
Four-Year WIOA Regional Plan

July 1, 2016 through June 30, 2020

Mid-Cycle Update



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APPROVAL REQUEST

Approval Request Form

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1. MWA Name and Number:

2. Plan Title(s): WIOA Local Plan for Program Years 2016 thru 2019

3. Policy Issuance Number: 16-02 Change 1

4. Plan Period: 7/1/16-6/30/20

The Chief Elected Official(s) and Workforce Development Board hereby request approval of this document. Please insert the printed name for each signature provided below.

Signature of Authorized Chief Elected Official

Date:

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Signature of Workforce Development Board Chairperson

Date:

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Executive Summary

This Regional WIOA plan covers the 14-county region that is serviced by two local Michigan Works! agencies (MWA). Northeast Michigan Consortium (NEMC), hereinafter may also be referred to as Michigan Works! Northeast Consortium (MW!NC), serves 8 out of the 14 counties, which include: Alcona, Alpena, Cheboygan, Crawford, Montmorency, Oscoda, Otsego, and Presque Isle. Michigan Works! Region 7B Consortium, hereinafter may also be referred to as Region 7B, serves the additional 6 counties of: Arenac, Clare, Gladwin, Roscommon, Ogemaw, and Iosco. Throughout the document *Michigan Works! agencies* or *MWA* will be used to describe both MW!NC and Region 7B.

The Michigan Works! agencies have worked collaboratively to create this regional plan with input from each of the Workforce Development Boards (WDB), the region's Talent District Career Council (which has now been realigned with the local WDBs and are referred to as Career & Educational Advisory Councils), each of the local elected officials, and the region's core program service providers. A survey was used to gain feedback from all boards, local elected officials, and core partners. The survey results are attached at the end of the plan. Details of the group's input will be described throughout the plan, however, some of the common themes found throughout the planning process are the need for greater collaboration with the private sector, increasing on-the-job training opportunities, and working more closely with core partners.

This four-year regional plan, presented here with mid-cycle updates, serves as a guiding document for the region to continually evaluate how services are provided. Within each section of this plan there will be background information, an analysis of current work being done in that area, and a description of action items that will be pursued over the course of the plan's four-year period.

MW!NC and Region 7B deliver direct client services for WIOA Adult, Dislocated Worker and Wagner Peyser programs. As part of our direct delivery model we will coordinate services with core partners and additional partnering agencies. Region 7B delivers direct youth client services, and MW!NC will begin directly delivering youth services on July 1, 2018.

Planning Process

1. A description of the planning process undertaken to produce the regional plan, including a description of how all local areas were afforded the opportunity to participate in the regional planning process.

The planning process undertaken to produce the regional plan consisted of several steps to ensure collaboration between regional partners and all local boards. MW!NC hired an independent contractor to assist in developing the regional plan, as well as updating at the two-year mark. The independent contractor worked with a small sub-committee made up of representatives from both MW!NC and Region 7B to develop initial strategies for the regional plan. Core partners from Adult Education, Michigan Rehabilitation Services, and Bureau of Services for Blind Persons were also invited to participate in the development of strategies for the regional plan.

Surveys were sent out to the local Workforce Development Board (WDB), Talent District Career Council (TDCC), local elected officials, and core partners to receive input on the four-year regional plan. The survey sought feedback on the region's most in-demand training, what skills are currently lacking in our workforce, how successful the agencies are at reaching clients, and the strengths and weaknesses of the services offered. All of the boards were sent a final draft of the plan and asked to review and submit comments and edits before being posted for public comment.

Updates to the plan have been made for this mid-cycle modification, reflecting changing economic conditions and new input from the Michigan Works! agencies, boards including LEO, Workforce Development Board, and Career & Educational Advisory Councils, and other partners.

A copy of the plan will be available for public review at www.discovernortheastmichigan.org and www.michworks4u.org for 30 days starting May 29, 2018. Comments may be sent to General@nemcworks.org, Michigan Works! Northeast Consortium, a division of Northeast Michigan Consortium, an Equal Opportunity Employer. A proud partner of the American Job Center Network. Supported by the State of Michigan. Auxiliary aids and services are available upon request. TTY#711

Regional Labor Market Data and Economic Conditions

2. A thorough analysis of regional labor market data and economic conditions. This shall include an analysis of existing and emerging in-demand industry sectors and occupations, and the employment needs of employers in those existing and emerging in-demand industry sectors and occupations. All core partners (WIOA Titles I-IV) should be involved in both providing and analyzing the data.

Since the economic recession in 2008, the 14-county region has seen significant shifts in the labor market, job growth, and the types of industries in demand. This section will review current data for the region, with updates where available for the mid-cycle plan. This section also provides an overview of industries that are emerging as in-demand throughout the region. Labor market and demographic data was provided by the Bureau of Labor Market Information and Strategic Initiatives. Data presented in the Tables and Figures is based on the 14-county “WIOA Region.”

In order to capture a complete review of the region’s labor market, additional information was provided by the Michigan Works! agencies, Adult Education, Michigan Rehabilitation Services, and Bureau of Services for Blind Persons based on the work being done within the core programs with sectors and industries throughout the region.

- **The demographic characteristics of the current workforce and how the region’s demographics are changing in terms of population, labor supply, and occupational demand.**

The 14-county region is a rural region with a population of 273,925, which is less than 3 percent of the state’s total population. Table 1 shows the population trends for each county since 2011. The region lost 2 percent of its population from 2011-2017. This reduction amounts to 5,431 fewer residents for the region in 2017 than in 2011. The state of Michigan as a whole gained 0.9 percent during the same time period. Nationwide, the population rose by 4.7 percent. Only one county, Otsego, experienced an increase in population at 1.8% or 443 people. The largest percentage reduction was in Montmorency County, which lost 4.1 percent of its population. The largest numeric drop was in Alpena, which lost 874 people during this timeframe.

TABLE 1: POPULATION TRENDS 2011-2017 – WIOA REGION

| Area | 2011 | 2013 | 2015 | 2017 | 2011 - 2017 Numeric Change | 2011 - 2017 Percent Change |
|--------------------|---------|---------|---------|---------|----------------------------------|----------------------------------|
| WIOA Region | 279,356 | 275,889 | 274,067 | 273,925 | -5,431 | -2.0% |
| Alcona | 10,739 | 10,550 | 10,332 | 10,351 | -388 | -3.7% |
| Alpena | 29,336 | 28,953 | 28,705 | 28,462 | -874 | -3.1% |
| Arenac | 15,628 | 15,409 | 15,297 | 15,045 | -583 | -3.9% |
| Cheboygan | 25,884 | 25,575 | 25,392 | 25,369 | -515 | -2.0% |
| Clare | 30,997 | 30,592 | 30,608 | 30,653 | -344 | -1.1% |
| Crawford | 14,033 | 13,873 | 13,850 | 13,907 | -126 | -0.9% |
| Gladwin | 25,863 | 25,552 | 25,206 | 25,234 | -629 | -2.5% |

| | | | | | | |
|---------------|-------------|-------------|-------------|-------------|------------|-------|
| Iosco | 25,586 | 25,414 | 25,325 | 25,162 | -424 | -1.7% |
| Montmorency | 9,628 | 9,382 | 9,289 | 9,250 | -378 | -4.1% |
| Ogemaw | 21,495 | 21,167 | 20,883 | 20,981 | -514 | -2.4% |
| Oscoda | 8,615 | 8,371 | 8,282 | 8,287 | -328 | -4.0% |
| Otsego | 24,095 | 24,046 | 24,188 | 24,538 | 443 | 1.8% |
| Presque Isle | 13,146 | 13,003 | 12,796 | 12,791 | -355 | -2.8% |
| Roscommon | 24,311 | 24,002 | 23,914 | 23,895 | -416 | -1.7% |
| | | | | | | |
| Michigan | 9,876,199 | 9,899,219 | 9,918,170 | 9,962,311 | 86,112 | 0.9% |
| United States | 311,644,280 | 316,234,505 | 321,039,839 | 325,719,178 | 14,074,898 | 4.5% |

Source: U.S. Bureau of the Census, Annual Population Estimates

The region's population is decreasing, while both the state and nation are increasing (as shown in Figure 1). Such a large decrease in population is placing significant burden on employers who are in need of skilled workers in in-demand industries in order to grow our economy. Secondary and postsecondary education is also greatly impacted with a decrease in student enrollment. Fewer students mean that there are fewer state and federal dollars available causing schools to possibly cancel certain academic programs that are not meeting a minimum requirement.

