

Comments received will be responded to individually. Modifications may be made to the plan if comments are determined to be significant enough to warrant plan adjustments. Comments and responses will be attached to the plan in the final version and submitted to the Talent Investment Agency.

Technology Integration

Several of the WIOA programs, as well as partnered programs, are integrated via the One-Stop Management Information System (OSMIS). This is one tool which staff may use to enhance fundamental case management tasks across programs such as WIOA Adult, Dislocated Worker, and Youth; Employment Services; Welfare Reform; Food Assistance Employment and Training; and Trade Act.

Additionally, customers and staff may interact virtually through the CareerCafe.org web site. Staff is able to provide case management services such as job counseling, review resumes, coordinate online interviews with employers and more through use of Skype, email, and/or and the telephone. Program

partners may engage using these tools, as well to enhance the case management experience for all those involved with the customer.

Networks Northwest uses the G*STARS membership system for customer tracking. Customers are issued a membership card and password at intake. Whenever customers return, they swipe or login to the kiosk and indicate the services they will use while at the American Job Center. This tool provides us with data regarding number of customers and which services they utilize.

The system recently purchased a career assessment tool, Kuder Journey for the adult population and Kuder Navigator for youth. This tool is available to all programs in the system, including all core programs. This assessment tool acts as a communication venue between a case manager and customer. The customer owns the profile and can work through multiple steps to achieve goals identified in the Individual Service Strategy. Multiple case managers can work together through this tool to collectively assist the customer as needed.

Northwest Michigan Works! uses Salesforce for recording services to employer customers. This system allows us to share information with local economic development organizations and the Michigan Economic Development Corporation. We track multiple aspects of our services, including recruitment, job postings, job fills, and hiring events; training services; retention visits; and referrals made to partner organizations.

We look forward to the technology changes planned by the Talent Investment Agency to assist in enhanced integration of the OSMIS, customer tracking, employer services, and assessment tools.

Priority of Service

Individualized Career Services may be provided to those who qualify based on WIOA eligibility criteria. These criteria also provide the baseline of eligibility for Training Services. The Northwest Michigan Workforce Development Board endorsed a local priority of service policy for Training Services that gives priority to those most in need.

Additional priority levels have been determined based on the high need for skilled workers to fill jobs in key in-demand occupations. Priority of service is applied when the number of eligible participants who are seeking training exceeds the availability of funding for training.

Veterans and eligible spouses are given top priority, providing they meet eligibility criteria and are deemed suitable for training, as is consistent with the Job for Veterans Act of 2002.

Priority levels are outlined in the following order:

- Recipients of public assistance;
- Low-income individuals;
- Individuals who are basics skill deficient;
- Unemployed individuals;
- Employed individuals, whose family income is below the locally defined Self-Sufficiency Level;

- The locally defined Self-Sufficiency Level takes into consideration an individual's income based on specific categories of family size as well as county of residence. The Michigan League for Public Policy has developed a Basic Needs Income Level for each county in Michigan. An individual may be considered below the locally defined Self-Sufficiency Level if her/his income is below the Basic Needs Income Level for her/his family size and county of residence, as determined by the Basic Needs Calculator (<http://www.mlpp.org/calculator/>).
- Employed individual whose employer has determined that training will provide the skills necessary to retain employment or to have the potential to move up within the company (Incumbent Workers only).

The full Local Policy is attached to this plan as Appendix J.

Rapid Response

Rapid Response activities are fulfilled through the Business Services division of Northwest Michigan Works! Business Liaisons are assigned to specific county territories to provide employer customers easy access to the full range of workforce/economic development services available through the Northwest Michigan Works! system. Serving as the MWA representative on the Rapid Response Team, the Business Liaison works closely with the Talent Investment Agency, State of Michigan Rapid Response Section, providing the assistance necessary to ensure that workers transition to new employment as quickly as possible.

The Business Liaisons maintain ongoing contact with the Rapid Response Section Workforce Consultant. Often being the first to hear of a pending closure or layoff, they have made it a practice to notify the Workforce Consultant immediately upon learning of any forthcoming worker dislocation in their assigned territory, whether or not a Worker Adjustment Retraining Notification (WARN) notice is required.

The close relationships already established between Michigan Works! Business Liaisons and local employers often pave the way to successful Rapid Response meetings. When a local employer is facing massive layoffs or closure, trust is a critical factor because of the often confidential information that is revealed at these meetings. Business Liaisons, along with the RRS Workforce Consultant, inform the employer and union representative(s) of the array of services available to dislocated workers, providing reassurance in the process. State Adjustment Committees will be established when appropriate.

The individual responsible for Joint Adjustment Committees (JACs), State Adjustment Grants (SAGs), and National Dislocated Worker Grants (NDWGs) is:

Kathy Taylor, Regional Operations Manager
 PO Box 506
 Traverse City, MI 49685-0506
kathy.taylor@networksnorthwest.org
 (231) 929-5054

In the past we have used funds from various National Emergency Grants (NEG) for training options for the Long-term Unemployed and for affected workers of a mass layoff. These programs have been successful in our region, providing incentives to employers, additional training options, support services, and connection to permanent jobs to those who are eligible for services. Currently we are not participating in any NEGs/NDWGs, but will pursue those types of funds as is appropriate and as they become available.

The local Rapid Response policy is attached as Appendix K.

Appendix A: Hot Jobs Report

Appendix B: Workforce Development Board Strategic Agenda

Appendix C: Strategic Agenda List of Activities

Appendix D: CPR (Completion, Placement, Retention) Matrix

Appendix E: Occupational Training Checklist and Occupational Training Agreement

Appendix F: Local Policy defining Youth Who Need Additional Assistance

Appendix G: Local Supportive Services Policy

Appendix H: Memorandum of Agreement regarding Adult Education collaboration

Appendix I: Networks Northwest Board Vision and Mission

Appendix J: Local Policy on Priority of Service

Appendix K: Local Rapid Response Policy

Appendix L: Local Individual Training Accounts Policy

Appendix M: Local Michigan Talent Connect Policy

Appendix N: Employment Services Plan

Appendix A: Hot Jobs Report

Hot Jobs Report

Advanced Manufacturing

Education Level	Job Title	Average Entry Level Wage Range	Average Experienced Wage Range
High School Diploma and some training	Assemblers	\$11-613	\$13-622
	Assembly Laborers	\$11-618	\$16-626
	Service Machine Operators	\$15-535	\$15-618
	CNC Machine Operators, Setup Technicians & Programmers	\$11-617	\$17-627
Technical Certificate or Associate's Degree	Mechanical Maintenance Technicians and Industrial Mechanics	\$14-623	\$24-636
	Electro-Mechanical Technicians	\$20-620	\$20-628
	Mechanics	\$13-622	\$22-630
	Welders	\$13-617	\$15-626
Bachelor's Degree or Higher	Designers, Drafters (CAD/CAM)	\$13-617	\$20-634
	Engineers (Quality, Process, Design, Mechanical, Biomedical, & Industrial)	\$23-630	\$41-660
Bachelor's Degree or Higher	Sales Representatives (Manufacturing and Wholesale)	\$20-637	\$41-670

Agriculture

Education Level	Job Title	Average Entry Level Wage Range	Average Experienced Wage Range
High School Diploma and some training	Farm Laborers	\$12-614	\$14-617
	Produce Processors	\$13-614	\$14-617
	Specialized Equipment Operators	\$12-616	\$17-624
	Agricultural Research Technicians	\$12-618	\$18-627
Technical Certificate or Associate's Degree	Food Science Technicians	\$13-618	\$16-627
	Master Brewers, Winemakers, Distillers	\$13-618	\$20-626
	Farm Managers and Supervisors	\$17-631	\$31-641
Bachelor's Degree or Higher	Biological Technicians	\$14-616	\$18-627
	Precision Agricultural Technicians	\$15-622	\$22-637
	Ecologists and Viticulturists	\$16-630	\$21-636
	Agricultural Engineers	\$21-635	\$25-656

Energy Transportation and Construction

Education Level	Job Title	Average Entry Level Wage Range	Average Experienced Wage Range
High School Diploma and some training	Carpenters - Helpers	\$11-613	\$12-614
	Light Truck or Delivery Service Drivers	\$12-615	\$15-629
	Roulers	\$12-615	\$18-634
	Freight, Stock & Material Movers	\$13-614	\$14-620
	Construction Laborers	\$12-617	\$17-627
	Heavy and Tractor-Trailer Truck Drivers	\$15-616	\$19-639
	Construction Equipment Operators	\$12-617	\$20-624
	Heavy Equipment Operators	\$15-623	\$23-634
	Industrial Mechanical Technicians	\$11-627	\$20-639
	General Maintenance and Repair Workers	\$12-617	\$17-627
Technical Certificate or Associate's Degree	Mechanics	\$12-615	\$20-626
	Electricians	\$17-619	\$24-630
	Plumbers	\$15-620	\$25-629
	HVAC Technicians	\$14-620	\$22-633
	Renewable Energy Installers/Technicians	\$13-618	\$20-636
	Electrical Power-Line Installers and Repairers	\$14-632	\$26-647
	Heavy Equipment Mechanics	\$15-623	\$23-634
	Diesel Mechanics	\$15-622	\$20-629
	Automotive Service Technicians	\$12-618	\$18-630
	Engineers (Electrical, Mechanical, & Industrial)	\$27-640	\$41-659
Bachelor's Degree or Higher	Construction Managers	\$26-627	\$40-655

Health Care

Education Level	Job Title	Average Entry Level Wage Range	Average Experienced Wage Range
High School Diploma and some training	Home Health & Personal Care Aides	\$10-611	\$11-614
	Receptionist and Information Clerks	\$11-613	\$13-617
	Medical Office Coordinators	\$13-615	\$16-632
	Medical Records and Billing Coders	\$13-617	\$17-628
Technical Certificate or Associate's Degree	Healthcare Technicians (Dialysis, X-Ray, Cardiovascular, Sonography, Respiratory Therapy, etc.)	\$14-622	\$22-645
	Dental Hygienists	\$25-629	\$29-637
	Certified Nursing Assistants (CNAs)	\$12-615	\$15-618
	Certified Medical Assistants	\$12-615	\$15-619
	Biomedical Equipment Technicians	\$17-620	\$20-630
	Pharmacists	\$18-614	\$16-616
	Dental Assistants	\$14-617	\$17-622
	Licensed Practical Nurses (LPN)	\$17-623	\$23-629
	EMT/Paramedics	\$13-615	\$15-622
	Pharmacy Technicians	\$10-614	\$14-619
Bachelor's Degree or Higher	Physical Therapy Assistants	\$17-623	\$23-637
	Registered Nurses (RN)	\$25-630	\$32-643
	Medical and Health Services Managers	\$27-635	\$44-667
	Physicians and Surgeons	\$42-690	\$100+
	Physical Therapists	\$28-638	\$40-663
	Pharmacists	\$44-657	\$58-669
Bachelor's Degree or Higher	Orthopedic Technicians	\$25-623	\$33-667

Hospitality

Education Level	Job Title	Average Entry Level Wage Range	Average Experienced Wage Range
High School Diploma and some training	Combined Food Prep and Servers (Fast Food)	\$10-612	\$12-614
	Butcher	\$10-611	\$11-613
	Servers, Bartenders, Hosts	\$10-614	\$14-619
	Cook and Food Prep Workers	\$11-612	\$12-616
	Craft Beverage Tasting Room Attendants	\$11-613	\$13-616
	Retail Salespersons	\$10-611	\$11-618
	Housekeeping	\$11-612	\$12-616
	Landscaping & Grounds Keeping Workers	\$11-613	\$13-619
	Sharing Drivers, Attendants, and Service Workers	\$10-613	\$13-616
	Sales Representatives (Food Service & Craft Beverage)	\$11-624	\$20-651
Technical Certificate or Associate's Degree	Supervisors of Food Prep & Serving Staff	\$13-616	\$18-624
	Chefs & Executive Cooks	\$13-621	\$24-642
Bachelor's Degree or Higher	Meeting, Convention & Event Planner	\$12-616	\$13-625
	Hotel & Restaurant Managers	\$14-620	\$24-642

Information & Business Services

Education Level	Job Title	Average Entry Level Wage Range	Average Experienced Wage Range
High School Diploma and some training	Office Clerk and Administrative Assistants	\$12-615	\$15-625
	Customer Service Representatives	\$11-616	\$16-626
	Janitors and Cleaners	\$11-612	\$13-619
Technical Certificate or Associate's Degree	Receptionists, Accounting Clerks, Billing Clerks	\$12-617	\$17-626
	Supervisors of Office/Shop Work	\$15-639	\$25-639
	Insurance Sales Agents	\$15-621	\$23-635
Bachelor's Degree or Higher	Accountants and Auditors	\$19-626	\$31-634
	Marketing Operations & Data Scientists	\$16-624	\$20-654
	Network Administrators	\$22-629	\$32-650
Bachelor's Degree or Higher	General and Operations Managers	\$22-635	\$40-668

Technology

Education Level	Job Title	Average Entry Level Wage Range	Average Experienced Wage Range
High School Diploma and some training	3D Printing Operators/Technicians	\$14-616	\$16-626
	Tech Support Specialist	\$12-617	\$22-636
Technical Certificate or Associate's Degree	3D Printing Designers	\$15-620	\$20-639
	Software Developers & Programmers	\$20-625	\$32-661
	Drawn Filtration Operators	\$17-625	\$22-635
Bachelor's Degree or Higher	Remote Sensing Technicians	\$13-616	\$16-628
	Cyber Security Analysts	\$23-636	\$40-650
	Virtual Reality and Applications Developers	\$24-629	\$38-662
	3D Printing Machine Scientists	\$20-647	\$47-695
	Computer Systems Analysts	\$21-630	\$30-660
Bachelor's Degree or Higher	Artificial Intelligence Engineers	\$25-640	\$40-690

*Wages listed by industry occupation in brackets, wage ranges are based on available national data.

