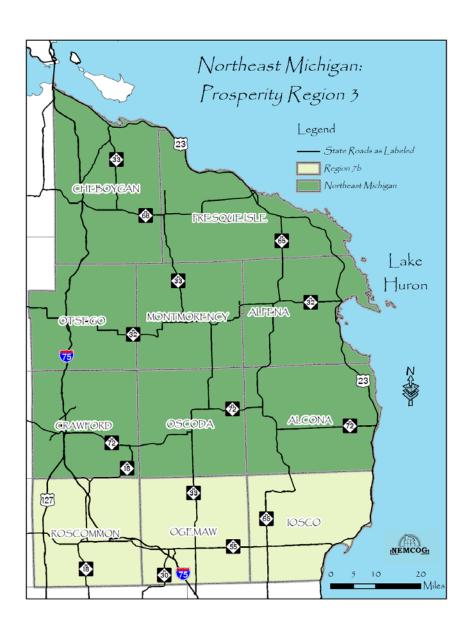# TALENT

Workforce Development, Retention & Attraction

I. REGIONAL WORKFORCE DEVELOPMENT AGENCY: MICHIGAN WORKS!

A. Introduction

Workforce development – labor exchange in Michigan's Prosperity Region 3 is led by two Michigan Works! Agencies. Michigan Works! Northeast covers Cheboygan, Presque Isle, Otsego, Montmorency, Alpena, Crawford, Oscoda and Alcona counties. The other Michigan Works! Agency is known as Region 7B Michigan Works! and covers the following six (6) counties: Roscommon, Ogemaw, Iosco, Claire, Gladwin and Arenac. It is important to note however that the Prosperity Region 3 blends only Roscommon, Ogemaw and Iosco counties into its eleven (11) county configuration (see map below).

B. Background

As background information, Michigan Works! Agencies are one of Michigan's most comprehensive and accessible, free resources for those seeking employment. Services range from evaluation of a job seekers employment strengths and skills, to creating or updating ones resume, to locating employment opportunities locally or across the State. This is accomplished via:

- Access to Pure Michigan Talent Connect
- Resume assistance and posting your resume on the Pure Michigan Talent Connect
- Interviewing support
- Job training programs
- Strategies to improve your career and lifestyle
- Explore occupational information and labor market statistics
- Job search related books and videos
- Typing and other computer skill tutorials
- Networking with the community
- Special events and job search training
- Financial aid information and career counseling
- Child care information and referral

Finally, based on available funding and an applicant's personal circumstances, training dollars may be provided to obtain skills required for jobs in growing occupational areas.

From a priority standpoint, all Michigan Works! Agencies are demand driven and focus on the current and projected needs of employers in their region. In Prosperity Region 3, both Michigan Works! Agencies strive to identify skilled candidates who are prepared and ready to work. Michigan Works! One Stop Service Centers offer business/employers a variety of free services, including:

- Direct placement of job ready workers
- Interview space by appointment
- Internet access including connecting to the Pure Michigan Talent Connect
- Information regarding pre-employment testing
- Wage reimbursement to train eligible candidates
- Up-to-date information on State and Federal employment programs
- Employment recruitment
- Assistance with job descriptions and labor market information
- Single point of contact for all services via a Business Liaison.

As a final point of reference, it is important to understand that because each Michigan Works! Agency is led by a local board (a list of members can be found at www.nemcworks.org and www.michworks4u.org) comprised of business and community leaders, separate, special and/or customized employer/job seeker services may be available in certain counties.

Locations /Contacts

Listed below are the locations and contact information for the Prosperity Region 3 Michigan Works! Agencies and applicable One Stop Service Centers:

MICHIGAN WORKS!
NORTHEAST MICHIGAN CONSORTIUM
20709 State Street P.O. Box 711
Onaway, MI 49765
p. (989) 733-8548
f. (989) 733-8069
e. general@nemcworks.org
http://www.nemcworks.org

MICHIGAN WORKS!
REGION 7B CONSORTIUM
402 North First Street
Harrison, MI 48625
p. (989) 539-2173
f. (989) 539-0127
e. reg7b@michworks4u.org
http://www.michworks4u.org

Northeast One Stop Service Centers:

ALPENA
315 W. Chisholm
Alpena, MI 49707
p. (989) 356-3339
f. (989) 354-8479

CHEBOYGAN
11153 North Straits Hwy.
Cheboygan, MI 49721
p. (231) 627-4303
f. (231) 627-6111

LINCOLN
202 Second, Suite B; P.O. Box 316
Lincoln, MI 48742
p. (989) 736-6082
f. (989) 736-3260

GAYLORD
2927 D&M Drive
Gaylord, MI 49735
p. (989) 732-3886
f. (989) 732-6023

ONAWAY
20709 State Street; P.O. Box 711
Onaway, MI 49765
p. (989) 733-8548
f. (989) 733-8069