FIGURE 1: POPULATION CHANGE

Source: U.S. Bureau of the Census, Annual Population Estimates

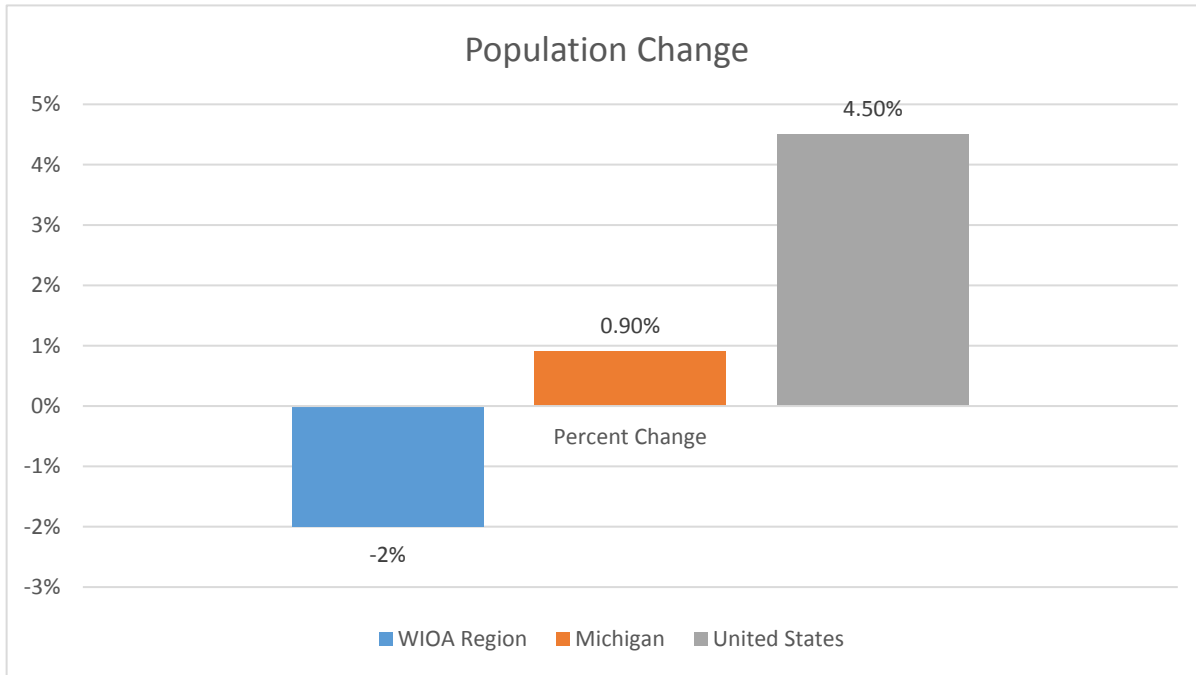


Table 2 shows population for the most recent estimate census, 2011-2016, by demographics. The table also shows changes trends over time. The largest demographic group in the region is those ages 55 and older, accounting for 41.2% of the population.

Overall, the population has decreased by 3.0%. However, the reduction in population is primarily among ages 15 to 54, with a slight increase in ages 20-24. An increase in population continues to occur among ages 55 and over. Individuals age 65 and over show the largest growth in population with an 8.87 percent increase from 2007-2011.

TABLE 2: POPULATION CHANGE BY DEMOGRAPHIC GROUP - 2011 - 2016 – WIOA REGION

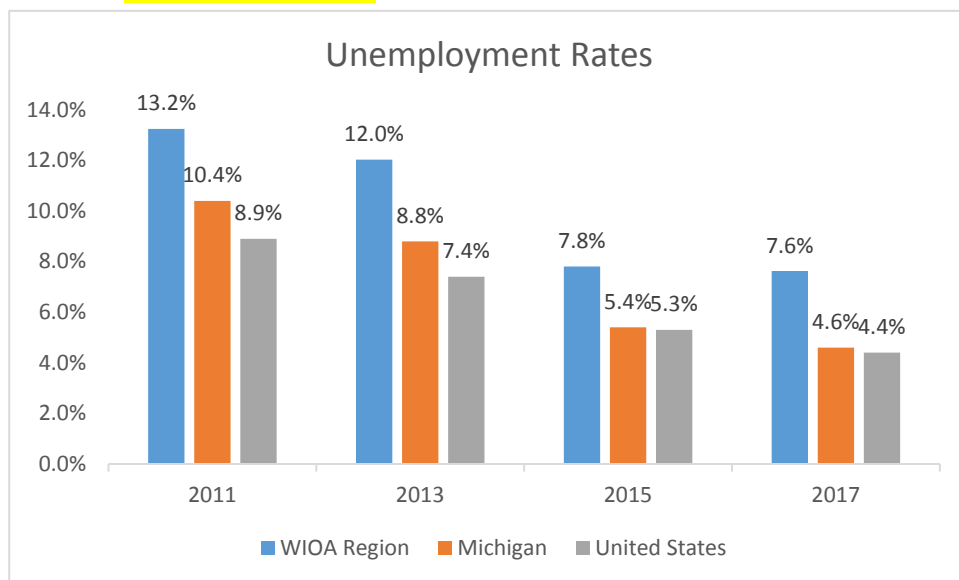
| Demographic Group | 2007 - 2011 Estimate | 2008 - 2012 Estimate | 2010 - 2014 Estimate | 2012 - 2016 Estimate | 2011 - 2016 Numeric Change | 2011 - 2016 Percent Change |
|------------------------------------|----------------------|----------------------|----------------------|----------------------|----------------------------|----------------------------|
| Total Population | 283,834 | 281,433 | 277,913 | 275,331 | -8,503 | -3.00% |
| <i>Age</i> | | | | | | |
| 15-19 | 17,620 | 17,293 | 16,200 | 15,243 | -2,377 | -13.49% |
| 20-24 | 12,769 | 12,648 | 13,052 | 13,334 | 565 | 4.42% |
| 25-54 | 100,458 | 98,258 | 93,687 | 89,694 | -10,764 | -10.71% |
| 55-64 | 45,416 | 45,901 | 47,288 | 48,144 | 2,728 | 6.01% |
| 65 Plus | 62,959 | 64,026 | 66,059 | 68,542 | 5,583 | 8.87% |
| <i>Sex</i> | | | | | | |
| Male | 141,494 | 140,426 | 138,849 | 137,333 | -4,161 | -2.94% |
| Female | 142,340 | 141,007 | 139,064 | 137,998 | -4,342 | -3.05% |
| <i>Race</i> | | | | | | |
| White | 274,154 | 272,273 | 268,183 | 265,324 | -8,830 | -3.22% |
| Black / African American | 1,540 | 1,355 | 1,317 | 1,319 | -221 | -14.35% |
| Native American | 2,216 | 2,002 | 2,076 | 2,350 | 134 | 6.05% |
| Hawaiian / Pacific Islander | 45 | 42 | 37 | 42 | -3 | -6.67% |
| Asian | 935 | 1,095 | 1,003 | 1,128 | 193 | 20.64% |
| Some Other Race | 876 | 776 | 666 | 458 | -418 | -47.72% |
| Two or More Races | 4,068 | 3,890 | 4,631 | 4,710 | 642 | 15.78% |
| <i>Ethnicity</i> | | | | | | |
| Hispanic | 3,476 | 3,531 | 3,949 | 4,312 | 836 | 24.05% |

Source: U.S. Bureau of the Census, Annual Population Estimates

- **An analysis of the current workforce in the region, including employment/ unemployment data, labor market trends, and the educational and skill levels of the workforce, including individuals with barriers to employment.**

Since 2011, northeast Michigan has seen a significant and steady decline in unemployment rates. Figure 2 shows unemployment trends over the past 6 years for northeast Michigan, the State of Michigan, and the United States. During this time, the jobless rate fell by 5.6 percentage points and the count of unemployed individuals dropped by 6,574, or 43.7%. The total number of workers in the labor force is still lower than before the recession, but has recently shown promising gains. However, the regional jobless rate is consistently higher than that of the state and the nation.

FIGURE 2: UNEMPLOYMENT RATES



Required: WIOA Act, Section 108, (b), (1), (C)

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

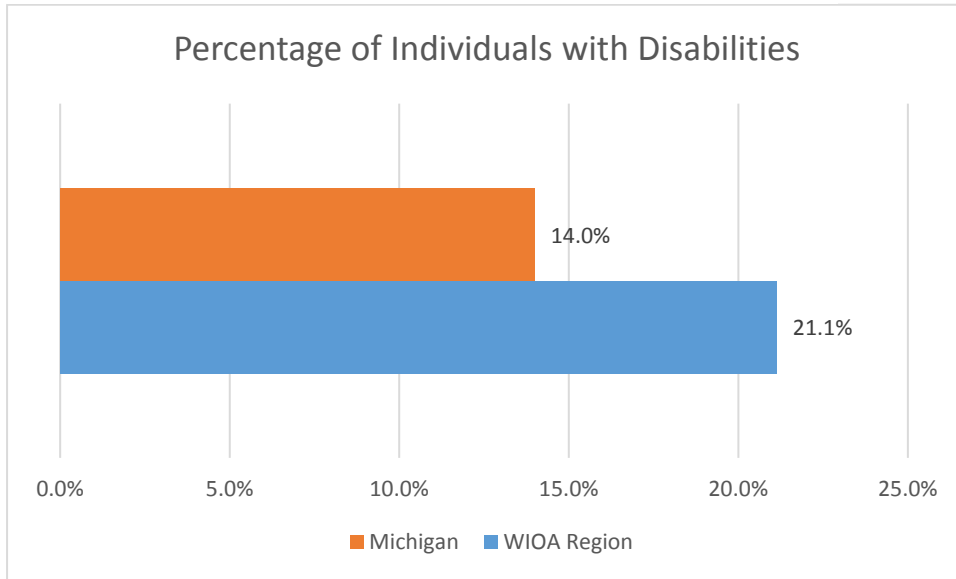
Individuals with Barriers to Employment

While the decline in overall unemployment rates is promising, it is important to note workforce characteristics among segments of the population, especially for those with barriers to employment. These include individuals with a disability, youth, minorities, the long-term unemployed, and welfare registrants. Levels of unemployment are significantly higher for these groups than for the general population.