Appendix B: Workforce Development Board Strategic Agenda

Northwest Michigan Workforce Development Board & Northwest Michigan Works, Inc.
 A program of Northwest Michigan Council of Governments
Strategic Agenda, 2013-2020

Developed as a result of the Governor's Economic and Education Summits,
 and the subsequent Northwest Regional Talent Summit, all held between March-May, 2013.

SUMMARY PAGE

Overriding Imperative:

Attract, develop & retain TALENT as a key driver for economic prosperity in Northwest Mi.

<p>Goal 1: Increase occupational exposure and education at the high school and post-secondary levels, in ways that meet multiple learning styles, expose learners to real world jobs, and respond to employers' skill needs now and over the coming decade.</p>			
<p>Strategy A: Increase work-based learning opportunities including internships, co-op, job shadowing, and apprenticeships.</p>	<p>Strategy B: Provide teachers with summer fellowships at local employers so they can contextualize subject matter to occupations.</p>	<p>Strategy C: Increase student/parent/teacher career days and tours of businesses (Talent Tours).</p>	<p>Strategy D: Utilize media networks/avenues for marketing career opportunities to students, parents and other adults.</p>
<p>Goal 2: Improve the foundational skills of both the current and future work force.</p>			
<p>Strategy A: Connect EDPs to career goals.</p>		<p>Strategy B: Develop & deliver a refresher course for foundational skills for adults.</p>	
<p>Goal 3: Attract and retain more young adults for all kinds of professional and technical positions.</p>			
<p>Strategy A: Develop a single point of information for recruitment and retention strategies.</p>	<p>Strategy B: Develop Talent Co-ops for pooling of resources for industry-specific talent attraction.</p>	<p>Strategy C: Promote quality of life in Northwest MI.; implement "attract back" activities for high school and college graduates of the region.</p>	<p>Strategy D: Develop a campaign to educate employers about factors that attract young people.</p>
<p>Goal 4: Increase diversity of job opportunities in the region.</p>			
<p>Strategy A: Establish a system for "entrepreneurship apprenticeships" and entrepreneurship incubator(s).</p>	<p>Strategy B: Promote the telecommute economy and fiber infrastructure/high speed internet; develop telecommuting centers.</p>	<p>Strategy C: Reinforce the essential connections among place-making, jobs, community vitality and economic prosperity.</p>	<p>Strategy E: Target wealthy visitors & residents for business attraction and social entrepreneurship.</p>

Northwest Michigan Workforce Development Board & Northwest Michigan Works, Inc.
A program of Northwest Michigan Council of Governments
Strategic Agenda, 2013-2020

Developed as a result of the Governor's Economic and Education Summits,
 and the subsequent Northwest Regional Talent Summit, all held between March-May, 2013.

DETAILED

Overriding Imperative:

Attract, develop & retain TALENT as a key driver for economic prosperity in Northwest Mi.

Strategy	Tactics	Primary Responsibility	Key Partner(s)	Essential Activities	Timing
Goal 1: Increase occupational exposure and education at the high school and post-secondary levels, in ways that meet multiple learning styles, expose learners to real world jobs, and respond to employers' skill needs now and over the coming decade. Strategy A: Increase work-based learning opportunities including internships, co-op, job shadowing, and apprenticeships.	Incorporate work-based components into all MW just-in-time trainings.	<ul style="list-style-type: none"> - Northwest Michigan Works 	<ul style="list-style-type: none"> - Businesses and industry cluster partnerships - Training schools - WDA 	<ul style="list-style-type: none"> - Build into all training designs and RFPs 	Immediate & ongoing
Develop non-traditional apprenticeship models for high school grads and adults.	Increase internship, co-op and job shadowing activities for high school students, to help students	<ul style="list-style-type: none"> - Northwest Michigan Works 	<ul style="list-style-type: none"> - Post-secondary institutions - Businesses and industry cluster partnerships - DOL 	<ul style="list-style-type: none"> - Use previous CNA Apprenticeship as a model - Develop curriculum/work models for other occupations 	Immediate & ongoing
		<ul style="list-style-type: none"> - WDB's Education Advisory Group 	<ul style="list-style-type: none"> - ISDs – Career Tech Centers - High schools - Businesses and industry cluster 	<ul style="list-style-type: none"> - Build models and examples - Utilize Career Pathways materials to integrate into 	Develop during 2013-2014 school year; Implement in

	understand careers and appropriate workplace behaviors.			partnerships Parents/students	curriculums Promote widely Implement in early-adopting schools Continue to promote for expansion	2014-2015 school year and ongoing
Strategy B: Provide teachers with summer fellowships at local employers so they can contextualize subject matter to occupations.	Develop fellowship model with key employment sectors in each sub-region.	- WDB's Education Advisory Group - ISDs	- K-12 school districts - Businesses and industry cluster partnerships - Business associations	- Design/develop program - Market program - Find sponsors - Implement - Continue promoting for expansion	- Develop during 2013-2014 school year; - Implement summer 2014 and ongoing	
Strategy C: Increase student/parent/teacher career days and tours of businesses (Talent Tours).	Develop a variety of activities under the banner of Talent Tours in each sub-region.	- WDB's Education Advisory Group - ISDs - Businesses and industry cluster partnerships	- K-12 school districts - Business associations	- Design/develop program, building on current activities - Market program - Find sponsors - Implement - Continue promoting for expansion	- Develop during 2013-2014 school year; - Implement summer 2014 and ongoing	
Strategy D: Utilize media networks/avenues for marketing career opportunities to students, parents and other adults.	Engage two or more media outlets to commit to ongoing (2 year commitments minimum each) to regional career opportunity marketing campaign.	- WDB's Education Advisory Group - ISDs - Business associations - Industry cluster partnerships - Media outlets	- K-12 school districts	- Build on current Career Spotlight activities - Greatly expand scope & reach - Develop matrix of materials and schedule for use by media - Engage use school newsletters & websites	- Develop during 2013; - Implement in 2014 and ongoing	

Goal 2: Improve the foundational skills of both the current and future work force.

Strategy	Tactics	Primary Responsibility	Key Partner(s)	Essential Activities	Timing
<p>Strategy A: Connect EDPs to career goals.</p>	<p>Promote the use of career goals in EDPs throughout all school districts in the region.</p>	<ul style="list-style-type: none"> - WDB's Education Advisory Group - ISDs 	<ul style="list-style-type: none"> - K-12 school districts 	<ul style="list-style-type: none"> - Provide rationale and examples/models - Promote widely - Implement in early-adopting schools - Continue to promote for expansion 	<p>Develop during 2013-2014 school year; Implement summer 2014 and ongoing</p>
<p>Strategy B: Develop & deliver a refresher course for foundational skills for adults.</p>	<p>Establish one comprehensive, yet expedient, foundational skills course that is modularized and therefore customizable to the needs of individuals.</p>	<ul style="list-style-type: none"> - Northwest Michigan Works - Adult Ed Learning Labs 	<ul style="list-style-type: none"> - Specific employers - Industry cluster partnerships - Business associations 	<ul style="list-style-type: none"> - Identify existing curriculums such as Key Train - Select one/ more curriculum(s) and modify as needed - Implement regular schedule of offerings - Incorporate into PATH program - Incorporate as a strongly suggested activity for other customers - Utilize internet-based approaches and distance learning to greatest degree possible 	<p>Develop during Oct.-Dec. 2013; Implement 2014 and ongoing</p>

Goal 3: Attract and retain more young adults for all kinds of professional and technical positions.

Strategy	Tactics	Primary Responsibility	Key Partner(s)	Essential Activities	Timing
<p>Strategy A: Develop a single point of information for recruitment and retention strategies.</p>	<p>Develop a Live/Work/Play website for the Northwest region, to include an intake/referral process for common use by all partners.</p>	<ul style="list-style-type: none"> - NWMCOG/ Northwest Michigan Works 	<ul style="list-style-type: none"> - Human resources associations - Chambers of commerce - EDOs - Community Colleges 	<ul style="list-style-type: none"> - Establish common intake & referral process among partners for individuals looking to relocate to region - Research any existing platform(s) that would be appropriate for this purpose - Seek funding and sponsors - Establish and use a local design team, including young professionals - Contract with site developer 	<p>Development process during 2014; Implement by end of 2014; Market aggressively through all partners</p>
<p>Strategy B: Develop Talent Co-ops for pooling of resources for industry-specific talent attraction.</p>	<p>Establish a methodology and support system for companies with similar talent needs to conduct joint marketing activities for talent attraction.</p>	<ul style="list-style-type: none"> - Northwest Michigan Works - Human Resources Associations - Business associations 	<ul style="list-style-type: none"> - Businesses and industry cluster partnerships - Chambers of Commerce - EDOs - MEDC 	<ul style="list-style-type: none"> - Identify sector(s) for early adoption - Design with employers leading - Develop on-line infrastructure to support - Tie to talent recruitment site (Goal 3.A.) - Promote widely - Replicate 	<p>Develop during 2014; Implement and replicate in 2015 and on-going</p>

<p>Strategy C: Promote quality of life in Northwest MI.; implement "attract back" activities for high school and college graduates of the region.</p>	<p>Sponsor at least 1 Live-Work-Play event in the region per year.</p>	<ul style="list-style-type: none"> - NWMCOG/ Northwest Michigan Works MEDC 	<ul style="list-style-type: none"> - Chambers EDOs Colleges MEDC 	<ul style="list-style-type: none"> - Apply to MEDC for funding - Develop a sub-regional calendar of annual L-W-P events - Tie events to other activities & highlights - Promote widely 	<p>Begin in summer 2013; Continue on-going for at least 5 years</p>
	<p>Design and implement a marketing campaign to young adults who graduated from school in the region.</p>	<ul style="list-style-type: none"> - ISDs Northwest Michigan Works EDOs 	<ul style="list-style-type: none"> - High schools MEDC Colleges Business organizations Family members 	<ul style="list-style-type: none"> - Research any models currently in place via MEDC - Identify sponsors and funding - Engage the schools' participation - Develop the implementation strategy 	<p>Begin process in summer of 2014; Campaign in place by winter of 2015; On-going implementation for at least 3 years, depending upon funding</p>
<p>Strategy D: Develop a campaign to educate employers about factors that attract young people.</p>	<p>Tie this activity to the tactic for Goal 3, Strategy A, by including a component in the website designed specifically for employers.</p>	<ul style="list-style-type: none"> - NWMCOG/ Northwest Michigan Works 	<ul style="list-style-type: none"> - Human resources associations Chambers of Commerce Northwest Michigan Works EDOs Community Colleges 	<ul style="list-style-type: none"> - Research any existing platform(s) that would be appropriate for this purpose - Seek funding and sponsors - Establish a local design team, including local companies - Contract with site developer 	<p>Development process during 2014; Implement by end of 2014; Market aggressively through all partners on on-going basis</p>
	<p>Design and implement a marketing campaign to businesses.</p>	<ul style="list-style-type: none"> - NWMCOG/ Northwest Michigan Works 	<ul style="list-style-type: none"> - EDOs Media One or more key 	<ul style="list-style-type: none"> - Identify one or more marketing firm sponsors 	<p>Begin process in fall 2013; Campaign in</p>

		- Chambers of Commerce	marketing firms	- Seek funding for development - Develop a marketing campaign and implementation strategy	place by spring 2014; On-going implementation for at least 3 years
Goal 4: Increase diversity of job opportunities in the region.					
Strategy	Tactics	Primary Responsibility	Key Partner(s)	Essential Activities	Timing
Strategy A: Establish a system for “entrepreneurship apprenticeships” and entrepreneurship incubator(s).	Develop a model for entrepreneurship apprenticeship that encompasses curriculum with certification, work-based experience, and mentorship Develop at least one incubator location that supports entrepreneurial startups	- Northwest Michigan Works - NWMCOG/ SBTDC	- Colleges - Chambers of Commerce - SCORE - High schools - Businesses	- Research any existing models - Determine one or two pilot sites - Promote widely - Replicate in other locations	Design & development throughout 2014; Implement in 2015 and on-going, depending upon funding availability
Strategy B: Promote the telecommute economy and fiber infrastructure/high speed internet; develop telecommuting centers	Continue aggressive economic development activities to ensure technology infrastructure continues to grow Utilize entrepreneurs’ incubator center(s) as support locations for	- NWMCOG - EDOS - Local govts. - NWMCOG/ SBTDC - Business Atlas	- Colleges - Chambers of Commerce - SCORE - Businesses - Business associations - Chambers of Commerce	- Verify currently identified location - Find sponsors for furnishings & technology - Develop fee schedule - Market widely - Utilize CEDS as the supporting framework - Build on place-making activities - Verify currently identified location	Design & development throughout 2014; Implement in 2015 and on-going, depending upon funding availability Immediate & on-going Design & development throughout