GRAYLING
4595 Salling Drive
Grayling, MI 49738
p. (989) 348-8709
f. (989) 348-4998

MIO
1329 S. Mount Tom Road
Mio, MI 48647
p. (989) 826-6107
f. (989) 826-2191

Region 7B One Stop Service Centers:

EAST TAWAS
1230 E. US-23
East Tawas, MI 48730
p. (989) 362-6407
f. (989) 362-6538

WEST BRANCH
2389 South M-76
West Branch, MI 48661
p. (989) 345-1090
f. (989) 345-8788

PRUDENVILLE
1015 Short Street, Suite 2
Prudenville, MI 48651
p. (989) 366-8660
f. (989) 366-8940

C. Priorities

In an effort to effectively report the individual and collaborative support for Prosperity Region 3 goals:
- Increase Employment
- Reduce Unemployment
- Reduce Poverty
- Increase Population

this segment of the Plan will focus on the priority actions to be undertaken by the Regions Michigan Works! Agencies.

First it is important to report that the Michigan Works! Northeast and Region 7B Michigan Works! leadership have already taken steps to increase cooperative activities and thereby improve operational effectiveness and efficiency. These actions include but are not limited to:

- Establishing an eleven (11) county Education Advisory Group
- Employing a shared-staffing service delivery practice
- Utilizing a Prosperity Region-based grant writing process

A second priority action area will be the planned formation of a Joint Venture Committee (JVC) between the two Michigan Works! Agencies. The JVC would prioritize the use of client-customer collaborative service projects to initiate and identify progressive consolidation. Examples may include but not be limited to the following:

- Business Sector-Based Job Fairs
- Specialized Trade Shows
- Business Tours (Actual & Virtual)
- Unique Technology Linkages/Capacities
- Improved Prosperity Region 3 economic positioning within the State
- Cooperative implementation of the new federal Workforce Innovation & Opportunities Act
- Identification of regional joint venture niche service areas, foundation grants, education assets, etc.
- Employing cost saving options including but not limited to: consumables, technology, trainings, etc.

Potential progressive quantifiable and non-quantifiable outcomes resulting from the function/operation of the JVC may include:

- Increased opportunities to apply for and receive applicable regional development grants.
- Creative use of regional workforce development technologies to match candidates to open job opportunities.
- Providing examples of new partnerships which result in progressive actions.
- Expanded promotion of forestry, advanced manufacturing and other sector/cluster business areas.
- Development of non-traditional learning/training opportunities via high schools/ISD's/colleges.

One additional Michigan Works! Northeast and Region 7B Michigan Works! cooperative action will be in the area of improved communications. Through the use of the all available medias, messaging to business customers, job seekers, service partners, and the public (both in and outside Prosperity Region 3) will:

- Dispel service myths
- Promote common service opportunities
- Promote specialty service opportunities
- Emphasize business leadership
- Increase overall awareness of service availability

D. Conclusions

Actions taken in this segment will directly, positively impact Prosperity Region 3 plan goals by:

- Ensuring more training dollars come to the Region, thereby improving trainee skills, increasing employment and reducing unemployment
- Improving Michigan Works! Agency effectiveness thereby allowing more dollars to be directed to worker recruitment, business expansion efforts and specialized training
- Display a more progressive, advanced business/community image for Region 3
- Offering a working example of organizational continuous improvement
- Promoting Region 3 as a talent attraction and talent retention State area

Michigan Works! System Dashboard
Region 7B (2)
July 1, 2013 - May 31, 2014

	Baseline	Current	Target	Percent of Annual Target Completed	Status	Trend	Notes
Jobs Filled with Michigan Works Assistance*	1,254	775	1,292	60.0%		→	
Projected Annual Job Openings	For Future Use						
Visitors to Service Centers							
Individuals Served (unduplicated)	3,936	34,905	4,054	861.0%		↓	
Total Visits	61,574	55,173	63,421	87.0%		↓	
Employers Served (Unduplicated)	87	5,986	90	6680.1%		→	
Worforce Investment Act							
17 Federal Performance Measures	100.0%	100.0%	100.0%	100.0%		→	
Customer Satisfaction							
Job Seekers	101.6%	100.7%	100.0%	100.7%		↓	
Employers	108.9%	108.4%	100.0%	108.4%		→	
% Placements prepared for demand jobs	69.9%	86.3%	87.0%	99.2%		→	
TANF - federal work participation rate	53.0%	62.7%	50.0%	125.5%			
Unemployment Rate	12.3%	10.7%					

Legend

90% or greater of program YTD target	→	Accelerating towards target relative to previous review
>75 to 90% of program YTD target	↔	Same proportional distance to target relative to previous review
<75% of program YTD target	↓	Decelerating from target relative to previous review
% of Program YTD target		

*Baseline = Program year 2012. Current = July 2013 thru. Counts based on reporting MWAs only.