Individuals with a Disability

Individuals with a disability number about 57,904 people in northeast Michigan. Statewide, the labor force participation rate of individuals with disability is only 25%. Compared to those with no disability, at 69%, there is much opportunity for identifying and developing this hidden talent pool. Figure 3 compares the percentage of northeast Michigan’s individuals with a disability to the State of Michigan.

FIGURE 3: INDIVIDUALS WITH A DISABILITY



Required: WIOA Act, Section 108, (b), (1), (C)

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

Youth and Young Adults

Youth and young adults face high rates of unemployment in the region. Table 3 below shows employment and unemployment data for standard age cohorts by gender. The 16 to 19 year age group, as well as the 20 to 24 year age group, have significantly higher unemployment rates than the overall 10.7%. This same trend holds true for African Americans and Native Americans. Note that individuals reporting two or more races have a 23.5% unemployment rate, almost double that of region's.

TABLE 3: CIVILIAN LABOR FORCE BY DEMOGRAPHIC GROUP - 2016

| Demographic Group | Civilian Labor Force | Total Employment | Total Unemployment | Unemployment Rate |
|-----------------------------|----------------------|------------------|--------------------|-------------------|
| Total Population 16+ | 114,113 | 101,875 | 12,238 | 10.7% |
| Sex | | | | |
| Male 16+ | 60,272 | 52,990 | 7,282 | 12.1% |
| 16-19 | 2,641 | 1,950 | 691 | 26.2% |
| 20-24 | 5,648 | 4,557 | 1,091 | 19.3% |
| 25-54 | 36,172 | 32,101 | 4,071 | 11.3% |
| 55-64 | 12,007 | 10,869 | 1,138 | 9.5% |
| 65 Plus | 3,804 | 3,513 | 291 | 7.6% |
| Female 16+ | 53,841 | 48,885 | 4,956 | 9.2% |
| 16-19 | 2,512 | 1,858 | 654 | 26.0% |
| 20-24 | 4,983 | 4,231 | 752 | 15.1% |
| 25-54 | 32,075 | 29,363 | 2,712 | 8.5% |
| 55-64 | 11,199 | 10,536 | 663 | 5.9% |
| 65 Plus | 3,072 | 2,897 | 175 | 5.7% |
| Race | | | | |
| White | 110,854 | 99,129 | 11,583 | 10.4% |

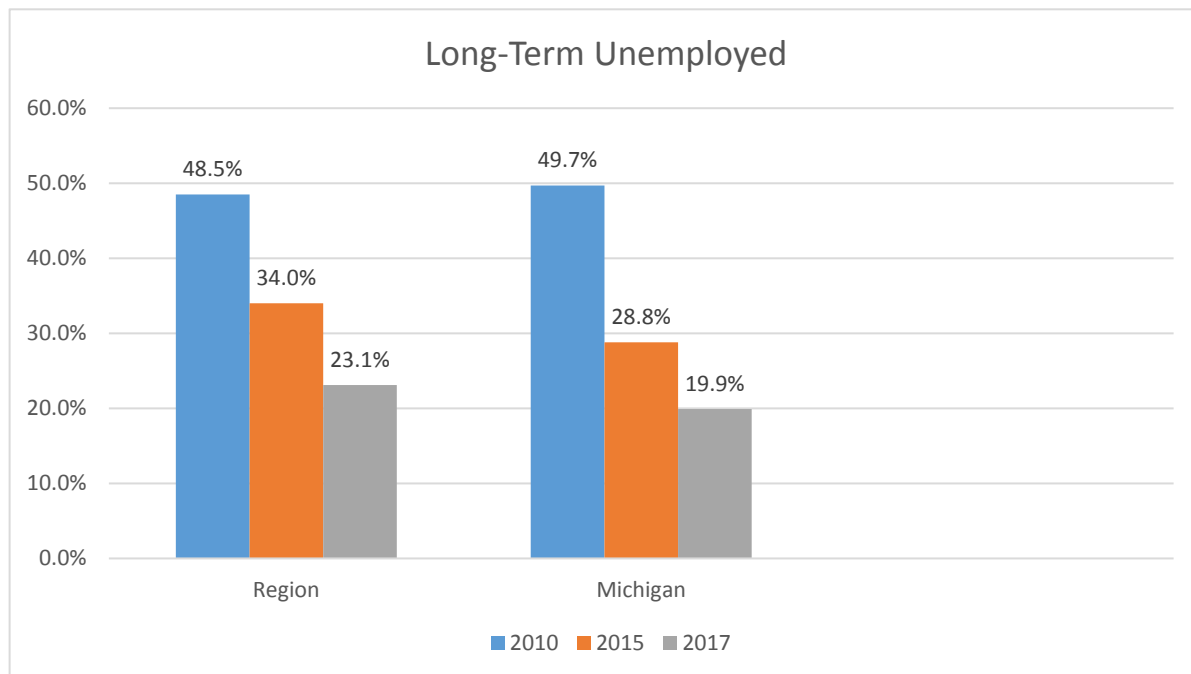
| | | | | |
|---|-------|-------|-----|-------|
| Black / African American | 412 | 258 | 151 | 36.7% |
| Native American | 912 | 756 | 156 | 17.1% |
| Asian | 437 | 406 | 25 | 5.7% |
| Native Hawaiian / Pacific Islander | 18 | 18 | 0 | 0.0% |
| Some Other Race | 243 | 227 | 16 | 6.6% |
| Two or More Races | 1,447 | 1,102 | 340 | 23.5% |
| Ethnicity | | | | |
| Hispanic | 1,750 | 1,495 | 238 | 13.6% |

Required: WIOA Act, Section 108, (b), (1), (C)
Source: U.S. Bureau of the Census, 2010-2014 American Community Survey Five-Year Estimates

Long-term Unemployed

The rate of unemployed individuals who remain unemployed for a long period of time is much higher in the region than it is for the state as a whole. The state's percentage of long-term unemployed dropped from a high of 49.7% in 2010 to 19.9% in 2017. The region's percentage of long-term unemployed dropped from 48.5% to 23.1%. The decrease is promising, but remains a concern considering the increasing discrepancy between the state's and region's long-term unemployed rates. It is unclear the reason that the number of long-term unemployed individuals is still significantly higher than the state. Prosperity Regions 1 and 2 show long-term unemployed percentage at higher than average rates as well, so they face a similar issue.

FIGURE 4: LONG-TERM UNEMPLOYED



Individuals Living in poverty

The number of individuals in the region who are living at or below the poverty level is 49,661, or 18.3%. This is well above the state's poverty rate of 16.3%. A higher proportion of females live in poverty, with 20.3% of the population below the poverty threshold, compared to 16.5% for males. In addition, there is a disproportionate number of racial minorities living in poverty in the region: 27.5% of Latinos, 46.9% of African Americans, and

34.2% of Native Americans are below the poverty threshold.

People living in poverty have difficulty overcoming barriers that require higher levels of income, such as cash to fix a vehicle or a crisis home repair. This puts stress on support systems and limits individuals' ability to fully participate in the economy.

TABLE 4: INDIVIDUALS LIVING IN POVERTY AND POVERTY RATE BY COUNTY, 2016

| Area | Population | Below poverty | Poverty Rate |
|---------------------|------------|---------------|--------------|
| Alcona County | 10,288 | 1,536 | 14.9% |
| Alpena County | 28,342 | 4,615 | 16.3% |
| Arenac County | 15,083 | 2,897 | 19.2% |
| Cheboygan County | 25,231 | 4,704 | 18.6% |
| Clare County | 30,122 | 7,289 | 24.2% |
| Crawford County | 13,552 | 2,326 | 17.2% |
| Gladwin County | 25,080 | 5,099 | 20.3% |
| Iosco County | 24,894 | 4,205 | 16.9% |
| Montmorency County | 9,182 | 1,496 | 16.3% |
| Ogemaw County | 20,704 | 4,135 | 20% |
| Oscoda County | 8,299 | 1,621 | 19.5% |
| Otsego County | 23,759 | 3,365 | 14.2% |
| Presque Isle County | 12,768 | 1,729 | 13.5% |
| Roscommon County | 23,599 | 4,644 | 19.7% |
| WIOA Region | 270,903 | 49,661 | 18.3% |

Source: U.S. Bureau of the Census, 2012-2016 American Community Survey 5-Year Estimates

Individuals Receiving Public Assistance

The number of individuals in the region who are receiving public assistance has decreased significantly since 2014. According to the Michigan Department of Health and Human Services, the welfare rolls have dropped by 3,674 registrants, which is a 21.1% decrease.