	telecommuters (per Goal 4, Strategy A)	partnership	SCORE	Find sponsors for furnishings & technology Develop fee schedule Market widely	2014; Implement in 2015 and on-going, depending upon funding availability
Strategy C: Reinforce the essential connections among place-making, jobs, and community vitality and economic prosperity.	Introduce and pursue Governor Snyder's Regional Reinvention initiative, including joint board meetings and future of greater consolidation	- NWMCOG/ Northwest Michigan Works/ Workforce Board Governor's office	- Business organizations - Other units of government	- Introduce Governor Snyder's Regional Reinvention initiative - Begin holding regular joint board meetings - Submit application to state for Tier 2 status	Introduce at joint NWMCOG-WDB board meeting in August 2013; Fully implement with joint board schedules of 2014 and ongoing; Tier 2 application in Fall 2013
	Reorganize the agency into the model of a Regional Prosperity Council, per Governor Snyder's Regional Reinvention initiative	- NWMCOG/ Northwest Michigan Works/ Workforce Board Governor's office	- Business organizations - Other units of government	- Conduct planning and implementation process for Tier 3 status	Submit Tier 3 application by Fall 2014
Strategy D: Promote multi-cultural events and foreign student opportunities	Establish marketing/communications ties among sectors and organizations to increase awareness & promotion of multi-cultural events	- Colleges - Chambers of Commerce - Convention & Visitors Bureaus - Businesses	- DDAs - Arts & food organizations - Northwest Michigan Works	- Identify all relevant players and form steering group - Encourage media partners - Establish on-line connections - Promote widely	Start in fall 2013; ongoing
	Increase/replicate community college activities to bring foreign students to the	- NMC - WSCC - NCMC	- Businesses - Cities - Healthcare communities	- Encourage sharing of college approaches - Establish greater	Start in fall 2013; ongoing

	region		- Northwest Michigan Works	ties to local communities and businesses for foreign students	
Strategy E: Target wealthy visitors & residents for business attraction and social entrepreneurship	Establish a matrix of activities and connections that can identify wealthy visitors & residents	<ul style="list-style-type: none"> - EDOs - Convention & Visitors Bureaus 	<ul style="list-style-type: none"> - Chambers of Commerce - NWMCOG/SBTDC - Colleges 	<ul style="list-style-type: none"> - Identify group of interested parties and develop steering team - Identify concrete action steps and agreements 	Plan and develop during fall 2013 through spring 2014; Implement spring 2014 and ongoing
	Develop an attraction/marketing brochure for distribution to visitors	<ul style="list-style-type: none"> - EDOs - Chambers of Commerce 	<ul style="list-style-type: none"> - Mayors & village presidents - Visitor & Convention Bureaus - Airports - Lake associations - NWMCOG/SBTDC 	<ul style="list-style-type: none"> - Determine content - Find sponsoring marketing company & printer - Develop companion on-line presence 	Plan and develop during fall 2013 through spring 2014; Implement spring 2014 and ongoing

Appendix C: Strategic Agenda List of Activities

Northwest MI Strategic Agenda for Talent

Updated March 2018

Goal 1: Increase occupational exposure and education at the high school and post-secondary levels, in ways that meet multiple learning styles, expose learners to real world jobs, and respond to employers' skill needs now and over the coming decade.

Strategy A: Increase educational, work-based learning opportunities including internships, co-op, job shadowing, and apprenticeships

Activity	Partners	Description
OJT	NMW! And Employers	NMW! offers an incentive to employers to hire and train individuals who are lacking some of the necessary skills for the job.
Apprenticeship	NMW!, Employers, and Educational Institutions	NMW! can sponsor apprenticeships for any employer in any occupation. NMW! will manage the tracking and documentation requirements with the U.S. Department of Labor.
Just-in-Time trainings	Colleges and NMW!	Intensive, short-term training program that teaches students the basics of an in-demand occupation. This foundation prepares them for further training on the job based on the company's needs.
Fab Lab	North Central Michigan College (NCMC), Northern Lakes Economic Alliance (NLEA), Employers, Tribe, and School Districts	Mobile training facility for digital manufacturing. Travels to local companies and high schools to provide training as needed.
Co-ops	All Career Tech Programs and Local Employers	An opportunity to gain school credit while working in a local business and gaining experience in the workplace.
Required Internships for various college programs	Colleges	Internships are required for a variety of NMC's programs and all of Baker College's programs.
Work Experience Programs	NMW! and Local Employers	WIOA Youth, PATH, Jobs for Michigan's Graduates and Offender Success programs provide funding to support work experience and community service programs for participants. This offers a chance to experience a real work environment and apply soft skills.

MAT2 and MAT 2 pre-apprenticeship grant	Baker College of Cadillac, MEDC, NMWI, WMISD, and Local Employers	Michigan Advanced Technician Training (MAT2). This program will be offered in our region by Baker College of Cadillac. The program trains individuals in Mechatronics, a cross-functional and broad-based specialty. The program is unique in that it alternates periods of classroom training with training at a workplace. Employers sponsor participants by paying for their tuition and hiring them for work periods; graduates commit to working with that employer for a minimum of two years following the program.
Marshal Plan	State of Michigan, TED, NMWI, ISDs, CTCs, K-12 education, and Post-secondary Education	Funding dedicated to innovative programs, including competency-based certification, assistance for schools to improve curricula and classroom equipment, scholarships and stipends, and support for career navigators and teachers. Including significant investments in resources for career and technical education, middle college programs and equipment, and increased spending in science, technology, engineering and mathematics programs to get students excited about opportunities in these fields of study.
Michigan Educator's Apprenticeship and Training Association	NMC, NMWI, Educators, Employers, and US DOL	MEATA is a non-profit organization devoted to providing a forum for the professional development of Secondary and Post Secondary Educators and other individuals involved in providing apprenticeship and work-based education. MEATA spring conference 2018 to be held in Traverse City.
Launch Manistee	Launch Manistee, K-12 Education, ISDs, Post-secondary Education, EDOs, CBOs, and Employers	A cross-sector of leaders from key organizations engaged with the issue to support the success of students from early childhood through adulthood and ultimately the economic prosperity of Manistee County.

Goal 1: Increase occupational exposure and education at the high school and post-secondary levels, in ways that meet multiple learning styles, expose learners to real world jobs, and respond to employers' skill needs now and over the coming decade.

Strategy B: Provide educators with summer fellowships at local employers so they can contextualize subject matter to occupations.		
Activity	Partners	Description
Adjunct Faculty	All colleges and Local Employers	Instructors are cultivated from leaders in the field.

Goal 1: Increase occupational exposure and education at the high school and post-secondary levels, in ways that meet multiple learning styles, expose learners to real world jobs, and respond to employers' skill needs now and over the coming decade.

Strategy C: Increase teacher, student, parent career days		
Activity	Partners	Description
Talent Tours	NMW!, Colleges, ISDs and School Districts, and Employers	Tours of local businesses for youth to expose them to career fields. Includes Manufacturing Day, Construction Trades Week, Energy Week,
Career Expos	NMW!, Chambers, Colleges, School Districts, and Employers	A business expo for students – businesses set up booths and students tour the expo asking questions about the industries and occupations represented.
Summer Career camps	Various ISDs and School Districts, Colleges, Employers, and Newton's Road	Summer programs for elementary, middle, and high school students to explore career fields. Examples include STEM, healthcare, robotics, mechatronics, and more.
Building Tomorrow	NMC, Local Employers, NMW!, Labor	Professional Trades career awareness event hosted by NMC. 2-day event for 8 th – 11 th grade students as they explore a variety of professional trades to include: welding, concrete and masonry, HVAC, and electrical. Employers participate with live demonstrations and hands-on learning experiences for students.

Goal 1: Increase occupational exposure and education at the high school and post-secondary levels, in ways that meet multiple learning styles, expose learners to real world jobs, and respond to employers' skill needs now and over the coming decade.

Strategy D: Utilize & leverage media networks/venues for marketing career opportunities to students, parents and other adults.		
Activity	Partners	Description
Going Pro	MEDC, NMW!, TED, Colleges, ISDs, and School Districts	A campaign designed to elevate the perception of Professional Trades with students, educators, and parents. An opportunity to showcase the variety of rewarding careers in the professional trades.
Virtual Talent Tours	NMW! and Employers	Video tours of regional in demand industry sectors focusing on career pathway opportunities, educational requirements, and career advancement potential.

Goal 1: Increase occupational exposure and education at the high school and post-secondary levels, in ways that meet multiple learning styles, expose learners to real world jobs, and respond to employers' skill needs now and over the coming decade.

Strategy E: Promote to eligible CTE students opportunities to enroll in Early/Middle college and CTE dual enrollment programs, leading to in-demand and industry-recognized credentials.

Activity	Partners	Description
MAT2, Manufacturing Technology Academy	All ISDs, Community Colleges, Baker College of Cadillac, NMW!, Secondary and Post-secondary Educational Institutions	Partners collaborate to bring dual enrollment and early college opportunities to eligible CTE students, with a focus on in demand professional trades. Partners will promote the State of Michigan's Going PRO initiative to CTE students in conjunction with the Northwest Michigan Works! Jobs for Michigan's Graduates program, TBAISD's Manufacturing Technology Academy, and the MAT2 program.
Early / Middle College and Dual Enrollment Programs	All ISDs, Baker College of Cadillac, Community Colleges, and Employers	A growing list of in demand occupations are being added to the region's early / middle college and dual enrollment programs. ISDs and colleges work closely with employers to identify in demand occupations and develop programming to meet employer needs while providing students with high-quality, portable education and training credentials.

Goal 2: Improve the foundational skills of both the current and future workforce.

Strategy A: Connect Education Development Plans to career goals

Activity	Partners	Description
Regional ISD Strategic Plan	All ISDs	All ISDs in the region created a regional strategic plan that aligns with the workforce development board's strategic agenda. This plan includes emphasis on connecting students' EDP to career goals.
EDP Project	All ISDs and Local School Districts	Occupational exposure opportunities are built into the curriculum during 5 th , 8 th and 10 th grades, allowing the student, teacher, and counselor to create a meaningful EDP that connects to career goals. This project was a primary project of the Regional ISD Strategic Plan.
CTE Career Counselors Grant	All ISDs and NMW!	Northwest Michigan Works! employees partner with ISDs to work as Career and Technical Education Counselors in local districts to bolster participation and effectiveness of education development plans and career exploration.

Goal 2: Improve the foundational skills of both the current and future workforce.

Strategy B: Develop and deliver soft skills training in a variety of methods for young people and adults.

Activity	Partners	Description
Soft Skills Videos	Talent Investment Agency, MEDC, and PMTC	A series of videos that teaches and tests “soft skills” such as teamwork, critical thinking, communication, and attitude. These are available to the general public on mitalent.org , and are used during work search activities for Michigan Works! clients.
Jobs for Michigan’s Graduates (JMG)	NMWI, ISDs, and School Districts	A national program providing evidence-based curriculum in soft skills training for youth. The program teaches 37 competencies that focus on work ethic, attitude, financial literacy, and more. JMG classes are currently offered at Wexford-Missaukee CTC, Traverse Bay Area CTC, Charlevoix-Emmet ISD and Crooked Tree Alternative High School. JMG services also offered to out-of-school at risk youth.
Adult Career Training Grant	Wexford-Missaukee ISD, Adult Education, and NMWI!	A collaboration to bring adult education, career technical training, career preparation and soft skills training, and employment opportunities to adult education students.
Career Connections	NMWI!	A job seeker focused networking group established at all NMW! American Job Centers focused on providing adult job seeker’s with enhanced career preparation and soft skills.
National Career Readiness Certificate	ACT, NMWI, ISDs, and Local Employers	The NCRC is a competency-based assessment that measures a person’s ability to apply academic principles in a work environment. The certificate is awarded based on scores from three WorkKeys tests: Applied Mathematics, Locating Information, and Reading for Information. Certificates come in Bronze, Silver, Gold, and Platinum. The ACT website describes how certificate level matches skill level for hundreds of occupations.

Goal 3: Attract and retain more young adults for all kinds of professional and technical positions.

Strategy A: Develop initiatives to attract and retain workers.

Activity	Partners	Description
Shifting Gears	MEDC, NMWI, and Local employers	This program teaches seasoned professionals to “shift gears” and market themselves in a new way for a new job market. An example includes a dislocated C-level professional from a large corporation learns to apply his/her skills in a small business environment. The program includes an 80-hour pro bono internship at a local small business.

Live-Work-Play web sites	Networks Northwest, Local Chambers of Commerce, MyNorth Media, and Local EDOs	Popular live-work-play web sites provide information on living in northwestern lower Michigan, as well as information on working here. These initiatives often leverage the large customer base that already enjoys playing here.
Regional Talent Attraction Events	Networks Northwest, NIMWI, MEDC, and Region 2 CDC partners	Sub-regional talent attraction events to bring technical and highly skilled workers to the region. Events focus on filling "hard-to-fill" job vacancies by recruiting talent from across Michigan's colleges and universities.
MichAgain	MEDC	A marketing effort targeted at former residents of Michigan who may be interested in returning for the right job opportunity. MEDC is able to market job opportunities from around the state to the database they have been building based on expos they have conducted around the country.
TC Boomerang Homecoming	Traverse City Chamber of Commerce and TCnewtech	An annual job seeker / employer networking event targeted at job seekers that previously lived in the area.

Goal 4: Increase diversity of job opportunities in the region.

Strategy A: Establish a system for increased entrepreneurship, start-ups and incubators. Promote broadband and Fiber infrastructure to increase data driven business and job opportunities.

Activity	Partners	Description
Startology	TCNew Tech, Northern Michigan Angels, and Boomerang Catapult	A startup incubator focused on supporting tech entrepreneurs and scalable businesses through education, mentorship, and access to resources.
Food Business Incubators	Center City Kitchen, Grow Benzie, and Grand Traverse Food Innovation Hub	Start up incubators focused on supporting food related business entrepreneurs with test kitchens, education, mentorship, and marketing.
County-level broadband initiatives	Counties, EDOs, and Networks Northwest	Framework for our Future Regional Prosperity Plan emphasizes the need for region-wide broadband. Several sub-regional or county-based initiatives are underway to expand broadband service for economic development.

Goal 4: Increase diversity of job opportunities in the region.

Strategy B: Reinforce the essential connections among place-making, jobs, community vitality and economic prosperity.