**Percentage of participants in WIA & TAA receiving training for an in-demand occupation and employed at exit.

The "Jobs Filled", "Individuals Served", and "Total Visits" rows will be completed by WDA when all local areas have reported their Targets.

Note! Unemployment data is available through April 2014.

Michigan Works! System Dashboard
Northeast (21)
July 1, 2013 - May 31, 2014

	Baseline	Current	Target	Percent of Annual Target Completed	Status	Trend	Notes
Jobs Filled with Michigan Works Assistance*	1,380	1,648	1,394	118.2%		→	
Projected Annual Job Openings		For Future Use					
Visitors to Service Centers							
Individuals Served (unduplicated)	9,995	18,646	10,095	184.7%		←	
Total Visits	22,125	38,245	22,236	172.0%		←	
Employers Served (unduplicated)	588	1,118	594	188.2%		←	
Workforce Investment Act							
17 Federal Performance Measures	100.0%	100.0%	100.0%	100.0%		→	
Customer Satisfaction							
Job Seekers	102.2%	97.4%	100.0%	97.4%		←	
Employers	106.2%	101.5%	100.0%	101.5%		←	
% Placements prepared for demand jobs	59.0%	72.8%	87.0%	83.7%		←	
TANF - federal work participation rate	54.5%	63.2%	50.0%	126.4%			
Unemployment Rate	12.5%	11.4%					

Legend

90% or greater of program YTD target	
>75 to 90% of program YTD target	
<75% of program YTD target	
% of Program YTD target	

→ Accelerating towards target relative to previous review
⇔ Same proportional distance to target relative to previous review
← Decelerating from target relative to previous review

*Baseline = Program year 2012. Current = July 2013 thru. Counts based on reporting MWAs only.

**Percentage of participants in WIA & TAA receiving training for an in-demand occupation and employed at exit.

The "Jobs Filled", "Individuals Served", and "Total Visits" rows will be completed by WDA when all local areas have reported their Targets.

Note! Unemployment data is available through April 2014.

II. POST-SECONDARY EDUCATION NETWORK: COLLEGES

A. Introduction

Michigan's Prosperity Region 3 is fortunate to have four (4) strong community colleges that offer core, specialized and customized training opportunities to residents/businesses in and around the eleven county area. The colleges include Alpena Community College, Kirtland Community College, Mid Michigan Community College and North Central Michigan College. Additionally, Region 3 has a unique University Center located in Gaylord which houses contact points and shared classrooms for six (6) colocated universities. They are:

☐ Northwood University
☐ Lake Superior State University
☐ Michigan State University

☐ Spring Arbor University
☐ Madonna University
☐ Eastern Michigan University

Common points of service via the Prosperity Region 3 post-secondary network include:

☐ All four community colleges offer certificates, associate degrees, or transfer education opportunities.
☐ All four also offer occupational programming in target industry sectors.
☐ Each offers credit or non-credit customized training for workforce development/training for unemployed or incumbent workers funded by state and federal grants, and seminars on a wide range of hard and soft skills valued by employers.
☐ Additionally, job seeking strategies and placement services are offered by these institutions, including placement follow-up on occupational students.
☐ University Center partners provide access to credentials in the industry target sectors, plus degree options beyond the AAS level.

B. Background

Outlined below are brief summaries of target, specialty areas of study at each of the Prosperity Region 3 post-secondary training institutions.

Alpena Community College (ACC)

On main campus in Alpena, ACC offers a unique Concrete Technology AAS degree in its World Center for Concrete Technology, as well as a popular Utility Tech Certificate and associated electrical and apprentice programs, a unique AAS in Marine Technology degree, and LPN, RN and BSN degrees in Nursing, the latter in partnership with the University of Michigan. Occupational programs in Manufacturing Technology, CAD, Welding, Auto Body and Auto Service are also offered.

ACC operates the Huron Shores branch campus in Oscoda serving transfer and dual-enrolled students in Iosco and Alcona Counties.

Fall 2013 enrollment: 1652.

Kirtland Community College (KCC)

At its main campus in Roscommon, KCC offers transfer and health services programs including Health Information Technology, Nursing, Pharmacy Technology, Phlebotomy Technician, and Vascular Sonography. Public Safety programs such as Criminal Justice, Emergency Medical Service and Police Academy are also offered.

The Kirtland M-TEC in Gaylord offers construction and industrial trades programs in Electrical Technology, HVAC and Refrigeration, Mechatronics, and Welding and Fabricating. Health occupation programs in Cardiac Sonography and Certified Nursing Assistant are also offered.

KCC operates a branch campus in West Branch, where a unique a Surgical Technology Associate's degree is offered.

Fall 2013 enrollment: 1999.