TABLE 5: INDIVIDUALS ON PUBLIC ASSISTANCE: PERCENT CHANGE SINCE 2014

| Area | 2014 | 2017 | 2014-2017 Percent Change |
|--------------|--------|--------|--------------------------|
| Alcona* | 0 | 0 | - |
| Alpena | 1,922 | 1,231 | -36.0% |
| Arenac | 1,158 | 808 | -30.2% |
| Cheboygan | 1,575 | 1,134 | -28.0% |
| Clare | 2,356 | 2,007 | -14.8% |
| Crawford | 868 | 647 | -25.5% |
| Gladwin | 1,366 | 1,121 | -17.9% |
| Iosco | 1,891 | 1,828 | -3.3% |
| Montmorency | 469 | 306 | -34.8% |
| Ogemaw | 1,596 | 1,347 | -15.6% |
| Oscoda | 500 | 490 | -2.0% |
| Otsego | 1,557 | 1,164 | -25.2% |
| Presque Isle | 476 | 376 | -21.0% |
| Roscommon | 1,668 | 1,269 | -23.9% |
| WIOA Region | 17,402 | 13,728 | -21.1% |

* Clients are serviced in adjacent counties

Required: WIOA Act, Section 108, (b), (1), (C)

Source: Michigan Department of Health & Human Services

Note: This table reflects all FIP/FAP Assistance Recipients with a Work Requirement

Labor Market Trends

Table 6 shows the 14-county region's labor force trend from 2011-2016. All counties in the region have seen a steady decline throughout this period, with Montmorency County experiencing the largest decline in labor force at 12.7%. Alcona County experienced the lowest decline of all counties with a loss of only 0.98% of the labor force. Overall, the region lost 5.69% of its workforce, or 6,698 workers. This has a significant impact on the region's employers.

TABLE 6: LABOR FORCE TRENDS - 2011 - 2016

| Area | 2011 | 2013 | 2015 | 2016 | 2011 - 2016 Numeric Change | 2011 - 2016 Percent Change |
|---------------|-------------|-------------|-------------|-------------|----------------------------------|----------------------------------|
| WIOA Region | 113,654 | 111,745 | 110,870 | 110,961 | -6,698 | -5.69% |
| Alcona | 3,808 | 3,817 | 3,823 | 3,842 | -38 | -0.98% |
| Alpena | 13,688 | 13,435 | 13,656 | 13,705 | -568 | -3.98% |
| Arenac | 6,690 | 6,526 | 6,372 | 6,117 | -841 | -12.09% |
| Cheboygan | 10,841 | 10,548 | 10,695 | 10,850 | -508 | -4.47% |
| Clare | 12,174 | 11,943 | 11,775 | 11,927 | -615 | -4.90% |
| Crawford | 5,499 | 5,405 | 5,350 | 5,348 | -283 | -5.03% |
| Gladwin | 10,120 | 10,073 | 10,007 | 9,837 | -576 | -5.53% |
| Iosco | 10,134 | 10,251 | 10,285 | 10,052 | -325 | -3.13% |
| Montmorency | 3,348 | 3,220 | 3,169 | 3,101 | -451 | -12.70% |
| Ogemaw | 8,786 | 8,645 | 8,487 | 8,283 | -799 | -8.80% |
| Oscoda | 3,151 | 2,980 | 2,895 | 2,907 | -409 | -12.33% |
| Otsego | 11,456 | 11,279 | 11,171 | 11,722 | -148 | -1.25% |
| Presque Isle | 5,572 | 5,495 | 5,296 | 5,342 | -413 | -7.18% |
| Roscommon | 8,387 | 8,128 | 7,889 | 7,928 | -724 | -8.37% |
| Michigan | 4,685,000 | 4,730,000 | 4,751,000 | 4,837,000 | 38,000 | 0.79% |
| United States | 153,617,000 | 155,389,000 | 157,130,000 | 159,187,000 | 5,298,000 | 3.44% |

Required: WIOA Act, Section 108, (b), (1), (C)

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

- Analysis of existing and emerging in-demand industry sectors and occupations

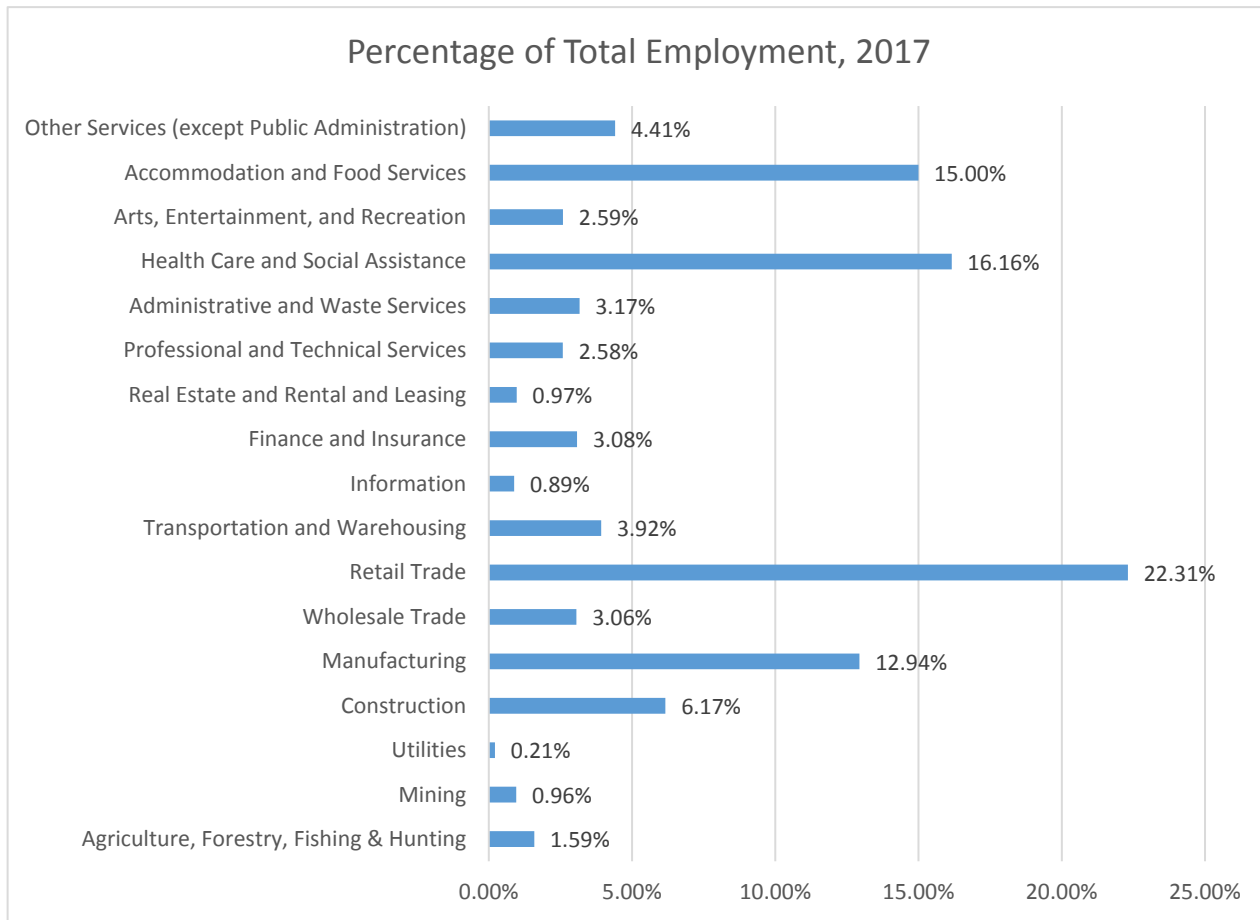
AND

- The knowledge and skills necessary to meet the employment needs of the employers in the region.

Private Sector Employment

The Retail Trade industry is by far the region's leading employer, at 22.31%. Healthcare and Social Assistance holds second place at 16.16% with Accommodations and Food Service in third at 15.0%. Seasonality has a significant impact on the region's employment, due to heavy tourism resulting in many jobs in Leisure and Hospitality during summer, and higher unemployment rates in winter.