Activity	Partners	Description
Framework for Our Future	Networks Northwest, Traverse City Chamber, NLEA, AES, MLUI, NMWI, PRI, and many more	A regional plan for Transportation, Energy, Growth & Investment, and Housing. The plan also incorporates symbiotic topics such as Talent, Health, Food Access, Recreation, and more. The plan and the strategies identified during the arduous public input process underscore the connections among quality of life, income stability, and overall prosperity.

Goal 4: Increase diversity of job opportunities in the region.

Strategy C: Promote multi-cultural events and foreign student opportunities.

Activity	Partners	Description
International Studies Abroad and Chinese Exchange Partnerships	NMC	The program offers students a short-term or long-term exchange opportunity with partnered schools in China, Europe, Central and South America.
International Affairs Forum	NMC, International Affairs Forum, and Academic WorldQuest	Offers conferences, lecture series, and other events that explore global issues and raise awareness of the need for our region to embrace cultural diversity in an effort to succeed in a global economy.
International Baccalaureate Programs	Local School Districts	Several school districts throughout the region have begun to offer IB programs, which emphasize global mindedness, cultural exploration, and development of character traits that are valued throughout the world.

Goal 5: Increase workforce participation and retention from the most underserved and those most difficult to serve job seeker populations.

Strategy A: Develop and promote employment and job retention programming for the traditionally hard to serve customer base.

Activity	Partners	Description
Business Resource Networks	NMW!, Employers, Community Based Organizations, Education, and EDOs	Provide employee retention services to investor companies to increase retention among all employees with an emphasis on those employees at a higher risk of losing their employment.
Offender Success	NMW!, Networks Northwest, MDOC, and Employers	Provide participating parolees with transition services targeted at reducing recidivism and increasing employment opportunities. Transition services can include social services, mental health services, temporary housing, supportive services, and referrals to outside agencies. Employment services include resume assistance, soft skills training, occupational training, subsidized on-the-job training, work experience opportunities, and job coaching.

Appendix D: CPR (Completion, Placement, Retention) Matrix

Appendix E: Occupational Training Checklist and Occupational Training Agreement



PO Box 506
Traverse City MI 49685

Occupational Training Checklist

	To do	Done	EMPLOYMENT GOAL (from In-Demand Occupation List) _____ OCCUPATIONAL TRAINING GOAL _____
	1.		Discuss previous attempts to find a job and verify that a resume has been entered into <i>Pure Michigan Talent Connect</i> .
	2.		Conduct informational interview with _____ employers.
	3.		Attend a Workshop at Michigan Works: _____ Date attended: _____
	4.		Write a summary of why training is needed.
	5.		Complete and submit college/training application to training provider.
	6.		Submit High school transcripts or GED scores if required.
	7.		Submit academic and financial aid transcripts from previous college if required.
	8.		Complete Pell Grant application. Date applied/mailed: _____
	9.		Schedule a college orientation if required.
	10.		Conduct _____ informational interviews with someone in chosen training program.
	11.		Secure dependable transportation.
	12.		Secure appropriate housing.
	13.		Arrange for child care.
	14.		Provide Career Facilitator with a written statement of projected income while participating in training.
	15.		Apply for Unemployment Insurance Seeking Work Waiver if applicable.
	16.		Provide Career Facilitator with list of costs required for Training Program, including tuition, uniforms, tools, supplies, etc.
	17.		Other: _____
	18.		Other: _____
	19.		Other: _____
Trade Act customers must also:			
			Sign completed <i>TAA Training Application (BWT-923)</i> for eligibility determination.
			Sign completed <i>Waiver of TAA Training Requirement (BWT-802)</i> , if applicable.
			Meet <i>Training Approval Standards for Trade Adjustment Assistance Training (BWT-312)</i> as follows: <ol style="list-style-type: none"> a. Suitable employment is not available. b. The worker would benefit from appropriate training. c. There is reasonable expectation of employment following completion of training. d. Training approved is reasonably available to the worker from either public or private sources. e. The worker has the basic skills, aptitudes and financial resources to undertake and complete training. f. Such training is suitable for the worker and available at a reasonable cost.

Participant Signature

Career Facilitator Signature

Printed/Typed Name

Printed/Typed Name

Date

Date



PO Box 506
Traverse City MI 49685-0506

Occupational Training Agreement

I have completed the requirements listed on the Occupational Training Checklist. Students funded by programs other than the Trade Act agree to complete the Pell Grant application. The Pell Grant, Federal and State Aid, and any training benefits received as a result of a business closure will be applied to training costs first. Northwest Michigan Works! training funds will cover the balance of the costs. The actual amount of aid provided may vary based on the number and cost of courses approved by Northwest Michigan Works!

I understand that the funding provided for training is contingent upon the availability of state/federal funds allocated to Northwest Michigan Works! If these funds are reduced or eliminated, I understand the funding available for continued training after the current semester or quarter may be reduced or eliminated accordingly.

Participant Information

Participant Name	Date of Birth	Social Security (for Trade Act Only)	
Street Address	City	MI State	Zip Code
County	Phone	Email Address	

Training Information

Training Program	Training Site
Training Start Date	Estimated End Date

<i>List of Required Tuition/Tools/Supplies (or attach description)</i>	<i>Estimated Costs</i>
Total	\$0.00

Internal Use Only

SCHOOL CODE _____

CIP CODE _____

CIP CODE EXTRA _____

DEGREE LEVEL
(NUMBER) _____

Training Funding Source

ADULT

DISLOCATED WORKER

NEG _____

YOUTH

TRADE ACT
(PETITION #) _____

PATH

OTHER _____

Verified by: _____

Mileage Payment

One Round Trip per Day (to be determined by CRT Specialist)

Round Trip Miles to School _____ to Clinical (if applicable) _____

Signatures

Participant Signature *Date*

Authorizing Signature *Date*

Appendix F: Local Policy defining Youth Who Need Additional Assistance

Local Policy: Youth Who Needs Additional Assistance

Date: July 1, 2015

To: All Northwest Michigan Works! staff

From: Janie McNabb, Northwest Michigan Works! Chief Operating Officer

Subject: Local Policy defining locally-identified characteristics of a “Youth Who Needs Additional Assistance”

Programs Affected: Workforce Innovation and Opportunity Act Youth

Applicable State and/or Federal Guidelines: WDASOM WIOA Manual

Funding Source(s): Workforce Innovation and Opportunity Act Youth

Background

The Workforce Innovation and Opportunity Act allows local areas to provide services to non-eligible youth for up to 5% of their caseload, as long as they require additional assistance to succeed in their educational and employment goals. The local area must define “youth who needs additional assistance” in a manner that is in keeping with the needs of youth in the region.

The Northwest region’s assessment of youth who need additional assistance indicates five common barriers that are not addressed in the WIOA’s eligibility criteria. Those five barriers are used to set criteria for meeting the local definition.

This local policy provides the local area’s definition of “youth who needs additional assistance.” This definition is based on an assessment of ongoing needs of youth in our communities.

Youth who Needs Additional Assistance

Section	Policy Provision
Income	All youth who need additional assistance must first meet low income criteria as set by the Lower Living Standard Income Level.
In addition to meeting low income eligibility criteria, a youth who needs additional assistance may be eligible for WIOA Youth services if one of the following criteria is met:	
Language Barriers	Limited English speaking or cultural displacement
Disability	A documented physical or mental disability
Limited or no work history	Limited or no work history after completing high school or a GED
Limited school attendance	Missed significant time in school due to truancy, illness, family situation such as continual relocation, homelessness, caring for younger siblings, family emergency, or severe trauma within the family unit.
Loss of caregiver	Experiencing the loss of a primary caregiver due to death, divorce, incarceration, or extended military service
Addiction	Substance addiction and either participating or soon to enter a rehabilitation/recovery program.

Appendix G: Local Supportive Services Policy

Local Policy: Supportive Services

Date: ~~July 1, 2015~~, revised June 1, 2017

To: All Northwest Michigan Works! staff

From: Terry Vandercook, Northwest Michigan Works! Director of Operations

Subject: Provision of Supportive Services to WIOA Adult, Dislocated Worker and Youth, PATH, FAE&T, and Trade Act participants.

Programs Affected: Workforce Innovation and Opportunity Act (WIOA) Adult, Dislocated Worker, and Youth, Partnership Accountability Training Hope (PATH), Food Assistance Employment and Training (FAE&T), and Trade Act

Applicable State and/or Federal Guidelines: WDASOM WIOA Manual; WDASOM PATH Manual; WDASOM Trade Act Manuals; PI 15-20

Funding Source(s): WIOA Adult, Dislocated Worker and Youth, National Emergency Grants (NEGs) and National Dislocated Worker Grants (NDWGs), PATH, FAE&T, and Trade Act.

Background

This policy provides guidance on the provision of supportive services for eligible program participants. Supportive services may be made available to those participants in need of additional assistance in order to secure employment, participate in a training program, and/or overcome barriers to full participation in allowable activities.

I. Providing Supportive Services

Section	Policy Provision
<p>General</p>	<p>Supportive services are not entitlement payments and are provided at the discretion of Northwest Michigan Works! program staff, using the Policy Provisions herein and applicable state and federal regulations. Supportive services are provided based on individual circumstances; payment made on behalf of one participant may not necessarily be made on behalf of another.</p> <p>The Northwest Michigan Works! Director of Operations may alter the availability of supportive services at any time during the program year at his discretion, based on funding levels and other priorities.</p>
<p>Need for Supportive Services</p>	<p>Program staff are responsible for verifying the participant's need for supportive services. Determination of this need should be based on whether the supportive service will assist in removing barriers to employment and/or training.</p>

Documentation	<p>The Career Facilitator/Advisor must document all supportive services provided in the participant’s case notes and IEP/ISS. If the supportive service is related to training, then the Classroom Training Specialist will email the appropriate Career Facilitator/Advisor the necessary information in order for the Career Facilitator/Advisor to update the IEP/ISS accordingly.</p> <p>Case notes must also indicate what other sources/resources were considered and the reason they were not available. A supportive service should not be provided by WIOA if that service is readily available in a timely manner from another community agency or organization.</p> <p>For the provision of <u>vehicle insurance</u>, the following documentation is required to be provided prior to the provision of the service:</p> <ul style="list-style-type: none"> ○ Copy of participant’s valid driver’s license ○ Copy of vehicle registration with participant’s name listed ○ Quote for insurance with participant’s name listed <p>For the provision of <u>vehicle repair</u>, the following documentation is required to be provided prior to the provision of the service:</p> <ul style="list-style-type: none"> ○ Three estimates (with participant’s name listed) must be obtained and the work completed by a licensed mechanic; alternately, use approved vendor ○ Copy of participant’s valid driver’s license ○ Copy of vehicle registration with participant’s name listed ○ Copy of proof that vehicle is insured <p>For the provision of <u>vehicle registration</u>, the following documentation is required to be provided prior to the provision of the service:</p> <ul style="list-style-type: none"> ○ Copy of participant’s valid driver’s license ○ Copy of proof that vehicle is insured
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<p>Available supportive services</p>	<p>The following supportive services are available to be used as appropriate (see program specific policies for additional parameters):</p> <ul style="list-style-type: none"> • Eye exam and glasses • Transportation assistance, in the form of gas cards and/or bus passes • Clothing for interviews • Clothing and/or materials required for a specific job or training program, such as steel-toed boots, scrubs, etc. • Medical exams required for enrollment in a training program or for employment • Application fees • Insurance and registration for a vehicle to be used for work • Licensing, exam, and certification fees • Identification (driver’s license, state ID, and birth certificates) <p>When determining appropriate supportive services, the Career Facilitator/Advisor must seek the lowest cost option available.</p> <p>Supportive services not listed above may be available upon request. The Career Facilitator/Advisor may request additional supportive services by sending an email to the Northwest Michigan Works! Director of Operations. The request must indicate the need for the supportive service.</p> <p>The Northwest Michigan Works! Director of Operations may update this list at any time.</p>
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II. Procedure for Providing Supportive Services

Section	Procedure
<p>Vendors</p>	<p>The Northwest Michigan Works! Inc. Accounting Department will work with program staff to establish vendor relationships in each community throughout the region. Vendors will be selected based on their ability to provide the goods or services most commonly needed by program participants, and who will agree to operate on a purchase order basis.</p> <p>The Purchasing and Records Associate will conduct all procurement activities and maintain a list of approved providers for a one-year period.</p> <p>In establishing such vendors, efforts will be made to distribute expenditures of supportive services funds throughout a community while also assuring that costs are reasonable in relation to the goods or services being provided. In addition, vendors will be treated courteously and paid promptly.</p> <p>Vendor relationships that operate on a purchase order or payment voucher basis are the preferred method for providing supportive services.</p>
<p>Process</p>	<p>The process for ordering supportive services will be consistent among all programs. Program staff must email the Purchasing and Records Associate (cc her/his immediate supervisor) a request that includes the following required information:</p> <ul style="list-style-type: none"> • Description of supportive service(s) – <i>be as detailed as possible</i> • Quantity and unit price (if applicable) • Maximum amount, not to exceed (if applicable) • Program/Funding source • Location where order should be delivered or if being picked-up • Date needed by. <p>The Purchasing and Records Associate will process only those requests that contain all of the required information listed above.</p>

Duration	Supportive services may be provided for while a participant is enrolled in WIOA Career Services, Training, and/or Follow-Up Services, PATH, FAE&T, and/or Trade Act as deemed necessary, appropriate, and in accordance with program specific guidelines.