Mid Michigan Community College

Mid Michigan Community College has two full service locations, one in Harrison and one in Mt. Pleasant. The college offers one and two year certificates and associate degrees in transfer, occupational, and health science programs. Students can choose from a wide array of career programs like nursing, radiography, welding, CAD, and many others. MMCC's transfer programs help students prepare for a four-year degree while earning valuable credits at an affordable cost.

Fall 2013 enrollment: 4624.

North Central MI College (NCMC)

NCMC offers a new Certificate of Business Development in Cheboygan. All courses for the new certificate will be offered in Cheboygan. This program serves as the foundation toward a certificate in Small Business Management or Entrepreneurship or to an Associate's Degree.

Fall 2013 enrollment: 2790.

Industrial Arts Institute

The Industrial Arts Institute located in Onaway, is focused on the delivery of manufacturing and welding instruction leading to employment for its graduates and trainees. The first cohort of students began August 2014.

University Center & Kirtland Gaylord M-Tech Center

University Center (UC): Collocated universities (8) at the University Center in Gaylord offer a variety of post-secondary training/learning opportunities. The listings below offer a summary of the most recent schedule, however courses adjust as student/business needs change.

Associate Degrees

- Associate of Arts
- Associate of General Studies
- Associate of Applied Science in Geographic Information Systems

Bachelor of Arts Degrees

- Education
- Family Life

Bachelor of Business Degrees

- Entrepreneurship
- Management
- Hospitality Management
- Organizational Management

Bachelor of Science

- Criminal Justice
- Nursing-RN to BSN
- Business Administration-Management
- Organizational Management

Bachelor & Master of Social Work

Master Degrees

- Counseling
- Business Administration
- Education
- Social Work

Doctorate in Educational Leadership

Enrollment: Total UC enrollment in all programs was approximately 1000 students in 2013/14.

Kirtland Gaylord M-Tech

Certificates

- Licensed Practical Nurse
- Vascular Sonography
- Welding & Fabrication
- Technical Training Programs - Kirtland Gaylord M-TEC
- Certified Nurse Assistant
- Heating/Ventilation/Air Conditioning/Refrigeration
- Electrical Technology

C. Region 3 Inventory of Certificates and Degrees in Target Industry Sectors

Credential	Management	Health Care	Education	Business	Manufacturing
Customized	x	x		x	x
Certificate	x	x		x	x
Associate	x	x	x	x	x
Bachelor	x	x	x	x	
Master's	x	x	x	x	
Doctorate			x		

X = available in Region 3

Finally, it is important to note that other State educational institutions including: Central Michigan University, Ferris State University, Northwood University and Baker College offer select courses in Prosperity Region 3 based on demand.

Locations/Contacts

Alpena Community College
665 Johnson St.
Alpena, MI 49707 p.
(989) 356-9021
http://discover.alpenacc.edu/

Kirtland Community College
10775 N. St. Helen Rd.
Roscommon, MI 48653 p.
(989) 275-5000
http://www.kirtland.edu/

Mid Michigan Community College
1375 S. Clare Ave.
Harrison, MI 48625 p.
(989) 386-6622
http://www.midmich.edu/

North Central Michigan College
1515 Howard St.
Petoskey, MI 49770 p.
(888) 298-6605
http://www.ncmich.edu/

University Center – Gaylord
80 Livingston Boulevard
Gaylord, MI 49735
 (989) 705-3700
http://www.ucgaylord.org/

Industrial Arts Institute
20902 Washington Ave. P.O.
Box 241
Onaway, MI 49765 p.
(989) 733-4369
http://iaiworks.com/

Kirtland M-Tech –Gaylord
60 Livingston Blvd
Gaylord, MI 49735
(989) 705-3600
http://www.kirtland.edu/mtec

D. Priorities

In an effort to effectively report the individual and collaborative support for Prosperity Region 3 goals:
- Increase Employment
- Reduce Unemployment
- Reduce Poverty
- Increase Population

this segment of the Plan will focus on the priority actions to be undertaken by the Regions post-secondary education/college entities.

First and possibly most critical would be the formation of a Northeast Michigan Collegiate Network Group. This action is also supported in the Northeast Michigan Council of Governments – Comprehensive Economic Development Strategy (CEDS) document. The formation of a Prosperity Region 3 Collegiate Network Group would establish a foundation body that would be separate from all other groups and would create:

- A collaborative approach to determine what educational opportunities would be most beneficial to the Region.
- A focus on the Northeast Michigan business customer and student candidates
- A vehicle for cost-sharing and cooperative marketing
- A standard bi-annual opportunity to share trends, available assets, etc.