FIGURE 5: PERCENTAGE OF TOTAL EMPLOYMENT



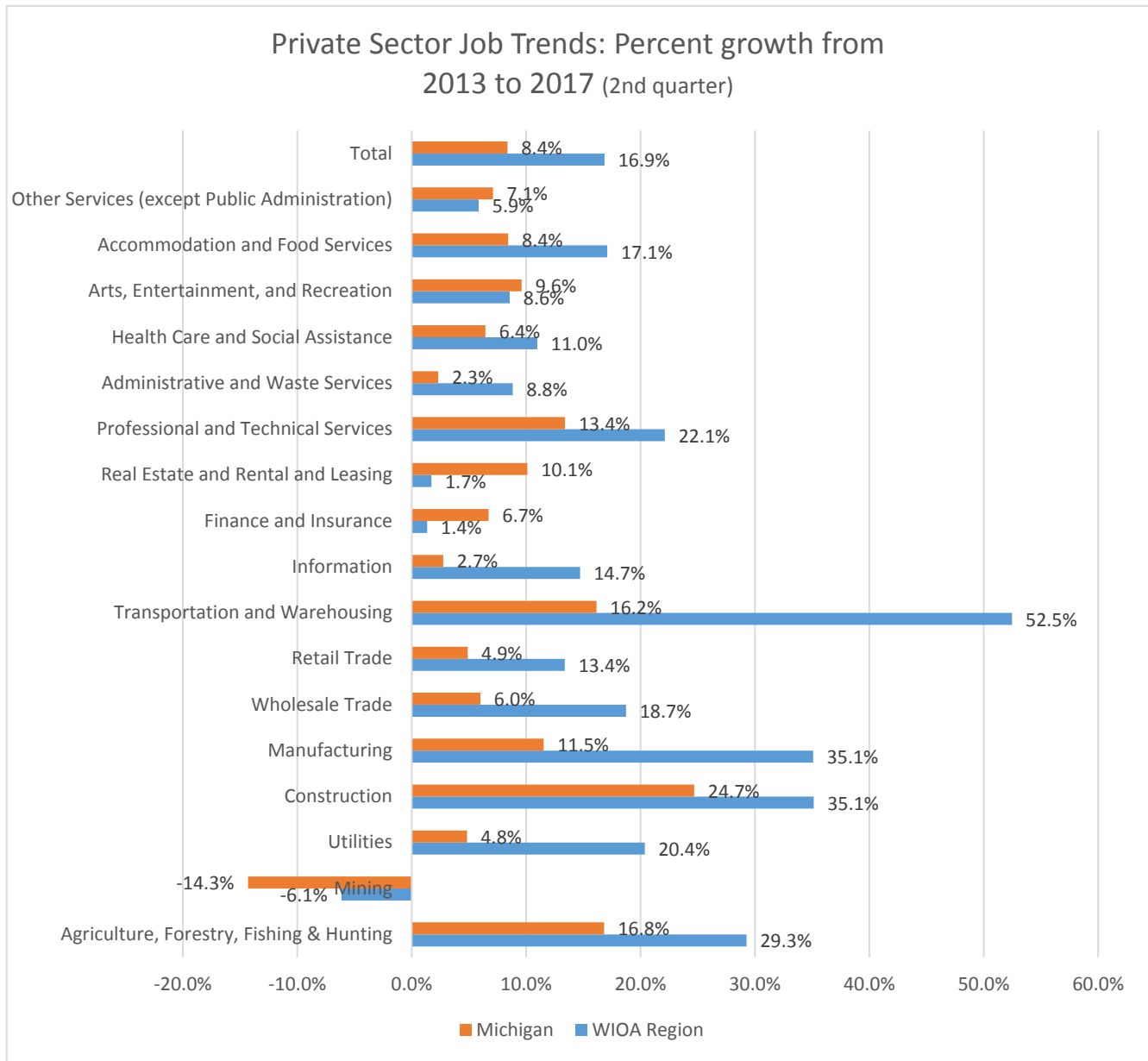
Source: DTMB, Bureau of Labor Market Information and Strategic Initiatives, Quarterly Census of Employment and Wages (QCEW)

Private Sector Job Growth

Between 2013 and 2017, the *Transportation and Warehousing* industry grew by 52.5% -- much higher than any other industry. The total numeric increase was 819 jobs. *Manufacturing* and *Construction* have steady, high rates of growth for the region as well, both at 35.1% over the period. However, the *Manufacturing* industry's numeric growth is much higher at 2040 compared to 973 for construction.

Figure 6 compares industry growth in the region with that of the State of Michigan. Although most industries grew across the state, there are significant differences in the rate of growth between the region and the state as a whole. *Transportation and Warehousing*, *Manufacturing*, *Construction*, *Agriculture*, and *Information* are all industries that grew at a much faster rate than the state. However, some industries lag in their growth, including *Real Estate*, *Finance*, and the *Arts*, compared to larger gains for the state. The *Mining* industry shows negative job growth for both the state and the region.

FIGURE 6: PRIVATE SECTOR JOB TRENDS



Source: DTMB, Bureau of Labor Market Information and Strategic Initiatives, Quarterly Census of Employment and Wages (QCEW)

Total industry jobs grew by 16.9% in the region, compared to only 8.4% for the state. This higher rate can be attributed to the significant declines within the region during the recession. In addition, the high rates are reflective of much smaller numeric changes.

Projections indicate that the total of all industries will decline in the next three years by .04%, as shown in Table 7. While it may seem an insignificant percentage, the decline represents a reduction in 898 jobs, which is a large volume for a rural area. The fastest growing industry in the region is projected to be Health Care and Social Assistance with a +0.7% increase (year-over-year). The strongest forecast by number of jobs in the next three years is Health Care and Social Assistance, with a gain of 251 jobs. Construction and Utilities follow, with increase of 36 jobs and 5 jobs respectively.

TABLE 7: 3-YEAR PROJECTED INDUSTRY GROWTH

| NAICS | Industry | 3-Year Forecast | | | | |
|-------------------------------|--|------------------|---------------------------|---------------|--------------|--------------|
| | | Total New Demand | Separations (Approximate) | | ---Growth--- | |
| | Exits | | Transfers | Empl | Avg Ann Rate | |
| 11 | Agriculture, Forestry, Fishing and Hunting | 804 | 381 | 501 | -79 | -1.0% |
| 21 | Mining, Quarrying, and Oil and Gas Extraction | 191 | 62 | 127 | 2 | 0.1% |
| 22 | Utilities | 104 | 36 | 63 | 5 | 0.4% |
| 23 | Construction | 1,815 | 639 | 1,140 | 36 | 0.2% |
| 31 | Manufacturing | 2,267 | 996 | 1,698 | -426 | -1.6% |
| 42 | Wholesale Trade | 590 | 234 | 386 | -30 | -0.5% |
| 44 | Retail Trade | 5,416 | 2,485 | 3,139 | -208 | -0.5% |
| 48 | Transportation and Warehousing | 928 | 415 | 557 | -44 | -0.5% |
| 51 | Information | 240 | 94 | 163 | -17 | -0.6% |
| 52 | Finance and Insurance | 574 | 241 | 389 | -56 | -0.8% |
| 53 | Real Estate and Rental and Leasing | 259 | 127 | 151 | -19 | -0.7% |
| 54 | Professional, Scientific, and Technical Services | 538 | 201 | 335 | 1 | 0.0% |
| 55 | Management of Companies and Enterprises | 28 | 11 | 19 | -1 | -0.3% |
| 56 | Administrative and Support and Waste Management and Remediation Services | 939 | 397 | 537 | 5 | 0.1% |
| 61 | Educational Services | 1,379 | 707 | 760 | -89 | -0.6% |
| 62 | Health Care and Social Assistance | 3,621 | 1,656 | 1,714 | 251 | 0.7% |
| 71 | Arts, Entertainment, and Recreation | 645 | 291 | 357 | -4 | -0.1% |
| 72 | Accommodation and Food Services | 4,230 | 1,916 | 2,412 | -98 | -0.4% |
| 81 | Other Services (except Public Administration) | 1,299 | 619 | 736 | -55 | -0.5% |
| 92 | Public Administration | 1,331 | 611 | 827 | -107 | -0.7% |
| 99 | Unclassified | 40 | 18 | 24 | -1 | -0.3% |
| Total - All Industries | | 26,408 | 11,703 | 15,603 | -898 | -0.4% |

Source: JobsEQ®

Employment data are derived from the Quarterly Census of Employment and Wages, provided by the Bureau of Labor Statistics and imputed where necessary. Data are updated through 2017Q2 with preliminary estimates updated to 2017Q4. Forecast employment growth uses national projections adapted for regional growth patterns

Projected growth based on occupation is shown in Table 8. Over the next 3 years, the fastest growing occupation group in the region is projected to be Healthcare Support Occupations with an increase of 0.9% (year-over-year). The strongest forecast by number of jobs over this period is expected for Personal Care and Service Occupations, with a growth of 98 jobs, and Healthcare Support Occupations with a growth of 64 jobs. The highest separation demand (occupation demand due to retirements and workers moving from one

occupation to another) is projected in Sales and Related Occupations by 4,324 jobs and Food Preparation and Serving Related Occupations by 4,285 jobs.