III. Program Specific Guidelines

Section	Policy Provision
WIOA Adult, Dislocated Worker and NEG	<p>Each service center will maintain a secure supply of gas cards and bus passes, specifically for WIOA Adult and Dislocated Workers. All requests for providing gas cards and/or bus passes for individual participants must be approved by management staff, prior to distribution.</p> <p>Supportive services provided must be entered into the appropriate fields in the customer’s record in OSMIS and in the case notes. Case notes are to be as specific as possible and are to include at minimum:</p> <ul style="list-style-type: none"> • Type of supportive service(s) • Date provided • Amount • Gas card or bus pass number (if applicable) <p>If the supportive services are provided for career services, then the Career Facilitator/Advisor will enter the supportive services information into OSMIS.</p> <p>If the supportive service is related to training, then the Classroom Training Specialist will enter the supportive services information into OSMIS and the ITA Management platform.</p>

	<p>The following supportive services are not allowable for WIOA Adult and Dislocated Workers:</p> <ul style="list-style-type: none"> • Computer/laptop • Software • Vehicle purchase or repairs. <p>The Northwest Michigan Works! Director of Operations may update this list at any time.</p> <p>The Career Facilitator/Advisor may request an exception to this provision by sending an email to the Northwest Michigan Works! Director of Operations. The request must include the rationale to support the exception request.</p> <p><i>“Training costs”</i> is defined as those supports required for full participation in the training/class. Classroom training costs do not fall within the purview of this particular local policy.</p> <p><i>“Training supportive services”</i> is defined as those supports not required for participation in the training/class, but will assist the participant in overcoming barriers to participation. Classroom training supportive services does fall within the purview of this particular local policy.</p> <p>For Classroom Training in particular, vendor relationships that operate on a purchase order or payment voucher basis are the preferred method for providing supportive services. Alternatively, vendors can be paid directly. In cases where this is not applicable (i.e. mileage reimbursement), direct customer reimbursement is acceptable.</p>
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<p>WIOA Youth</p>	<p>Supportive services provided must be entered into the appropriate fields in the customer’s record in OSMIS and in the case notes. Case notes are to be as specific as possible and are to include at minimum:</p> <ul style="list-style-type: none"> • Type of supportive services • Date provided • Amount • Gas card or bus pass number (if applicable) <p>The following supportive services may be provided:</p> <ul style="list-style-type: none"> • Transportation assistance, in the form of gas cards and/or bus passes • Clothing for interviews • Clothing and/or materials required for a specific job or training program, such as steel-toed boots, scrubs, etc. • Identification • Child care/dependent care assistance • Housing assistance • Educational testing • Reasonable accommodations for youth with disabilities. <p>Supportive services not listed may be available upon request to the Northwest Michigan Works! Director of Operations.</p>
<p>PATH</p>	<p>Supportive services provided must be entered into the appropriate fields in the customer’s record in OSMIS and in the case notes. Case notes are to be as specific as possible and are to include at minimum:</p> <ul style="list-style-type: none"> • Type of supportive services • Date provided • Amount • Gas card or bus pass number (if applicable)

	<p>Available supportive services listed below are to be provided to participants on an individual basis. Lifetime or yearly limitations are also listed.</p> <ul style="list-style-type: none"> • Transportation <ul style="list-style-type: none"> ○ Gas cards or bus passes, based on actual cost of travel or public transportation. ○ Start-up cost of obtaining insurance for an uninsured vehicle that is owned by the participant. • Vehicle repair <ul style="list-style-type: none"> ○ Repairs to the automobile owned by the participant and that are necessary for participation. ○ Limit: \$900/year • Clothing <ul style="list-style-type: none"> ○ Clothing necessary for interviewing or work. ○ Local “career closets” and thrift stores should be explored prior to purchasing new items. ○ Limit: \$500/year • Relocation allowance <ul style="list-style-type: none"> ○ Only to be used for participants who have obtained verifiable employment at a location outside commuting distance from their home. ○ Limit: \$1,500/year • Work-related expenses <ul style="list-style-type: none"> ○ Only for one-time, work-related expenses that are required to seek, obtain, and retain employment. ○ May include purchase of tools, professional license fees, and similar non-continuing expenses. <p>Additional guidance, restrictions, and policy provisions are included in the WDASOM PATH Manual.</p>
FAE&T	<p>Supportive services provided must be entered into the appropriate fields in the customer’s record in OSMIS and in the case notes. Case notes are to be as specific as possible and are to include at minimum:</p> <ul style="list-style-type: none"> • Type of supportive services • Date provided • Amount • Gas card or bus pass number (if applicable) <p>Up to \$80 per month for expenses directly related to participation in FAE&T activities is allowable in the form of gas cards. Other supportive services (up to \$80 per month) may be provided in lieu of a gas card if deemed necessary and appropriate by the Career Facilitator/Advisor.</p>

	<p>The following supportive services are not allowable for FAE&T participants:</p> <ul style="list-style-type: none"> • Vehicle purchase, insurance, and/or operator taxes (i.e. tags, title, license) • Computer/laptop • Living stipend • Student loans • Relocation expenses • Drug/alcohol counseling or therapy • Mental health treatment <p>The Northwest Michigan Works! Director of Operations may update this list at any time.</p>
<p>Trade Act</p>	<p>Supportive services provided must be entered into the appropriate fields in the customer's record in OSMIS and in the case notes. Case notes are to be as specific as possible and are to include at minimum:</p> <ul style="list-style-type: none"> • Type of supportive services • Date provided • Amount • Gas card or bus pass number (if applicable) <p>Individuals who are eligible and approved for training benefits under the Trade Act laws may receive supportive services as mandated by legislation. Trade Act staff will coordinate provision of these supportive services. The following supportive services may be provided:</p> <ul style="list-style-type: none"> • Transportation • Subsistence • Relocation expenses • Supplies • Equipment • Exams and certification fees <p>All supportive services must be related to training funded by the program and must be necessary to participate.</p> <p>Additional regulations and policy governing these services are provided in the Trade Act manual.</p>

Appendix H: Memorandum of Agreement regarding Adult Education collaboration

Memorandum of Understanding

Between

Northwest Michigan Council of Governments,
dba Networks Northwest
PO Box 506
Traverse City, MI 49685-0506

And

Traverse Bay Area Intermediate School District
1101 Red Drive
Traverse City, MI 49684

Purpose

This Memorandum of Agreement, hereinafter referred to as MOU, establishes terms and conditions between the Northwest Michigan Council of Governments, dba Networks Northwest, hereinafter referred to as the Networks Northwest, and the Traverse Bay Area Intermediate School District, 1101 Red Drive, Traverse City, MI 49684, hereinafter referred to as TBAISD. This MOU is entered into for the purposes of delineating the respective roles and responsibilities of the aforementioned entities for delivery of Adult Education and Literacy Services.

Effective Dates

This MOU is entered into July 1, 2012 and shall remain in effect until terminated by mutual agreement of the parties. It is dependent upon continuation of funding, acceptable performance, and desire by both parties to retain the partnership.

Terms of Agreement

Both parties agree to the following terms:

- Networks Northwest operates Northwest Michigan Works!, Inc., a non-profit organization, under which all services specified in this MOU are delivered.
- Networks Northwest maintains Workforce Investment Act (WIA) Title

II funding for Adult Education.

- TBAISD employs the Adult Education teachers and pays them out of Michigan State I07 funding designated for Adult Education.
- TBAISD will be the employer of record for the Adult Education teachers, with direct supervision from the Adult Education Coordinator, a Northwest Michigan Works!, Inc. employee.
- Northwest Michigan Works!, Inc. will be the employer of record for the Adult Education aides and other non-teaching staff.
- Both parties will share in the hiring decisions for Adult Education teaching staff.

Roles of Partners

Networks Northwest will:

- Provide staffing, as follows:
 - Adult Education Coordinator:
 - Supervision of Adult Education teachers, aides, and other non-teaching staff.
 - Development of instructional strategies and the program improvement plan.
 - Performance reviews of staff, according to TBAISD processes.
 - Completion of all mandated state reports as required by the I07 funding.
 - Aides for assistance in each location (FTE distribution to be determined by NWMCOG)
 - Maintenance of Records (MSDS/MAERS)
- Provide management of budget for full scope of Adult Education, including WIA Title I and Title II funding, State of Michigan I07 funding, and any other funds received for the operation of the Adult Education program.
- Provide marketing of Adult Education services for purposes of participant recruitment and community goodwill:
 - Development and implementation of marketing plan
 - Web site development and maintenance
 - Annual Report
 - Social media
 - Co-branding of Michigan Works! and TBAISD
- Provide:
 - Use of Northwest Michigan Works! Service Centers for Adult Education

- o Learning Labs including utilities, phone, internet, parking, etc.
- o Technical support for technology needs in Learning Labs, including software selection, licensing, installation and maintenance, and computer functionality.
- o Integration of Adult Education services into Northwest Michigan Works! programs and services, where appropriate, and assimilation of Adult Education teachers into staffing communications and processes at service centers.
- Reimburse TBAISD for operating costs related to Adult Education that exceed the amount of State of Michigan I07 funding.

TBAISD will:

- Provide certified Michigan teachers as Adult Education teachers.
- Provide the Northwest Michigan Works! Inc. Accountant access to financial management systems for purposes of managing the full scope of the Adult Education budget.
- Provide the Adult Education Coordinator and Northwest Michigan Works! Inc. Accountant access to the Michigan Electronic Grant System (MEGS) for completing the State of Michigan I07 application.
- Submit Adult Education student counts in the Michigan Student Data System (MSDS) and provide Unique Identification Codes (UIC) for new Adult Education students.
- Issue high school diplomas for adult education students.
- Approval of the Master Course list and the adult education calendar by the TBAISD Board of Education.
- Audit adult education student count data.
- House and maintain adult education student records.
- Submit an invoice to Networks Northwest monthly, for operating costs related to Adult Education that exceed State of Michigan I07 funding.
- Provide regular communication to NWMCOG regarding availability and scope of State of Michigan I07 funding.
- Maintain the Adult Education High School completion program at the TBAISD Career Tech Center to be operated within all terms of this agreement.

Equal Opportunity

This contractor and subcontractor shall abide by the requirements of 41 CFR §§ 60-1.4(a), 60-300.5(a) and 60-741.5(a). These regulations prohibit discrimination against qualified individuals based on their status as protected veterans or individuals with disabilities,

and prohibit discrimination against all individuals based on their race, color, religion, sex, or national origin. Moreover, these regulations require that covered prime contractors and subcontractors take affirmative action to employ and advance in employment individuals without regard to race, color, religion, sex, national origin, protected veteran status or disability.

Indemnification

The parties in the below Indemnification statement refers to the Northwest Michigan Council of Governments, dba Networks Northwest and Traverse Bay Area Intermediate School District, with each organization being a separate entity.

The work performed by the parties shall be at the risk of the parties exclusively. To the fullest extent permitted by law, the parties shall indemnify, defend (at the parties' sole expense) and hold harmless the other parties (including its officers, employees and agents) from and against any and all claims for bodily injury, death or damage to property, demands, damages, actions, causes of action, suits, losses, judgments, obligations and any liabilities, costs and expenses (including but not limited to investigative and repair costs, attorneys' fees and costs, and consultants' fees and costs) which arise or are in any way connected with the work performed, materials furnished, or services provided under this Agreement by the parties or its agents. These indemnity and defense obligations shall apply to any acts or omissions, negligent or willful misconduct of the parties its employees or agents, whether active or passive. Said indemnity and defense obligations shall further apply, whether or not said claims arise out of the concurrent act, omission, or negligence of the other parties (its officers, employees and agents), whether active or passive. The parties shall not be obligated to indemnify and defend the other parties for claims found to be due to the sole negligence or willful misconduct of the other parties (including its officers, employees and agents).

The parties indemnification and defense obligations hereunder shall extend to claims occurring after this agreement is terminated as well as while it is in force, and shall continue until it is finally adjudicated that any and all actions against the other parties (including its officers, employees and agents) for such matters which are indemnified hereunder are fully and finally barred by applicable laws.

Modification or Termination

This Memorandum of Understanding can be modified at any time by consent of both parties. Either party may terminate this Memorandum of Understanding for any reason with ninety (90) day formal notification to the other party.

IN WITNESS WHEREOF, the parties hereto have executed this Agreement the day and year first above written.