A second action which also centers on the unified approach to enhancing post-secondary education opportunities in Prosperity Region 3, would be the development and quarterly mailing/emailing of a "WHAT DO YOU WANT?" news piece to area employers. The WHAT DO YOU WANT? news piece would go to all employers – public, private and private non-profit. The goal of this action would be to:

- Keep fresh the intent of continuous improvement among Regional post-secondary educational institutions.
- Establish a progressive "habit" of always asking the "WHAT DO YOU WANT?" question, thereby requiring all employment sectors to think forward.
- Build a two-way communication process between employers and the Collegiate Network Group that could react within 90 days to training/learning requests.
- Share with area high schools the regional design for identifying and supplying lifelong learning opportunities.

Another action recommendation would be a Collegiate Network Group agreement to regularly consider the pursuit of Federal/State/Foundation grants on a Prosperity Region 3 level. By using Prosperity Region 3 as a bigger service "target" area and ensuring extended educational opportunities will be collaboratively offered in eleven Northeast Michigan Counties, the potential for grant attainment would be appropriately increased.

A final initial action recommendation for Prosperity Region 3 multi-year strategy plan would be the assessment of the learning resources of each partnering post-secondary training institution. Following the assessment, protocols could be established to begin sharing resources, encouraging college-to- college joint ventures, allowing business/community development entities to use available facilities at reduced (or no) cost, and/or fostering an "Entrepreneurial Corner" in multiple sites across the Region to maintain an open-door development status.

E. Conclusions

Actions taken in this segment of the Plan will directly, positively impact Prosperity Region 3 goals by:

- Creating an improved awareness, availability of beyond high school training opportunities which will increase the incidence of talent/resident retention.
- Establishing a continuous improvement "WHAT DO YOU WANT?' communication process with area employers, greater incumbent worker and new worker training will increase worker retention rates, grow worker earnings, improve production capacities and create company/organizational growth.
- Allow for greater economies among Prosperity Region 3 post-secondary educational organizations, and thereby possibly expand trainings into new areas, consider off-campus training opportunities in underserved locations, and extend the use of available technologies to again offer non-traditional training/learning options.

III. ADULT EDUCATION PROVIDERS

A. Introduction

Adult education services and funding have been in a state of flux for several years in Prosperity Region 3 and across the State of Michigan. Impacted by the recession, State-level leadership changes and attempting to meet the ever-changing needs of its service population, those involved in adult education service provision are forced to take aim at a blend of continually moving targets. It is noteworthy however to report that the commitment to assisting residents of Cheboygan, Presque Isle, Otsego, Montmorency, Alpena, Crawford, Oscoda, Alcona, Roscommon, Ogemaw and Iosco counties with their need for high school completion, GED pre/testing, literacy tutoring, and /or other related adult basic education services has not declined.

B. Background

The Prosperity Region 3 Adult Basic Education (ABE) partners have already begun and in many ways have considered many of the challenges involved in regionalization. First a common fiscal agent for the ABE funds allocated for Prosperity Region 3 has been named: Iosco County Regional Education Services Agency (RESA). Second, individual and group meetings have occurred to identify which adult education services are most-in-demand and what are the current locations offering any form of adult education in the Region. Adult education services considered most in demand include: GED preparation, GED testing, high school completion, and literacy tutoring in math, reading and computer usage.

Third, existing and expanded partnership/colocation discussions are ongoing with ABE officials and the Northeast and Region 7B Michigan Works! Agencies.

Four key observations were made by Region 3 Adult Education providers:

- Prepping adults to pass the GED as the primary focus sometimes misses the target; GED prep leading directly into apprenticeship training and a job could extend resources and provide better outcomes for adult learners.

- Best practice should build in assessment for prior experience on behalf of adult learners.

- Better alignment of Adult Education and community college workforce development opportunities would benefit all stakeholders.

- Funding accountability measures based on attendance and seat time often do not accurately reflect successful outcomes of adults seeking literacy or GED services. Additional funding to enhance career guidance and counseling activities, upgrade the skills and competencies of providers, and improve the transition of learners from adult education to the workforce would be beneficial best practices.

A final background area of discussion addressed by Prosperity Region 3 Adult Basic Education service providers with regard to regionalization includes the following Pros and Cons:

Pros
- More funding(today and promised for future years)
- More service locations based on colocation efforts with Michigan Works! service centers
- Better coordination of services
- Improved focus on services most in-demand
- Establishment of a Region 3 Education Advisory Group
- Option for greater fund/resource blending
- More coordinated service marketing/promotion

Cons
- Extra "layer of government" via regional fiscal agent
- Increase in performance-based payment percentage
- Weaknesses in testing a student's progress (or lack of)

- Challenges caused by variances in 107A funding verses WIA Title II funding regulations

Locations/Contacts

Listed below are the current locations identified in State/Regional/Local publications as Adult Base Education Prosperity Region 3 service providers.