TABLE 8: 3-YEAR PROJECTED OCCUPATIONAL GROWTH

| SOC | Occupation | Total New Demand | 3-Year Forecast | | | |
|---------|--|------------------|-----------------|---------------|--------------|--------------|
| | | | --Separations-- | | ---Growth--- | |
| | | | Exits | Transfer | Empl | Avg Ann Rate |
| 11-0000 | Management | 1,155 | 543 | 656 | -45 | -0.3% |
| 13-0000 | Business and Financial Operations | 615 | 215 | 416 | -17 | -0.2% |
| 15-0000 | Computer and Mathematical | 143 | 38 | 105 | -1 | 0.0% |
| 17-0000 | Architecture and Engineering | 210 | 77 | 143 | -9 | -0.3% |
| 19-0000 | Life, Physical, and Social Science | 106 | 33 | 77 | -4 | -0.3% |
| 21-0000 | Community and Social Service | 583 | 211 | 348 | 24 | 0.5% |
| 23-0000 | Legal | 69 | 29 | 40 | -1 | -0.1% |
| 25-0000 | Education, Training, and Library | 969 | 517 | 491 | -40 | -0.3% |
| 27-0000 | Arts, Design, Entertainment, Sports, and Media | 277 | 126 | 162 | -10 | -0.3% |
| 29-0000 | Healthcare Practitioners and Technical | 814 | 388 | 393 | 33 | 0.2% |
| 31-0000 | Healthcare Support | 916 | 438 | 414 | 64 | 0.9% |
| 33-0000 | Protective Service | 362 | 183 | 201 | -21 | -0.5% |
| 35-0000 | Food Preparation and Serving Related | 4,211 | 1,885 | 2,400 | -73 | -0.3% |
| 37-0000 | Building and Grounds Cleaning and Maintenance | 1,095 | 538 | 583 | -26 | -0.3% |
| 39-0000 | Personal Care and Service | 1,655 | 810 | 748 | 98 | 0.9% |
| 41-0000 | Sales and Related | 4,179 | 1,935 | 2,389 | -144 | -0.5% |
| 43-0000 | Office and Administrative Support | 3,206 | 1,651 | 1,872 | -317 | -1.0% |
| 45-0000 | Farming, Fishing, and Forestry | 280 | 84 | 239 | -43 | -1.7% |
| 47-0000 | Construction and Extraction | 1,517 | 516 | 980 | 21 | 0.1% |
| 49-0000 | Installation, Maintenance, and Repair | 1,064 | 410 | 688 | -34 | -0.3% |
| 51-0000 | Production | 1,622 | 691 | 1,229 | -298 | -1.6% |
| 53-0000 | Transportation and Material Moving | 1,801 | 757 | 1,129 | -85 | -0.5% |
| | Total - All Occupations | 26,880 | 12,076 | 15,702 | -898 | -0.4% |

Source: JobsEQ®

Data as of 2017Q4 unless noted otherwise

Note: Figures may not sum due to rounding.

Knowledge and Skills Necessary

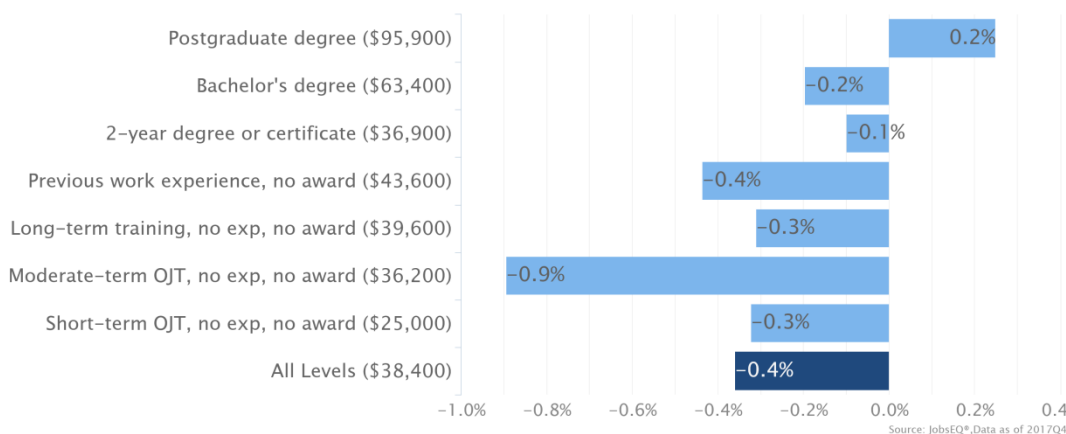
The most critical skills required by employers in the 14-county region is that of soft skills. (See “Employer Needs” section below for more explanation.) The Accommodations and Food Service and Retail Trade industries combine to make up over one-third of the regional economy. Therefore, customer service skills are in high demand. However, these skills are also highly desirable in most industries, because customer service translates to relationships with coworkers and supervisors, as well as customers. In addition to soft skills and customer service skills, employers are seeking higher levels of digital literacy, basic academics, and occupational skills specific to the job.

- *Soft skills* required by local employers include: reliability and dependability, attendance, attitude, communication, teamwork, critical thinking and problem solving, personal accountability, and perseverance.
- *Customer service skills* required by local employers include: eye contact, attention to the customer, prompt response to questions, appropriately answering the phone, proper grammar, positive attitude, and a friendly approach.
- *Digital skills* required by local employers include: ability to use computerized systems to record time on the job (clock in and out), communicate via email, open and save files, create professional documents, and conduct research on the internet.
- *Academic skills* required by local employers include: higher levels of math than previously needed, in order to learn occupational skills that build on a basic knowledge of math; language skills at a level that allows for professional communication with coworkers and customers; and strong English skills, which are especially important if English is a second language.

Education levels required for occupations in demand are reflected in Figure 7. While all employment in the region is projected to decline 0.4% over the next ten years, occupations requiring a postgraduate degree are projected to grow 0.2% per year, those requiring a bachelor’s degree are forecast to decline 0.2% per year, and occupations typically needing a 2-year degree or certificate are expected to contract 0.1% per year.

FIGURE 7: PROJECTED JOB GROWTH

Annual Average Projected Job Growth by Training Required for WIOA Planning Region 3



Source: JobsEQ®

EMPLOYMENT BY OCCUPATION DATA ARE ESTIMATES ARE AS OF 2017Q4. EDUCATION LEVELS OF OCCUPATIONS ARE BASED ON BLS ASSIGNMENTS. FORECAST EMPLOYMENT GROWTH USES NATIONAL PROJECTIONS FROM THE BUREAU OF LABOR STATISTICS ADAPTED FOR REGIONAL GROWTH PATTERNS

See “Employer Needs” section below for more discussion regarding employer’s occupational skill needs specific to in-demand industries across the region. Also, click here to view Hot Jobs to 2024 for Prosperity [Region 3](#) and [Region 5](#).

- ***An assessment of what sectors/industries are considered mature but still important to the regional economy, current and in-demand, and which are considered emerging in the regional economy.***

Tourism/Hospitality is consistently one of the key sectors driving the region’s economies and considered a mature sector. The region is home to hundreds of indoor and outdoor activities that draw significant tourism to the regions throughout all seasons. Many communities are seeing growth in this sector with new restaurants, breweries, and wineries opening in 2015 and 2016. Gift shops and art galleries are also starting to emerge with two newly opened establishments last year in the City of Grayling. The city would also like to bring in more specialty shops to appeal to the local residents and also tourists.

- *Mid-Cycle Update:* Several more breweries, restaurants, and retail have been established throughout the region. These include, but are not limited to, the following:
 - Simple Adventures, Houghton Lake;
 - Copper Kettle Distilling, Prudenville;
 - Peppers Mexican Grill, Prudenville;
 - The All New Silver Dollar Pub & Grill, Higgins Lake;
 - Michigan Warm Hugs & Quilts, Roscommon;
 - Made Up North, Roscommon;
 - Kizzy's Donut Shop, St Helen;
 - Shots of Love (photography studio), Ana's Treasures (consignment), and Aldi's, are all opening in West Branch.
 - The Venue @501 (wedding/party hosting), and Almost Up North, a new "up north" unique gifts store, have opened in Clare.
 - The Carriage House Inn has re-opened its doors as a hotelier and O'Neil's Flowers & Gifts has opened in Harrison.
 - Up North Artistry opened in Omer. It's a painting and pottery shop that is aimed at tourists who come up over the summer and are looking for something to do.
 - The casino in Standish is expanding, and should be operational by spring 2019.

Healthcare is in high demand due to an increasing population in need of in-home care, nursing homes, and registered nurses. The 14-county region struggles to keep up with the demand for healthcare services due to limited training opportunities at the local community colleges. The region is starting to see new direct care businesses being developed to help with the need for more healthcare providers outside of hospitals.