ACKNOWLEDGEMENT OF AGREEMENT

For NORTHWEST MICHIGAN COUNCIL OF GOVERNMENTS
dba NETWORKS NORTHWEST

Elaine Wood
Elaine Wood, CEO

12-12-14
Date

For TRAVERSE BAY AREA INTERMEDIATE SCHOOL DISTRICT

Michael J. Hill
Michael J. Hill, Superintendent

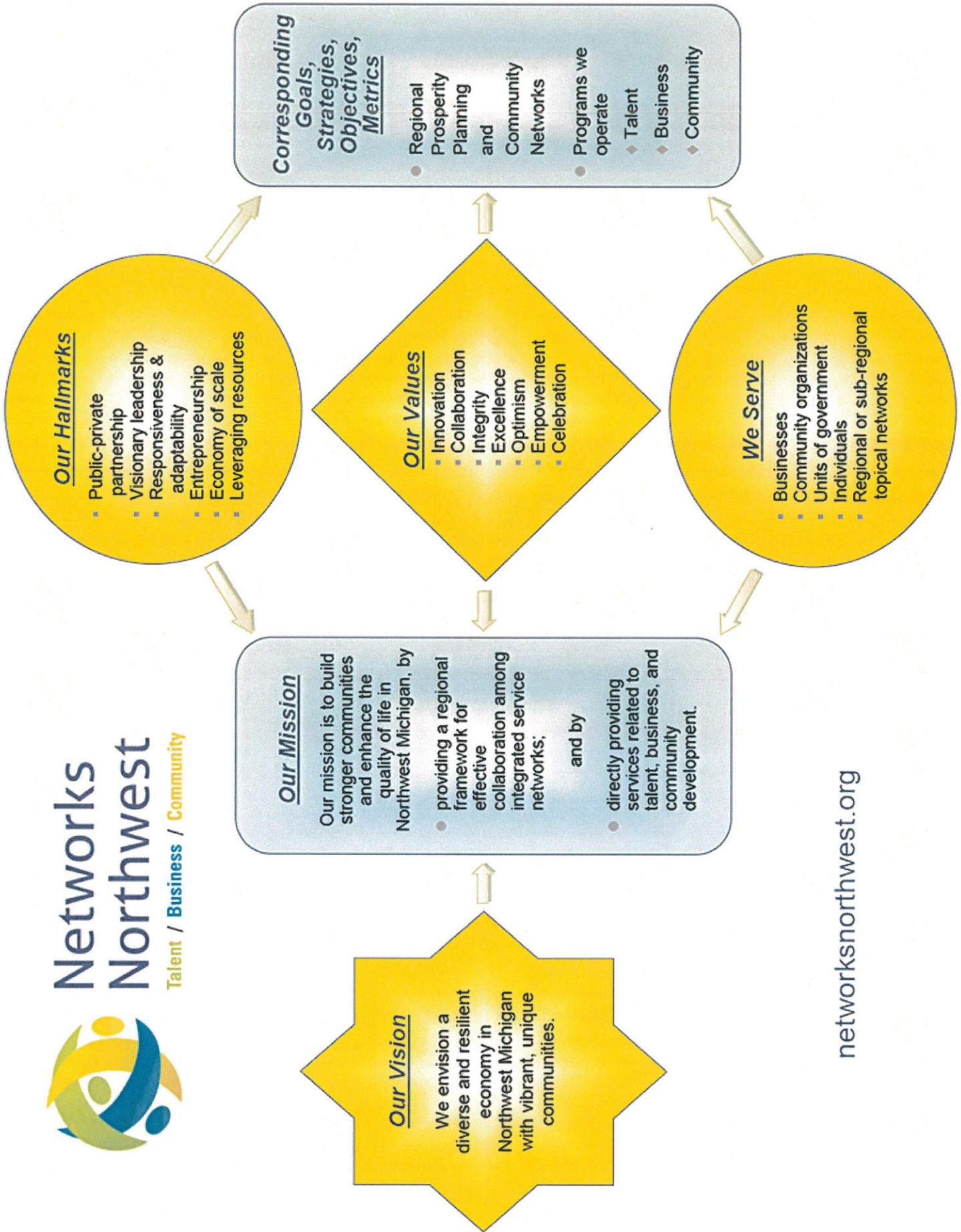
12/16/14
Date

Appendix I: Networks Northwest Board Vision and Mission



Networks Northwest

Talent / Business / Community



Appendix J: Local Policy on Priority of Service

Local Policy: Priority of Service for Training

Date: July 1, 2015

To: All Northwest Michigan Works! staff

From: Janie McNabb, Northwest Michigan Works! Chief Operating Officer

Subject: Priority Levels for providing Training Services to WIOA Adult participants

Programs Affected: Workforce Innovation and Opportunity Act Adult

Applicable State and/or Federal Guidelines: WDASOM WIOA Manual

Funding Source(s): Workforce Innovation and Opportunity Act Adult

Background

WIOA law requires that priority for Training Services be given to recipients of public assistance, other low-income individuals, and/or individuals who are basic skills deficient. Michigan Works! Agencies may identify additional priority levels. Northwest Michigan Works! has determined additional priority levels based on the high need for skilled workers to fill jobs in Key-Demand Occupations.

Individualized Career Services may be provided to those who qualify based on the eligibility criteria listed on page 3 of 47 in chapter 3 of the WIOA manual. These criteria also provide the baseline of eligibility for training services.

This local policy provides the federal and locally defined levels of priority as well as guidance on how these priority levels should be applied.

I. Priority Levels

Section	Policy Provision
Level I	<p>Recipients of public assistance</p> <p>Low-income individuals: must meet one of the six definitions of “low income” provided by WIOA law</p> <p>Individuals who are basic skills deficient</p> <p><i>Veterans Priority of Service:</i> Veterans who meet this level’s criteria will be given priority within this level.</p>
Level II	<p>Unemployed individual</p> <p><i>Veterans Priority of Service:</i> Veterans who meet this level’s criteria will be given priority within this level.</p>
Level III	<p>Employed individual whose family income is below the locally defined Self-Sufficiency Level</p> <p><i>Veterans Priority of Service:</i> Veterans who meet this level’s criteria will be given priority within this level.</p>
Level IV	<p>Employed individual whose employer has determined that training will provide the skills necessary to retain employment or to have the potential to move up within the company (Incumbent Worker only – see Guidelines)</p>

II. Guidelines for Applying Priority Levels

Section	Policy Provision
When to apply priority levels	When the number of eligible participants who are seeking training exceeds the availability of funding for training, priority will be given in the order identified in this Local Policy.
Incumbent Worker Training	Priority Level IV applies only to Incumbent Worker Training programs. See Local Policy – Incumbent Worker Training.
Exceptions	The Northwest Michigan Works! Chief Operating Officer may grant exceptions to this policy on an individual basis. If seeking an exception for a participant, the Career Facilitator/Advisor must submit the request in writing (email is acceptable), providing rationale for the request.

Appendix K: Local Rapid Response Policy

Local Policy: Rapid Response

Date: July 1, 2015

To: All Northwest Michigan Works! staff

From: Janie McNabb, Northwest Michigan Works! Chief Operating Officer

Subject: Coordination of Rapid Response activities

Programs Affected: Workforce Innovation and Opportunity Act Dislocated Workers

Applicable State and/or Federal Guidelines: WDASOM WIOA Manual; WDASOM Policy Issuance 06-12

Funding Source(s): Workforce Innovation and Opportunity Act Dislocated Worker

Background

WIOA law allows for Rapid Response services in order to identify, plan for, and respond to layoffs and dislocations of workers. Rapid Response allows for locally initiated activities that may prevent and/or minimize the impact of a mass layoff or closure in the community.

This local policy provides guidance on coordinating Rapid Response activities in order to address actual or potential dislocation events.

Process

Section	Policy Provision
General	<p>When a mass dislocation is expected, the Business Liaison notifies both Networks Northwest staff and the Workforce Development Agency-State of Michigan (WDASOM) WIOA Rapid Response staff.</p> <p>While in contact with the employer, attempts should be made to secure and document the following information:</p> <ul style="list-style-type: none"> • Company Name and contact information • Company Contact (name and title) • Description of the business, including North American Industry Classification System (NAICS) code • Type of dislocation (mass layoff or business closure) • Notification type (WARN, news article, letter, etc.) • Number of impacted workers and total workers at the facility • Brief description of impacted employee skill sets and corresponding occupations that can be linked to a Standardized Occupational Classification (SOC) code <p>Northwest Michigan Works! staff may provide the following services as Rapid Response activities, in conjunction with the WDASOM WIOA Rapid Response division:</p> <ul style="list-style-type: none"> • Initial Rapid Response meeting • Worker Orientations • Joint Adjustment Committee • State Adjustment Grants • National Emergency Grants • Layoff Aversion • Incumbent Worker Training

Activities and Services

Section	Policy Provision
Incumbent Worker Training	<p>When Incumbent Worker Training funds via the state's Rapid Response Statewide Activities funding source are available, they will be used to avert layoffs and prevent the need for layoff and/or business closure.</p> <p>Northwest Michigan Works! Business Liaisons ascertain the need for training to upgrade the skills of incumbent workers in order to avoid layoffs. The need for training is identified via relationship with employers and partner agencies.</p> <p>If a mass dislocation is unavoidable, additional Rapid Response activities may be provided.</p>
Initial Rapid Response meeting	<p>Business Liaisons will coordinate an initial Rapid Response meeting with the company, union officers, Northwest Michigan Works! staff, WIOA Rapid Response staff, Unemployment Insurance Agency representative.</p> <p>The purpose of the meeting is to gather information regarding the layoff, timelines and other useful information such as the skill sets of the affected workers. The dissemination of information to assist both the business and workers through the transition to employment should also occur.</p>
Worker Orientations	<p>Northwest Michigan Works! staff will provide Worker Orientation sessions that describe employment and training services available to the affected workers, including services to special populations (Michigan Rehabilitation Services, Veterans' services and others).</p> <p>Northwest Michigan Works! staff are to deliver Rapid Response Dislocated Worker Survey at worker orientation sessions whenever possible.</p> <p>Individual appointments with affected workers may be scheduled in lieu of a group orientation, if necessary.</p>

<p>Joint Adjustment Committee</p>	<p>Business Liaisons may assist in the establishment of a Joint Adjustment Committee (JAC) if desired by both management and union officials, per WDASOM Policy Issuance 06-12. The JAC may devise and oversee an implementation strategy that respond to the reemployment needs of the workers and may be established at any point during the plant closing or downsizing process.</p> <p>The role of Northwest Michigan Works! in the establishment of a Joint Adjustment Committee will be to connect the employer with WDASOM staff for potential neutral chairperson assignment or funding.</p> <p>Northwest Michigan Works! will not act as the neutral chairperson, or will staff convene or select committee members. The function of the JAC will be led by the neutral chairperson and will not involve Northwest Michigan Works! staff members.</p>
<p>State Adjustment Grants</p>	<p>Networks Northwest will apply for State Adjustment Grants (SAG), if available, for additional resources to assist in providing Dislocated Worker services. Criteria that would necessitate application for a SAG include:</p> <ul style="list-style-type: none"> • Full obligation, or expected obligation by the end of the program year, of Dislocated Worker formula funding • Mass layoff numbers that exceed the capacity of current staff to adequately provide Dislocated Worker services • Needs of the affected worker pool, such as basic literacy skills development, GED, and/or significant upgrades in skill level in order to obtain suitable employment. <p>Determination of the need for a SAG application, using the above criteria, will be made by Networks Northwest administrative staff.</p>
<p>National Emergency Grants</p>	<p>Networks Northwest will apply for National Emergency Grants (NEG), in conjunction with the WDASOM, if available, for additional resources to assist in providing Dislocated Worker services. Criteria governing the need for NEG application include the criteria listed above for SAG application, as well as ascertaining the state's ability to provide resources via SAG funding source.</p> <p>Determination of the need for a NEG application, using the above criteria, will be made jointly by Networks Northwest administrative staff and the region's WIOA Rapid Response Coordinator.</p>

Layoff Aversion	<p>Business Enhancement Teams (BET) are convened by Business Liaisons and are created to share resources for business retention and layoff aversion. Membership on BETs is sub-regional (generally covering two to three counties in the 10-county region) and include the following representation:</p> <ul style="list-style-type: none"> • Local economic development organization leadership • Michigan Economic Development Corporation representatives • Small Business and Technology Development Center leadership • Procurement Technical Assistance Center leadership • Chamber of Commerce representatives • Other community partners with formalized stake in business retention. <p>Incumbent Worker Training will be used whenever funding is available and applicable as a layoff aversion strategy.</p>

Designated contact

Section	Policy Provision
Contact information	<p>The lead contact responsible for Rapid Response activities is:</p> <p> Janie McNabb, Chief Operating Officer Northwest Michigan Works! PO Box 506 Traverse City, MI 49685-0506 (231) 929-5058 janiemcnabb@networksnorthwest.org </p>

Appendix L: Local Individual Training Accounts Policy

Local Policy: Individual Training Accounts

Date: ~~August 22, 2016~~, revised July 1, 2017

To: Northwest Michigan Works! staff

From: Terry Vandercook, Director of Operations, Northwest Michigan Works!

Subject: Individual Training Accounts (ITA)

Programs Affected: Workforce Innovation and Opportunity Act (WIOA), Adult, Dislocated Worker and Youth

Applicable State and/or Federal Guidelines: WDASOM WIOA Manual; Policy Issuance 13-05 Certification Process for Eligible Training Providers

Funding Sources: Workforce Innovation and Opportunity Act; National Emergency Grants

Background

Funding for training services is an allowable activity under the WIOA, including NEG grants. In order to assist customers on a career pathway and/or meet employer demands, training services may be provided using such funding streams. Northwest Michigan Works! uses an Individual Training Account (ITA) system to administer funding for allowable training, based on program specific guidelines. This policy provides guidance on the proper use of ITAs so as to ensure effective use and accountability of training funds.