Alcona County

Provider:	Alpena Public Schools
Site:	Alcona High School
	51 N. Barlow Rd.
	Lincoln, MI 48742
Services:	HSC/GED
	Ph. (989) 736-8534

Provider:	Alcona Reads! Adult Literacy
Site:	Alcona County Library
	312 W. Main St., PO Box 340
	Harrisville, MI 48740
Services:	Adult Literacy
	Ph. (989) 724-6796

Alpena County

Provider:	Alpena County READ
Site:	Alpena County Public Library
	211 N. First Ave
	Alpena, MI 49707
Services:	Adult Literacy
	Ph. (989) 356-6188 x15

Provider:	ACES
Site:	ACES Academy
	700 Pinecrest St.
	Alpena, MI 49707
Services:	Adult Literacy
	Ph. (989) 358-5170

Provider:	Alpena Public Schools
Site:	ACES Academy
	700 Pinecrest St
	Alpena, MI 49707
Services:	HSC/GED
	Ph. (989) 736-8534

Cheboygan

Provider:	Alpena Public Schools
Site:	Cheboygan Alternative High School
	504 Division St.
	Cheboygan, MI 49721
Services:	HSC/GED
	Ph. (231) 627-4436

Provider:	Cheboygan County
Site:	Cheboygan Public Library
	103 S. Ball St.
	Cheboygan, MI 48720
Services:	Adult Literacy
	Ph. (231) 627-9139

Crawford County

Provider:	Crawford County
Site:	Crawford AuSable Literacy Network
	403 Michigan Ave.
	Grayling, MI 49738
Services:	Adult Literacy
	Ph. (989) 344-3535

Iosco County

Provider:	Iosco County
Site:	Iosco RIESA
	27 N. Rempert Rd.
	Tawas City, MI 48763
Services:	Adult Literacy
	Ph. (989) 362-3006 x 163

Montmorency County

Provider:	Alpena Public Schools
Site:	Atlanta MIWorks!
	Elkland Center 12519 State St.
	Atlanta, MI 49709
Services:	HSC/GED
	Ph. (989) 758-4054

Ogemaw County

Provider:	Ogemaw County
Site:	Ogemaw County Literacy Center
	119 N. Fourth St. PO Box 753
	West Branch, MI 48661
Services:	Adult Literacy
	Ph. (989) 345-3033

Oscoda County

Provider:	Friends of Literacy in Oscoda County
Site:	Oscoda County Library
	430 W. 8th St.
	Mio, MI 48647
Services:	Adult Literacy
	Ph. (989) 826-04010

Otsego County

Provider:	Otsego County
Site:	Otsego County Literacy Council
	700 S. Otsego Ave.
	Gaylord, MI 49735
Services:	Adult Literacy
	Ph. (989) 731-0680

Presque Isle County

Provider:	Alpena Public Schools
Site:	Rogers City, Presque Isle County Library
	181 Erie St.
	Rogers City, MI 49779
Services:	GED / HSC
	Ph. (989) 734-2477

Roscommon County

Provider:	Roscommon County
Site:	Roscommon Literacy Council
	241 E. Federal Hwy.
	Roscommon, MI 48653
Services:	Adult Literacy
	Ph. (989) 275-4506

Provider:	Houghton Lake Community Schools
Site:	Houghton Lake Comm. Education
	179 Cloverleaf Lane
	Houghton Lake, MI 48629
Services:	ABE / GED / HSC
	Ph. (989) 422-6161

NOTE: Based on the transitional status of the Adult Education service delivery network, service locations and services available at these locations may change.

C. Priorities

In an effort to effectively report the individual and collaborative support for Prosperity Region 3 goals:
- Increase Employment
- Reduce Unemployment
- Reduce Poverty
- Increase Population

this segment of the Plan will focus on the priority actions to be undertaken by the Adult Basic Education Service Providers.

The first priority action for the Adult Basic Education partners will be to complete the formation of a Prosperity Region 3 Education Advisory Group (EAG). The Region 3 EAG would be original in cooperation with the Region 7B and Northeast Michigan Works! Agencies. Membership on the EAG would be targeted to those directly involved in ABE service provision and volunteer area employers. The goal of this action would be to:

- Exclusively prioritize those Prosperity Region 3 residents in need of basic learning assistance and thereby improve their employability capacities.
- Streamline and improve the public awareness of regionally available ABE services.
- Establish a common eleven (11) county "voice" for those in need of ABE service to better express the size and diversity of the need.
- Employ a fair methodology for ABE fund distribution, but also create a process which will most effectively follow-the-need within the Region.
- Position the Prosperity Region 3 EAG to represent a larger target of ABE need when seeking additional grant funding.