- *Mid-Cycle Update:* Several new health providers are opening in the region. Mid-Michigan Health Park-Gladwin is opening July, 2018, and will encompass family medicine providers, and an Urgent Care and Occupational Health center, and Lab and Radiology. The park is very patient-centered, with no waiting rooms – patients will be greeted, taken immediately to exam rooms, and provided all services there. In Clare, Pioneer Estates Assisted Living will be opening around the end of June/Beginning of July. McLaren has purchased the vacant Kmart building in West Branch and will be remodeling it for an ER and office space. West Branch Regional Medical Center is now affiliated with MidMichigan Health.

Manufacturing has long been a stable industry in the region, and despite some reductions over the last decade, it remains mature and is seeing new growth. Here are some examples of new and growing manufacturing businesses in the region:

- Helena Chemical is doing an expansion and is entering into the Standish Industrial Park. Should be completed and operational by fall 2019
- Arenac Casting is almost doubling their capacity and hiring on 20 people over the summer (18 of which are welders)
- Mission Industries has opened in the Clare South Industrial Park in Clare, during the month of March.
- North American Interconnect (NAI) is expanding in Gaylord and will be engaging workforce services in the second half of 2018.
- Several manufacturing employers are expanding, and at the same time need to backfill vacancies as they lose workers to other companies.

Forestry and wood products manufacturing are complementary industries that are growing in the region, thanks in part to the opening of ARAUCO Worldwide, a particle board manufacturing company that is opening in Grayling. Their presence not only adds hundreds of new jobs, it also spurs a growing cluster of related companies that harvest and grade lumber, transport it to manufacturing facilities, and transform it into usable products.

Other mature and in-demand industries in the 14-county region include:

- Human Services
- Engineering
- Agriculture
- Retail
- Trucking
- Skilled Trades (Electricians, Carpenters, Brick/Masonry, Plumbers, etc...)
- **Healthcare**

Emerging industries throughout the 14-county region include:

- Aircraft mechanics
- Information Technology
- Culinary
- Some medical careers (**Medical Technicians**)
- New types of manufacturing with larger scale contracts
- New retail businesses
- Restaurants, wineries, and breweries

Employer Needs

Given that the region is experiencing a significant need for skilled trade workers, **manufacturing** employers are seeking employees with greater math and computer skills. Many employers also are seeking workers with training in a variety of skills, not just one area. For example, the Mechatronics program offered at Kirtland Community College at M-Tec appeals to many employers, because mechatronics combines electronic, mechanical, computer and control skills. This program prepares individuals to be skilled in a variety of tasks and is very appealing to employers throughout Northern Michigan. In addition to these skills, manufacturers are looking for skills in welding, CNC operation and programming, lean processes, blueprint reading, and safety.

Given the demand for more in-home caretakers, additional training for Certified Nurses Assistants is a growing need for employers. **Healthcare** is very dynamic, constantly growing and changing in services and demands. Our doctors are joining healthcare employment groups and hospitals are moving away from the healthcare of the past, looking for new ways to provide services yet cover costs. Education is a huge need for healthcare, but wages need to increase and hours need to become more reasonable to avoid burnout. While the region is home to several nursing programs through community colleges there is a limited number of spaces each year due to the program requirements. This provides some limitations in the ability for the region to produce enough healthcare workers to fill the growing demand. In addition to these skills, healthcare employers are looking for skills in vital signs, first aid/CPR, medical terminology, medical billing, professional boundaries, and specializations for RNs such as operating room and diabetes care.

The **Wood Products** industry is a subset of both the manufacturing and agriculture industries, but is a sector of focus in the region. This industry's employment needs include the same skills as other manufacturers, such as machine setup, operation and programming, lean processes and safety. These employers also need workers with skills in wood harvesting, lumber grading, and transportation of lumber to sawmills and production facilities; sawing and planing of lumber; and assembly of materials into wood products.

The **construction** industry is growing in the region and follows the same seasonality as that of Leisure and Hospitality. However, there is more potential for year-round employment for workers with a diverse set of skills. For instance, a construction worker who builds houses can do outside building in the summer, and indoor work such as drywall and carpentry in the winter. Skills needed include HVAC and electrical, measuring and cutting, framing and finish carpentry, and safety.

The **Professional and Business services** industry seeks higher levels of skills as well as education. Supervisors and managers are in high demand, which requires interpersonal skills, professional ethics and boundaries, and leadership. In addition, financial management, insurance, and sales are necessary skill sets for this industry.

The **Transportation and Warehousing** industry is growing rapidly, as indicated in Figure 6 above. Employers are desperately in need of workers with CDL-A licensure and the ability to work long hours and be away from home for days at a time. In addition, short-haul trucking, as well as heavy equipment transportation, is in high demand for deliveries and construction purposes, respectively.

Employers continually express the need for improved soft skills among applicants. This includes skills such as: effective communication, solid work ethic, leadership skills, ability to dress appropriately and arrive to work on time, and being prepared for interviews are some critical soft skills that employers note are currently lacking in some employees. In a survey sent to all WDB, CEAC, and local elected officials communication/interpersonal skills and critical thinking ranked highest among soft skills needed among employees.

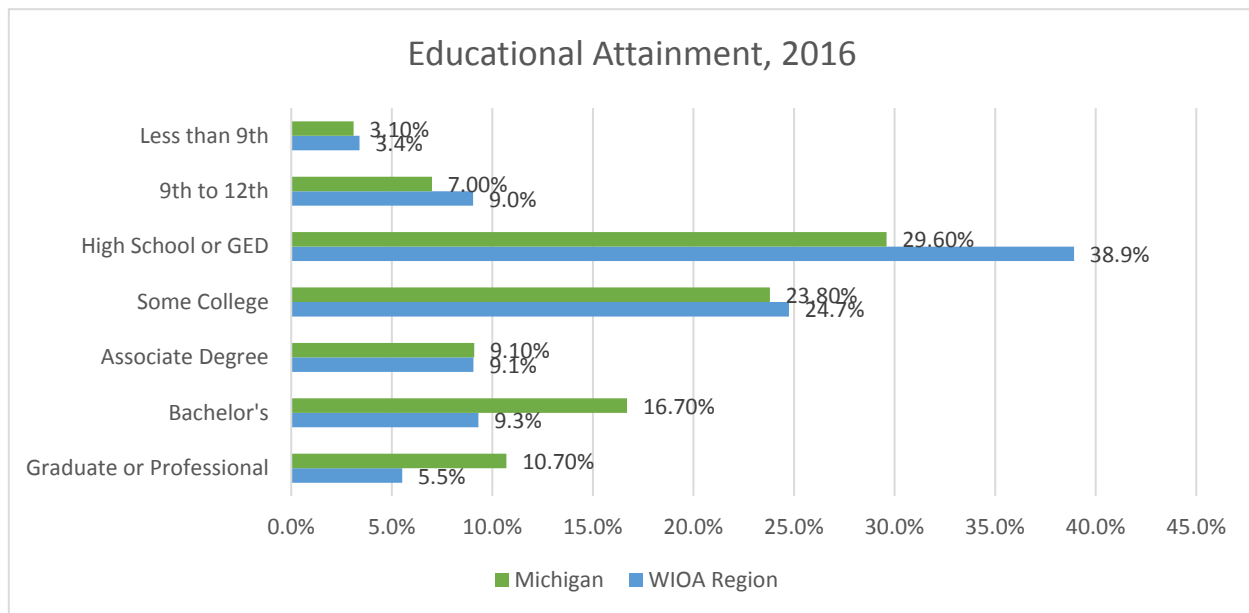
Another important need for the region to improve the labor force is increased daycare. Although this may not show up in the data, affordable daycare is a significant need in the region, especially for children under the age of 2 as there is limited space available to care for these young children. Additionally, daycares with flexible days and times to meet the needs of those working second and third shifts are especially in high demand.

Educational Attainment

One of the region’s greatest obstacles in the labor market is a lack of trained workers. With over half the population with an educational attainment of a high school diploma or less there is a significant need for more skilled and trained workers to fill the employment needs of the region.

As Figure 8 indicates, the educational attainment of residents 25 and older is significantly lower than that of the state of Michigan’s. There are fewer residents with a *Bachelor’s degree or higher* than statewide, with 14.8% compared to 27.4% for the state. Therefore, residents with a *high school diploma or less* is higher than statewide, at 51.4% compared to 39.7% for the state.

FIGURE 8: EDUCATIONAL ATTAINMENT



Source: Educational Attainment, American Communities Survey 2012-2016, United States Census Bureau

Table 9 shows college enrollment rate for graduates from the high school class of 2016.