Parameters

Section	Policy Provision
Definition	An Individual Training Account (ITA) is a mechanism used to support the training costs for participants enrolled in a training activity.
Amounts	<p>An individual ITA shall not exceed \$3,000.</p> <p>Not every customer is expected to need this amount in order to successfully complete training. Rather, this amount allows flexibility for potentially longer-term training programs and corresponding costs.</p> <p>This amount shall not be considered an entitled total amount for every individual customer enrolled in a training activity.</p> <p>Specific program mandates and funding guidelines and/or availability may alter the ITA allowance in this Local Policy. Please see specific program policies for any additional training cost parameters and/or additional allowances.</p>
Length of training	The length of training to be funded shall take into consideration the availability of current and future funding, as well as the ultimate outcome for the customer in terms of job placement and retention. ITAs must include a start date and an estimated end date consistent with the start and end date for the training period, as given by the training institution.
Training Activities	<p>ITAs shall be used to fund training activities that relate to an in-demand occupation (see Local Policy: Key Demand Occupations).</p> <p>Training activities must consist of programs or courses of study for those vendors listed on the Michigan Training Connect (MiTC), formerly the Michigan Career Education Consumer Report (CECR). This process shall take place before staff commit to a particular training program for a customer.</p> <p>Once eligibility is completed and verified by the MIS Technician, an Occupational Training Agreement (OTA) must be completed and forwarded to the Blended Training Coordinator for final approval.</p> <p>ITAs shall be used as a tool in assisting customers along a career pathway and be in support of the Northwest's key performance measures, as applicable (i.e. credential attainment, earnings, job placement, and retention).</p>

<p>Allowable Costs</p>	<p>ITAs shall be used to administer training costs and training supportive services, as applicable.</p> <p>Training costs are defined as those supports required for full participation in the training/class, such as tuition, related fees, books, and other specific required materials.</p> <p>Training supportive services is defined as those supports not required for participation in the training/class, but will assist the participant in overcoming barriers to participation, such as mileage reimbursement and auxiliary supplies.</p> <p>These lists are not exhaustive and may include other specific items, based on specific program guidelines and funding availability. Please see Local Policy: Supportive Services for additional guidance.</p>
<p>Number of ITAs</p>	<p>It is not prohibited for an individual customer to be provided with more than one ITA over the course of a single registration. In such circumstances, the expectation is that the subsequent ITAs will follow an established training plan and build upon a completed training program, ideally resulting in a stackable credential (i.e. a customer may use an ITA to complete CNA training and then use a second ITA in order to acquire a LPN certification).</p> <p>Using multiple ITAs also provides the opportunity for staff to provide more intensive and long-term case management services. The use of additional ITAs shall always be within the context of a customer’s career pathway, as well as how it may ultimately support the Northwest’s key performance measures, as applicable.</p> <p>Prior to committing to subsequent ITAs, staff must obtain approval from the Blended Training Coordinator.</p>
<p>Priority of Service</p>	<p>Priority of Service for Training shall be followed when using ITAs. Please see Local Policy: Priority of Service for Training for additional guidance.</p>
<p>Exceptions</p>	<p>In order to meet the needs of a job seeker or employer, exceptions to this policy may be reviewed and considered for approval by the Director of Operations.</p> <p>Staff seeking exceptions to this policy must first review the case and secure approval from their direct supervisor. It is expected that the direct supervisor will consult with the Blended Training Coordinator. If supported, the direct supervisor may then request a formal exception from the Director of Operations.</p>

Appendix M: Local Michigan Talent Connect Policy

Local Policy: Michigan Talent Connect (MiTC)

Date: 10/1/2017

To: Northwest Michigan Works! staff

From: Terry Vandercook, Director of Operations, Northwest Michigan Works!

Subject: APPROVING OR DENYING APPROVAL OF TRAINING PROVIDER/PROGRAMS TO BE AN ELIGIBLE TRAINING PROVIDER (ETP) ON THE ELIGIBLE TRAINING PROVIDER LIST ON THE MICHIGAN TALENT CONNECT

Programs Affected: WIOA Adult; WIOA Dislocated Worker; WIOA Youth

Applicable State and/or Federal Guidelines: WIOA Manual; MiTC Policy Manual

Funding Source(s): Wagner-Peyser; WIOA

Background

The Michigan Training Connect (MiTC) serves as an important tool for participants seeking training to identify appropriate providers and relevant information such as cost and program outcomes. Using the MiTC, Case Managers can assist participants in identifying training providers offering programs leading to job placement in in-demand industries and occupations that result in positive outcomes and recognized credentials.

The Northwest Michigan Works! Agency (NWMWA) approves or denies approval for training providers/programs according to a standardized and objective process in order for training providers/programs to be deemed an Eligible Training Provider (ETP), resulting in their training program to be posted publicly on the MiTC. Only training providers/programs deemed eligible may receive the WIOA Title I-B training funds to train participants.

This policy outlines the approval and denial of approval criteria and the corresponding methodologies and procedures used by the NWMWA to approve or deny approval of training provider applications to the MiTC.

Policy

Section	Policy Provision
Initial Eligibility Approval Criteria	<p>For training programs that have not previously been made eligible, training providers must submit required information, including performance, in order for their programs to be considered for initial eligibility. Programs that receive initial eligibility designation receive the designation for one year.</p> <p>The following information must be provided to the NWMWA in order for the initial eligibility to be evaluated:</p> <ol style="list-style-type: none"> 1. Description of training program services to be offered; 2. Training program outcomes that meet the minimum standards (listed below); <ol style="list-style-type: none"> a. Unsubsidized employment during the 2nd quarter after exit – 67% b. Unsubsidized employment during the 4th quarter after exit – 67% c. Median earnings – \$6,108 d. Credential attainment – 44% <p><i>Exception: New training programs are exempt from meeting the training program outcome criteria. New training programs are defined as programs for which the first class has not yet occurred and/or the program is a new offering for the institution.</i></p> 3. Proof of proprietary school licensure; 4. Information concerning whether or not the training provider is in partnership with business, which could include information about the quality and quantity of employer partnerships; 5. Information to determine high-quality training services, including whether or not the training program leads to a recognized post-secondary credential; 6. Information that addresses the alignment of the training with in-demand industry sectors and occupations, to the extent possible; 7. The ability of training providers to provide training services that are physically and programmatically accessible for individuals who are employed and for individuals with disabilities. <p>Once the NWMWA approves Initial Eligibility, the program is designated as eligible to have an Individual Training Account (ITA) on the MiTC and approved to serve ITA-eligible customers across the State.</p>

<p>Continuing Eligibility Approval Criteria</p>	<p>All ETPs are subject to continued ITA eligibility procedures and minimum performance standards each year thereafter. Continued ITA eligibility is determined on a rolling basis, with a program’s initial eligibility period expiring one year from the date upon which the program was approved for initial eligibility by the NWMWA.</p> <p>The following information must be provided to NWMWA in order to evaluate continuing eligibility criteria:</p> <ol style="list-style-type: none"> 1. Training program outcomes that meet the minimum standards (listed below); <ol style="list-style-type: none"> a. Unsubsidized employment during the 2nd quarter after exit – 67% b. Unsubsidized employment during the 4th quarter after exit – 67% c. Median earnings – \$6,108 d. Credential attainment – 44% 2. Information identifying the recognized post-secondary credentials received by all training participations; 3. Program cost information, including tuition and fees for the WIOA participants in the program; and 4. Information on the program completion rate for the WIOA participants; 5. The degree to which training programs relate to in-demand industry sectors and occupations within the state; 6. The training provider’s ability to offer industry-recognized certificates and/or credentials; 7. The quality of the training program; 8. The ability of training providers to provide training services that are physically and programmatically accessible for individuals who are employed and for individuals with disabilities. <p>Training providers/programs that fail to meet the requirements may be denied approval. The NWMWA has the discretion to grant an approval according to stipulations made in this Local Policy.</p> <p>Once the NWMWA approves Continuing Eligibility, the program is designated as eligible to have an Individual Training Account (ITA) on the MiTC and approved to serve ITA-eligible customers across the State.</p>
<p>Local Standards</p>	<p>Performance Standards</p> <p>The NWMWA will follow the minimum performance standards identified by the State of Michigan Talent Investment Agency.</p>

	<p>Requesting Additional Information</p> <p>The NWMWA may, at its discretion, request information in addition to that required for the standard eligibility (initial and continuing) criteria. Supplemental information may be requested of the training provider in order to verify or clarify performance levels or other standard criteria required to be reported by the training provider. Supplemental information may also be requested in order to pursue an exception that may avert a denial of eligibility or to verify the quality of the training provider/program.</p> <p>Examples of supplemental information that may be requested include but are not limited to full performance data including completion, placement/employment, and wage information.</p> <p>Other Training Provider/Program Characteristics</p> <p>As appropriate, the NWMWA may also consider the following characteristics of the training provider/program throughout the approval process:</p> <ul style="list-style-type: none"> • The ability of a training provider to partner with employers and to provide job placement services; • Drop-out rate/completion rate of the training provider/program • Training provider's compliance, or lack thereof, with federal disability and accessibility laws; • Quality of the credential offered; • Level of demand for related occupations within the region; • Other applicable characteristics.
<p>Approval Documentation</p>	<p>The NWMWA will maintain files, either electronic or physical, that reflect the approval process for each training provider/program.</p>

<p>Denying Eligibility</p>	<p>It is at the discretion of the NWMWA to approve or deny approval of a training provider/program. The NWMWA may:</p> <ul style="list-style-type: none"> • deny approval of a training program; • approve a training program that does not meet standard eligibility requirements including failure to meet at least one performance measure; • approve a training program due to possible health and safety issues; • approve training programs lacking performance documentation; • approve training programs that provide low-quality or questionable performance data. <p>In any of the above circumstances, the final decision to approve or deny approval must be made by the Manager of Planning & Program Development prior to the issuance of the approval or denial of approval. In addition, all circumstances will be documented and a file maintained.</p> <p>Should the NWMWA deny approval of an application, the reason for the denial will be provided in writing to the training provider associated with the application.</p> <p>Training providers and programs that are denied approval for placement on the MiTC have the right to appeal the decision within 30 working days from the date of the denial by following the Grievance and Complaint Policy in effect at the time of denial of eligibility.</p> <p>Approvals or denials in such circumstances will be reconsidered annually.</p>
	<p>Failure to Meet Minimum Performance Standards</p> <p>A training provider/program that does not meet eligibility requirements for Initial or Continuing eligibility (whichever is applicable) may be denied approval for placement on the MiTC.</p> <p>The NWMWA reserves the right to make an exception to this requirement if a training program fails to meet at least one of the minimum performance standards. In such a circumstance, the NWMWA may take additional aspects of the training program into consideration, including but not limited to the number of students who participated in the training program, local economic conditions, or other circumstances presented by the training provider.</p> <p>Should the NWMWA grant approval to a training provider/program failing to meet minimum performance standards, the NWMWA will notify the TIA at MiTC@michigan.gov, supplying the rationale for such an approval.</p>

<p>Health and Safety Issues</p> <p>The NWMWA reserves the right to deny a Training Provider’s Initial or Continuing Eligibility if the NWMWA determines the health and safety of students and others may be at risk. This determination will be made based on sound rationale and supporting documentation, when applicable and available.</p>
<p>Programs Lacking Performance Documentation</p> <p>A training program may be unable to document one or more performance measures. Examples include 1) a program with cohorts lasting more than one year and during which no one graduates and no one drops out and credential attainment cannot be calculated; or 2) all program graduates transfer to continuing education in a related field resulting in no graduates available for employment and wages are undefined.</p> <p>In such circumstances, the NWMWA has the discretion to approve or deny approval of the training program and may request supplemental information in order to verify the quality of the training provider.</p>
<p>Questionable or Low-Quality Data</p> <p>In the event a training provider presents data that is of questionable or low-quality, the NWMWA has the discretion to approve or deny the approval of the training program. The NWMWA may request supplemental information in order to make a determination.</p>

<p>Removing a Training Provider/Program from the MiTC</p>	<p>Applicable Circumstances</p> <p>The NWMWA may request a training provider/program be removed from the MiTC under the following circumstances:</p> <ul style="list-style-type: none"> • Inaccurate information - The NWMWA discovers information regarding the training provider/program was provided in an inaccurate manner; a termination of eligibility will occur for a period of not less than two years; such a training provider will be liable to repay, from non-federal funds, all of the WIOA training funds received during the period of non-compliance; • Violated WIOA requirements - It is determined an eligible training provider/program has substantially violated any requirements under the WIOA; the provider's eligibility to receive funds for the program(s) in question will be terminated for a period of not less than two years; • Eligibility expires - A training provider/program does not reapply under the continued eligibility procedures; such training providers/programs will be removed from the MiTC and are required to reapply under the continued eligibility provisions, and are subject to meeting minimum performance prior to having their program placed back on the MiTC; • Fails to meet performance - A training program fails to meet minimum performance requirements and is not granted an exception by the NWMWA; the training provider's eligibility to receive funds may be suspended for a period of not less than two years, at which time the training provider may re-apply under the continuing eligibility requirements/procedures. Should the NWMWA grant approval to a training provider/program failing to meet minimum performance standards, the NWMWA will notify the TIA at MiTC@michigan.gov, supplying the rationale for such an approval. • Non-compliance - A training provider substantially violates the terms outlined in a training agreement, and will be considered to be in non-compliance; an example of a substantial violation is ceasing to continue to provide training services to participants; • Health or safety risks - The NWMWA discovers that the health and safety of students or others could be at risk.
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	<p>Procedure</p> <p>The NWMWA will first engage in an objective investigation of the circumstances surrounding the possible need to remove a training provider/program from the MiTC; the investigation will be thoroughly documented and presented to the Manager of Planning & Program Development who will make the final determination as to whether or not to pursue the removal. If it is determined that it is appropriate for a training provider to be removed from the MiTC, the Manager of Planning & Program Development will follow the procedure below:</p> <ul style="list-style-type: none"> • NWMWA will request approval from the TIA by submitting the results of the investigation to the TIA via email at MiTC@michigan.gov; • If the TIA does not concur, the non-concurrence will be documented in the file; • If the TIA concurs, the training provider will be removed from the MiTC; • NWMWA will notify the training provider in writing that they have been removed from the MiTC, and include the rationale behind the decision along with the right of the training provider to appeal the decision by following the TIA Grievance and Complaint Policy Issuance in effect at the time of the training provider's removal from the MiTC. <p>The Manager of Planning & Program Development will maintain files on all cases to which this procedure applies.</p>
<p>Other ETP Requirements</p>	<p>All ETPs are subject to the equal opportunity and nondiscrimination requirements contained in Section 188 of the WIOA.</p>

Appendix N: Employment Services Plan

Employment Service Plan Narrative

Northwest MW/Northwest Michigan Council of Governments/Networks Northwest Program Year 2017

1a. Michigan Works! Agency (MWA) Contact Person

Lisa Schut
Manager of Planning & Program Implementation
Networks Northwest
P.O. Box 506
Traverse City, MI 49685
(231) 929-5058
lisa.schut@networksnorthwest.org

1b. Merit-Based Service Provider(s)

1	2	3	4	5
MWA PROVIDED	CONTRACTED SERVICE PROVIDER	NAME OF ENTITY	TYPE OF ENTITY	Merit Based Entity
X		Northwest Michigan Council of Governments, dba Networks Northwest	Special purpose unit of government	X

2. Provision of Labor Exchange Services

Job seekers and employers may access Wagner-Peyser services at no cost, at any of the five Northwest Michigan Works! American Job Centers. In four of the counties, where a service center is not located, self-service kiosks are made available for customers to access Employment Services.