Another ABE priority action will be to utilize the ongoing partnerships with the two regional Michigan Works! Agencies and colocate services in each Prosperity Region 3 county if possible. By colocating services with county based Michigan Works! Service Centers, the following benefits would evolve:

- Limited fiscal resources would be maximized for service effectiveness and efficiency
- Clients common to the ABE and Michigan Works! systems would receive more focused, employment readiness assistance
- Residents would more easily obtain ABE services at locations "closer-to-home"

A third ABE priority action will be to continually consider education alternatives for those leaving high school without a diploma and/or are learning deficient in the areas of workplace math, reading and computer literacy. This action may include:

- Non-traditional employer partnerships
- A pilot program which places workplace literacy/job readiness as the measurable
- Requesting State-level waivers to use alternative/innovative ABE performance standards related to workplace literacy

A final priority action for ABE services is the development of a message/campaign to reinforce the need to stay in and learn as much as you can while in school. This message/campaign would be utilized as a preventative maintenance tool to heighten and make critical the high school learning experience. The message/campaign may include:

- Dropouts offering personal messages in small class sessions
- Employers offering personal messages on their learning/education expectations
- Third grade reading level message pieces explaining the challenges resulting from leaving school and/or avoid lifelong learning

D. Conclusion
Actions taken in this segment of the Plan will directly, positively impact Prosperity Region 3 goals by:

- Improving the availability of ABE services across the Region which will increase GED completions and better client employment capacities
- Consolidating ABE and Michigan Works! services and thereby reducing the need for infrastructure and create greater focus on client service provisions/ABE positive outcomes
- Encouraging ABE service diversity and blending financial/non-financial resources Outcomes will produce greater employer involvement/job opportunities/client earnings
- Reducing high school dropouts and increase the number of adults utilizing ABE services and reentering the Northeast Michigan workforce

IV. Talent Recruitment & Retention

A. Background
Michigan's Prosperity Region 3 faces a common challenge as does many areas in the State of Michigan: How do you grow and retain skilled / educated / knowledgeable residents who can fill the workforce needs of all eleven counties? This challenge has become even more pronounced over the years in lieu of an aging workforce, increases in the skill-sets demand for today's employment opportunities, and a training void/gap in advanced manufacturing occupational areas. Singly and collectively these factors have amplified the ambition for every Michigan Region to aggressively recruit and retain qualified workers.

The strengths, weaknesses, and opportunities of Region 3 talent are outlined below:
Strengths
- Strong occupational programs across the region with ongoing employer support through participation in Advisory meetings, donation of equipment, and hiring program graduates.

- Community support across the region as evidenced by passage of millage renewals and donor commitment to capital campaigns.

- Productive collaboration with K-12 system through quarterly Educational Advisory Group meetings convened by both Workforce Development boards operating within Region 3.

- Ongoing outreach to external community constituents through employer partnerships and economic development associations.

Weaknesses
- A steady and long-term decline in the number of K-12 students affects the region with 2013-14 data indicating enrollment declines in 19 of the 21 K-12 districts operating within Region 3.

- Approximately 55% of incoming community college students come academically unprepared to do college-level work, requiring remediation in the form of developmental coursework from which a substantial percentage of students fail to emerge to complete their program of study to earn a credential.

- Bachelor's degree attainment in the Region 3 (12.5%) is slightly more than half the State average (24.7%) and 45 percent of the national average (27.5%).

- Funding challenges to Career and Technical Education on the K-12 level negatively impacts the flow of students in the talent pipeline, particularly in middle skills occupations such as manufacturing which often don't require a 4-year degree and are currently going unfilled in Region 3.

Opportunities
- Develop entrepreneurialism certificate programs and embed entrepreneurial concepts into existing transfer and occupational programming.

- Coordinate with K-12 on expanded dual enrollment and Middle College articulation models to accelerate students along career readiness pathways.

- Expand apprenticeship opportunities for adult learners with limited academic skills instead of placing them into developmental coursework in which failure rates are extremely high.

- Collaborate with K-12 to facilitate expanded Career and Technical Education at the secondary level, looking for opportunities to share facilities and maximize limited resources.

- Promote the appeal of middle skills occupations to area K-12 schools and adult educators, connecting these skills to available regional jobs.

- Align with employers to provide clear career pathways from education and training to employment.

- Provide leadership across the region by sharing best practices and modeling proactive outreach within Region 3 and beyond.

- Support recent statewide legislative initiatives to provide more flexibility in the common core curriculum, allowing vocationally-inclined students to meet Algebra II graduation requirements within the context of an occupational program.