Upon entering a service center, customers are greeted by staff stationed at the front entrance. Staff proceed to assist customers in identifying their needs and direct them accordingly. UIA work tests and staff-facilitated services are provided for by Networks Northwest staff in a designated section of the resource room. Throughout the resource room, computers are made available for the public's job-search use.

All customers of Northwest Michigan Works! are issued a membership card, which allows for tracking customer use of Wagner-Peyser funded services and resources in the center and/or via self-service kiosks. It further aids in identifying special populations such as veterans and customers with disabilities.

Customers are asked if they have served in the military, so as to provide priority of service and to ensure compliance with ES policy and the Jobs for Veterans Act. Opportunities are made available for customers to disclose any disabilities and request reasonable accommodations immediately upon issuance of a membership card. Further, all One-Stop Service Center customers receive equal access to Employment Services. Automated door openers, wheel chair accessible pathways, bathrooms, and workstations ensure universal access to services.

The following Employment Services are also among those made available:

- Access to the Pure Michigan Talent Connect;
- Labor Exchange Services;
- Access to job search resources via the Internet;
- Local components of the ES complaint system;
- The UI Work Test;
- Accommodations and information to UI claimants;
- Services to Veterans;
- Services to Migrant and Seasonal Farm Workers;
- Participation in a system for clearing labor between states;
- Fidelity Bonding program; and/or
- Any other additional services as necessary to ensure access to Employment Services for all who seek them.

Self-services are available for job seekers and employers in all five of the Northwest Michigan Works! Service Centers. Each center includes a resource room located at the front of each center and structured for self-service use. In the resource rooms, customers have access to public-use computers, a library of job search information, copier, fax machine, résumé paper, and more. On these public-access computers, customers may tap into the web-based Pure Michigan Talent Connect, in addition to other job search tools and business-related resources.

Each of these computers are equipped and configured to maximize the customer's self-service experience and make it as easy as possible for the individual to use available resources. For example, not only is the Internet home page set to the Pure Michigan Talent Connect (PMTTC), but also there are shortcuts to the site and the Internet browser favorites displays PMTTC, as well as other useful Internet resources.

The Northwest system has also developed a self-service web site that provides resources for every stage of the job search (www.careercafe.org). The "Menu of Services" aligns with the available facilitated and staff-assisted services, as well as Workforce Innovation and Opportunity Act (WIOA) Career and Training Services. This allows individuals to transition through the service levels in a seamless manner.

Employer customers may also use the fax and copy machines, as part of the self-services available in the service centers. Additional resources available include a library of information on business planning and development, entrepreneurial activity, human resources needs, and more.

Below is a listing of the number of computer workstations at each location:

One-Stop Service Center Location	Number of Workstations
Cadillac	10
Kalkaska	6
Manistee	8
Petoskey	10
Traverse City	17

All computers are connected to local area networks, which are part of a Wide Area Network, connecting all service center locations across the region. Each location accesses the Internet through a high-speed connection provided by either MERIT Networks, Inc. or Charter Communications.

Approximately 150 job seeker and employer customers are projected to use the resource rooms across the five centers each day. Most customers, approximately 90%, will access the computers.

The following Employment Services are made available as well, at self-service kiosks throughout the region:

- Access to the Pure Michigan Talent Connect;
- Labor Exchange Services;
- Access to job search resources via the Internet;
- Registration in the Northwest Michigan Works! customer membership system; and
- Sign-up for workshops held at the service centers.

Kiosk stations consist of a secured computer with touch-screen monitor, keyboard, and roller ball mouse. A menu of services drives customer use. Information and links are updated via the web site that powers the kiosk (www.kiosk.nwm.org). Signs will readily identify the kiosk as a Northwest Michigan Works! service.

Local partners, including libraries and county governments, provide kiosk locations, identified in the chart below.

Kiosk Location	City	County
Antrim County Building	Bellaire	Antrim
Benzie Area Christian Neighbors	Benzonia	Benzie

Additional kiosks are planned to be deployed in other locations throughout the Northwest Michigan Works! region.

Facilitated services are provided by Employment Service Assistants who are stationed at the Employment Service section of the resource room. Staff assistance includes, but is not limited to:

- Searching for job openings;
- Completing online applications;
- Writing and printing résumés;
- Using the fax and copy machines; and
- Logging in, searching jobs, and posting a résumé to Pure Michigan Talent Connect

Staff-assisted service, such as WIOA Career Services may be provided for via a referral to a Northwest Michigan Works! Career Facilitator. Customers that struggle with finding work solely through self-service and facilitated services may be referred by an Employment Service Assistant for enhanced individualized services.

Various instructional workshops are offered in each service centers. They are made available based on need and relative to staffing levels. Job search skills, employability, and personal development are popular subject areas covered. Additional topics range from skills identification and job search strategies to interviewing skills, résumé writing, and more.

In these workshops, customers become even more familiar with services provided in each service center via a video, which is available both online at the www.networksnorthwest.org website, as well as on the service center computers. Orientation information is also available for customers to view via video at anytime in either the resource room or the kiosks.

Business Services staff, which includes Business Liaisons, provide a multitude of staff-assisted services to employers, both in the field and at the service center. Employers who seek assistance at the service center are directed to staff who can help answer questions and describe the various services available to

employers. Employers also have access to space at the service center to conduct interviews.

Individualized, staff assisted services to employers includes:

- Pure Michigan Talent Connect training;
- Assistance with talent recruitment, candidate pre-screening and referrals;
- Workforce assessments;
- Developing customized training solutions; and
- Offering interviewing guidelines and best practices.

In addition, staff works to develop collaborative relationships between local workforce and economic development partners, some of which include the Michigan Small Business Development Center, the Procurement Technical Assistance Center, the Global Trade Alliance of Northern Michigan, and Michigan Economic Development Corporation.

Employment Service staff are available to assist job seekers with facilitated and/or staff-assisted services. Employment Service staffing levels are as follows:

- Cadillac Service Center – 2 FTE
- Kalkaska Service Center – .2 FTE
- Manistee Service Center – .6 FTE
- Petoskey Service Center – 1 FTE
- Traverse City Service Center – 2 FTE

Northwest Michigan has a large seasonal employment base. The months of September and October are historically the busiest for Employment Services registrations. Many workers experience a lay-off after the summer tourist season and there is another, smaller peak during January after the busy holiday retail season.

However, front line staff members work year-round in the resource rooms and offer assistance to customers on a regular basis. Career Facilitators, Business Liaisons, and other staff rotate in shifts to assist with coverage in the resource rooms, as well as provide assistance during busy times. Staff can also be shifted between centers as necessary. Additional computers are available for use at staff workstations and in the Adult Education Learning Labs, which are co-located in each center.

3. Unemployment Insurance (UI) Work Test

To register for work, UI claimants enter their résumé in the Pure Michigan Talent Connect, either at a One-Stop Service Center or another location with Internet access. The claimant must appear in person at a service center in order to meet the requirements of the work test. To complete the work test, MWA staff verifies a claimant's résumé is entered in the Pure Michigan Talent Connect and then date-stamps the verification card, UA 1222 form, as the claimant's proof of registration. MWA staff enters proof of registration into the online system prior to 6:30 p.m. every day, so that the UI determination process can proceed. The WDA Form 900-001 is filed and retained in a locked file cabinet for 5 days at the One-Stop Service Center, at which point it is shredded.

During the course of providing services to a claimant, a MWA staff member may become aware of an incident of possible non-compliance (Able, Available and Seeking Work), such as refusing an offer of suitable work. Non-compliance will be reported on the OSMIS system or using the form DLEG-BWA 303, the Claimant Advice Slip.

4. Re-employment Services and Eligibility Assessment (RESEA)

Northwest Michigan Works will serve customers receiving unemployment benefits that are referred specifically for the RESEA program. Upon contacting the designated service center, RESEA customers will receive an appointment date within 21 days of the "Letter Sent Date". RESEA services that will be provided include:

- Orientation to services available at Northwest Michigan Works!, including those offered via the Career Café;
- Confirmation of an active profile on Pure Michigan Talent Connect;
- Assessment of UI Eligibility performed in a confidential, personalized setting by merit-based staff;
- Verification of the Monthly Record of Work Search Form (Form 1583);
- Development of an Individual Service Strategy (ISS);
- Review of specific Labor Market Information, including the Hot Jobs Report containing comprehensive information on in-demand occupations in Northwest Michigan; and
- At least two hours of Reemployment Services.

Staff will document RESEA services in the One-Stop Management Information System (OSMIS) within 48 hours of when the services were provided. Outcomes will also be recorded in the OSMIS during this time frame. Customers who may

be unable to work, unavailable to work, have refused an offer of work, or are not seeking work will be documented in the OSMIS as well.

5. Participation in a System for Clearing Labor Between the States

The Northwest MWA participates in the Michigan component of the national labor exchange system. Out-of-state employers will be served by a Northwest Michigan Works! Business Resource Specialist.

Those employers that have an existing location, are relocating, or opening a new business in Michigan will be assisted with the same services as a business located in Michigan. This includes assistance with the use of Pure Michigan Talent Connect (PMTTC).

Those out-of-state employers intending to recruit workers for jobs outside of Michigan may only register to use PMTC if they are posting job orders for a location in a neighboring labor market and the first line of the job description indicates the actual out-of-state work location. Additionally, all out-of-state employers will be forewarned that the PMTC administrative staff follow-up directly with any out-of-state employers that post jobs on PMTC.

In addition to receiving help with PMTC postings and referrals, staff will provide additional assistance for out-of-state employers recruiting job seekers specifically covered by Trade Act, so as to ensure that Trade Act requirements are adequately met.

Assistance will be provided for out-of-state employers recruiting job seekers specifically covered by Trade Act from Northwest Michigan Works! staff to ensure that Trade Act requirements are met.

6. Services to Veterans

Employment Services staff provide the same quality of services to all customers, inclusive of veterans. The Northwest MWA ensures that provision of Employment Services complies with the Jobs for Veterans Act of 2002, which requires that all U.S. veterans and eligible persons receive priority in vocational guidance, training, and job placement services.

The Northwest MWA has an established local policy for veteran's priority of service. The local policy guides staff in implementing priority of service for this population, beginning with identifying veterans as quickly as possible. Tactics used to do so include asking every customer who enters the service centers "Have you served in the military?" and providing an opportunity for veterans, or the spouse of a veteran, to self-identify on the Northwest Michigan Works! membership card application. Identified veterans will receive facilitated services, at minimum. To ensure veterans' priority, the Northwest MWA does the

following:

- Provide priority service for facilitated and staff-assisted employment services to veterans;
- When taking applications in the service center for employment opportunities, applications completed by veterans are identified as such and provided to the employer first;
- If there is a line for using computers, staff ensure veterans go to the front of the line; and
- When referring to WIOA-funded services, Wagner-Peyser staff make certain that veterans are identified so that priority of service can be provided for Career and Training Services as well.

In addition, Employment Service Specialists are aware of the 24-hour hold for job orders in order to give priority to veterans and regularly promote it to both veteran job seekers and employers.

Employment Services staff provide a Disabled Veteran Outreach Program (DVOP) referral form to all veterans who identify themselves as such. If the veteran is determined to qualify, according to the U.S. Department of Labor, then the veteran will be referred immediately to a Veterans Career Assistant (VCA). Upon referring to the DVOP Specialist, the Employment Services staff will:

- Ensure that the customer has an active Wagner-Peyser registration in the One-Stop MIS; if necessary, the staff will create the registration and record the service(s) provided;
- Complete the appropriate sections of the “For Staff Use Only” section of the DVOP Application Form; and
- Notify the receiving VCA of the referral, and provide VCA with the customer’s DVOP Assessment Form.

VCAs have office space available to them at all the service center locations. The VCAs are an integral part of the Workforce Development team, providing individualized services and case management in conjunction with Michigan Works! staff. Business Liaisons regularly communicate with the VCAs and share job postings and employer-specific information. Shared locations and open communication allow for seamless referrals for Wagner-Peyser customers.

7. Services Provided to Migrant and Seasonal Farm Workers

Migrant and Seasonal Farm Workers (MSFWs) will receive equitable access and opportunity to leverage the full range of employment services that are provided for non-MSFW customers.

Standard/self services such as fact sheets, information handouts, and other forms, such as the Pure Michigan Talent Connect registration are made available in Spanish, the primary language of MSFWs in the Northwest region. Additionally, front line staff is empowered to use Language Line, a translation service and Google Translate, an app that has proven to be effective in communicating with non-English speakers.

An MSFW Outreach Worker is available for facilitated and staff-assisted services, on-site at the service center locations. Staff diligently work to identify MSFWs in the resource room and connect them with the Outreach Worker via direct referrals.

Northwest MWA has made it a priority to ensure all front line staff receive any available, updated training on identifying MSFWs and providing comprehensive employment services for this specialized population.

8. Carry In Dollars

A total of \$263,167.76 from PY 2016 Wagner-Peyser funding will be carried into PY 2017. These funds will be fully expended prior to accessing the PY 2017 allocation.

9. Additional Services

No additional services or activities are planned using Employment Service funds, which are in any way different or in addition to the services described in this narrative.