A SWOT analysis by community college presidents, developers of the Industrial Arts Institute, and workforce system directors clarified the following insights:

Strengths	Opportunities
• Work ethic • Orientation to blue-collar employment • Many jobs for those with the right qualifications • Industrial Arts Institute • Education Providers willing and able to provide training • Recreational opportunities • Small communities • Good quality of living • Caring communities • Connectedness	• Strengthening of tech programs • Continuation of federal training and capacity-building grants • Representation of benefits of education and training • Continued attention by units of government to business-friendly climate • Tourism industry • Broadband access • Elevate our expectations • Change mindsets by intentionally altering the culture
Weaknesses	Threats
• Low level of educational attainment • Difficulty of attracting talented workers • Isolation • Perception of a dying community • Aging population • Health issues – obesity and addiction • High level of disabled • Too territorial • Lack of entrepreneurialism • Transportation • Cultural complacency • Acceptance of ingrained poverty	• Continuing challenges to the K-12 system, particularly CTE • Lack of career opportunities for young people • Defeatism, resignation, and negativity • Resistance to change • Regionalism and turf issues • Lack of resources for education providers, both K-12 and community colleges • Unwillingness or inability to market what we have • Not recognizing opportunity

B. Problem

As discussed in the Background section, competition in-State and out-State for skilled workers particularly in advanced manufacturing is at an all-time high. For the first time in many years, local companies are effectively opening their doors and taking personal steps to get re-involved in the worker attraction process. Whether the action is a special job fair, plant tour, online video or newly designed ads; all out efforts are under way. However, there is NOT a secret formula to succeed in the worker recruitment/retention game.

- Technical and occupational programs cost more to run than transfer programs and often encounter fluctuating enrollments based upon local and regional job demand in that sector, applying pressure on providers to scale programs accordingly.

- In-demand technical programs often provide graduates with multiple job offers and the opportunity to move beyond the region for employment.

- Compensation paid by employers in Region 3 may not be competitive with comparable employers in similar sectors outside the region, motivating some graduates to leave the area for higher wages.

- Some in-demand occupational programs produce more graduates than job openings in the region, another factor motivating graduates to the leave the area upon graduation for employment.

- Middle skills jobs requiring only a certificate or a two-year degree for entry are not collaboratively marketed by community colleges, employers, and the workforce system across the entire talent pipeline.

- Success stories within Region 3 need more consistent production, sharper focus, and broader dissemination within and beyond the region.

Recruiting Challenges: In spite of declining regional unemployment and job postings going unfilled, employers across the region, particularly in the aerospace and manufacturing sectors, describe the following workforce challenges.

- Finding workers who show up on time
- Finding workers who are motivated
- Finding workers who can pass a drug or alcohol screen
- Finding workers who possess basic skills

A broad base of public and private stakeholders was engaged during two recent workforce summits. Region 3 employers and workforce system professionals convened to discuss regional talent pipeline and recruiting issues. Below is a working list of recruiting and broader business development solutions that came from these summits:

- Develop tools to share recruiting best practices.
- Develop resources to target workers who might want to return to the region.
- Help interviewees prepare for job interviews.
- Develop partnerships between business and Michigan Works!
- Create a Business Hotline staffed by volunteer professionals such as CPAs, attorneys, CFOs, CEOs, economic, developers, etc.
- Utilize social media to market region as a whole.

- Create awareness of economic development resources.
- Develop regional mentors like SCORE.
- Develop a regional marketing image or brand.
- Encourage and educate potential business owners to develop and promote entrepreneurialism.
- Build regional business incubators for businesses to learn how to start and grow.
- Provide support for K-12 schools.
- Develop job shadowing between schools and businesses.
- Create an internet forum for Region 3 stakeholders to share information.

C. Options

It is critical for business and community leaders to first adopt a common, basic list of strategies to recruit and retain qualified workers:

- Know the business and community strengths of Region 3 and preach them.
- Organize systems/processes (i.e. the Upnorth Trails Initiative) to lead people to employment / events / college trainings / unique sites / etc.
- Begin a local/Regional commitment to "grow our own" new talent. Consider ANY form of school-to-work, business-to-school, youth chamber of commerce, internship, coop-student, Jobs In Our Own Backyard OPEN HOUSE action that would make sure every Prosperity Region 3 young person knows the maximum about area-wide employment opportunities.
- Develop a "Business of the Quarter "designation. Highlight a company in each county and work with all area media (television, radio, newspaper, etc.) to provide no cost recognition as part of their public service announcement responsibilities.

More specific talent recruitment and retention actions may include but are not limited to:

- Introduce a Northeast Michigan Business PLEDGE project. Companies would pledge to offer to one student annually:
  - *   A Coop-student opportunity while still in high school…and then,
  - *   An intern opportunity while in college…and then,
  - *   An apprenticeship-style employment option upon college completion
    (A special work paper outlining this option is in draft form)
- Post a "JOB BOARD" in every high school to create early job awareness, facilitate teaching opportunities, and build a greater knowledge of the Regions commerce base.
- Use available technologies to transmit employment/business/entrepreneurship success stories emanating from Region 3 through Michigan (and beyond).
- Conduct a "shark-tank" style manufacturing "Pitch & Catch" Trade Show.
  Companies could pitch their products, raw material needs and operational specifics to invited manufacturers from across the State.