TABLE 9: COLLEGE ENROLLMENT RATE BY ISD

| ISD | Total Graduates (class of 2016) | Count enrolled in college within 12 months | Percent enrolled in college |
|--|---------------------------------|--|-----------------------------|
| Alpena-Montmorency-Alcona ESD (04) | 388 | 255 | 65.70% |
| Bay-Arenac ISD (09) | 1,158 | 807 | 69.70% |
| C.O.O.R. ISD (72) | 478 | 286 | 59.80% |
| Cheb-Otsego-Presque Isle ESD (16) | 603 | 396 | 65.70% |
| Clare-Gladwin Regional Education Service District (18) | 479 | 282 | 58.90% |
| Iosco RESA (35) | 264 | 146 | 55.30% |
| TOTAL | 3,370 | 2,172 | 64.45% |
| STATEWIDE | 101,835 | 69,325 | 68.08% |

Source: College Enrollment by High School, MiSchool Data, date of last update: February 2018

The rate of college enrollment among area students is 64.45%, not far behind the statewide average of 68.8%. However, completion rates are low by comparison. Table 10 shows that although enrollment rates are fairly high, completion may be lacking. The regional attainment rate of Associate's Degree or higher is only 23.9%. Northeast Michigan also falls well below the state's attainment rate of 36.5%.

TABLE 10: EDUCATIONAL ATTAINMENT RATES: ASSOCIATES DEGREE OR HIGHER

| Area | Total Associate's Degree or higher | Percent Associate's Degree or Higher |
|---------------------|------------------------------------|--------------------------------------|
| Alcona County | 1,970 | 1.0% |
| Alpena County | 6,240 | 3.0% |
| Arenac County | 2,431 | 1.2% |
| Cheboygan County | 5,076 | 2.5% |
| Clare County | 4,289 | 2.1% |
| Crawford County | 2,776 | 1.3% |
| Gladwin County | 4,175 | 2.0% |
| Iosco County | 4,795 | 2.3% |
| Montmorency County | 1,532 | 0.7% |
| Ogemaw County | 3,180 | 1.5% |
| Oscoda County | 1,046 | 0.5% |
| Otsego County | 5,023 | 2.4% |
| Presque Isle County | 2,512 | 1.2% |
| Roscommon County | 4,259 | 2.1% |
| WIOA Region | 49,304 | 23.9% |
| State | 2,440,227 | 36.5% |

Source: Educational Attainment for the Population 25 Years and Older, American Communities Survey 2012-2016, United States Census Bureau: Total population: State 6,682,881 & Total population: WIOA Region 206,380

The postsecondary enrollment and attainment data may indicate a problem in the region with-lack of completion, which may contribute to the skills gap. The Northeast Michigan Regional Prosperity Initiative Collaborative (Prosperity Region 3) is currently conducting a survey to determine some of the barriers to enrollment and completion. Region 5's strategic plan identifies the following workforce training activities among its priorities: promote and market "just in time" workforce training programs; support STEM-focused initiatives; and increasing the number of internships and co-ops in K-12 education.

The 14-county region has four community colleges: Alpena Community College, Kirtland Community College, Mid-Michigan Community College and North Central Michigan College. Kirtland Community College also has a second location at the University Center in Gaylord known as their M-TEC campus, which offers many career and technical education programs. The University Center provides many opportunities for students to earn four-year degrees through Ferris State University, Michigan State University, Madonna University, Northwood University, and Spring Arbor University.

- *Mid-Cycle Update:* Kirtland Community College opened a Grayling campus in 2017. At the time of this writing, they are beginning construction on an expansion for this campus that will double its size.

The region is also home to the Industrial Arts Institute, which provides training in welding and construction trades. There are also several cosmetology schools and a truck driving school in the region.

In an effort to improve, enhance, and avoid duplication of services, the local boards will utilize the following strategies to coordinate secondary and postsecondary educational programs with workforce investment activities:

1. The local boards will utilize their respective Career & Educational Advisory Councils (CEACs) to coordinate education activities. The CEACs have representatives from secondary, postsecondary, private sector, government agencies, apprenticeship programs, and career and technical programs making the group a perfect fit to coordinate regional and local efforts to streamline efforts to increase education attainment.
2. The local boards will continue Talent Tours where high school students, program participants, adults seeking a career change and parents are invited to tour a local business and the local Michigan Works! office to learn about available services.
3. Career fairs will continue to occur throughout each year. The Michigan Works! agencies will work with community colleges to ensure no duplication is occurring or conflicting with other career fairs offered by the local colleges.
4. A new effort is underway to better coordinate meetings with the business sector, community colleges, and MW!NC to gain insight into their training needs. MW!NC will be partnering with the community colleges to become a part of ongoing discussions with employers about their training and employee needs. Rather than each entity meeting with employers individually to seek their input, a strategy will be developed to better coordinate these meetings so that employers have the opportunity to collaborate with all core partners at the same time, this will reduce the employer having to reiterate their training needs to multiple entities multiple times. Improving communication and outreach efforts with local community colleges to ensure they are aware of job openings, career fairs, and other programs is another important strategy to improve workforce development initiatives.
 - *Mid-Cycle Update:* All business services team members are connected with associations, sector initiatives, and/or advisory councils. This has resulted in enhanced communication and more productive engagement with the private sector.
5. Region 7B is working with local employers to revitalize the Industrial Association as a sector based strategy. This group will be able to provide input on training needs for employers in this sector to the Michigan Works! agencies and training providers in the area.

- **Mid-Cycle Update:** Region 7B Michigan Works! is now serving as the convener of this sector partnership. **An analysis of workforce development activities in the region, including available education and training opportunities. This analysis must include the strengths and weaknesses of workforce development activities in the region and 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, and the employment needs of employers in the region.**

Postsecondary Occupational Training - Description and Analysis

Throughout the region, several educational entities offer short-term occupational training programs, as well as certificate and degree programs, that provide skills attainment opportunities for all in-demand industries, and include a variety of skill upgrading training offerings for business growth.

Postsecondary opportunities are offered through four community colleges:

- North Central Michigan College
- Alpena Community College
- Kirtland Community College
- Mid-Michigan Community College

All of these colleges offer a variety of campus locations throughout the region, primarily in population centers such as Cheboygan, Gaylord, Grayling, Alpena, Roscommon, and Harrison.

The programs offered through these community colleges include, but are not limited to, the following:

- Concrete Technology
- Utility Line Tech
- Certified Nurse Aide
- Registered Nurse
- Manufacturing Technology
- Welding
- Auto Body
- HVAC
- Mechatronics
- Health information Technology
- Surgical Tech
- CAD
- and many more.

Most programs offer a career pathway, with certificates that lead to associate's' degrees and include industry-recognized credentials. Many of these options transfer to universities for additional study. The university center housed at Kirtland Community College's M-TEC campus in Gaylord offers Bachelor's and Master's Degree programs for students who live and work in the region. The universities housed there include:

- Northwood University
- Lake Superior State University
- Michigan State University
- Spring Arbor University
- Madonna University
- Eastern Michigan University
- **Mid-Cycle Update:** Lake Superior State University and Eastern Michigan University no longer offer programs at the University Center. However, Ferris State University is now offering classes there.

In addition to the community college and university offerings, a recently developed private institution is assisting in meeting education and training needs for skilled trades. Industrial Arts Institute (IAI) offers welding, machining, construction technology, carpentry, electrical, HVAC, and plumbing.

- *Mid-Cycle Update:* IAI no longer offers HVAC and plumbing training programs, but have expanded their construction programs.

Other proprietary schools located throughout the region offer Certified Nurse Assistant training, as well as truck-driving training for CDL and its various endorsements.

All four community colleges as well as IAI offer customized training solutions for incumbent workers. They connect with businesses to develop solutions for addressing skills gaps within the company's existing workforce. This offering has seen increases in the last few years, as companies have prioritized investing in training and worked to keep up with advancements in technology and the necessary skill sets.

While the region has programming to address the in-demand industry sectors, most educational institutions, including career and technical education programs, face declining enrollment and therefore loss of revenue. The region's capacity to provide training to meet employer demand is challenged by the diminished population base; schools need a critical mass of students in order to run a program. In addition, some programs are limited by the lack of qualified instructors and/or limitations on clinical rotations or internships. One example is the RN programs; they are at max capacity yet are still not able to train enough nurses to fill vacancies in the area.

Career and Technical Education - Description and Analysis

There are **eight** providers of Career and Technical Education (CTE) programs for residents of the region. All programs are designed to respond to the needs of industry within the community. Several programs offer industry-recognized credentials and/or college credit, some through early or middle college. Strategies for ensuring connection to the workforce system include representation on the **Career & Educational Advisory Councils**, relationships **among CTC, schools, adult education, and workforce development, as well as** targeted connections via the Jobs for Michigan's Graduates program.

- Iosco Regional Educational Service Agency (IRESA) provides CTE to Oscoda County in the Northeast region. Their programs include: Aircraft Maintenance, Automotive Technology, Culinary Arts & Restaurant Management, Health Science, and Power Mechanics. The IRESA Superintendent serves on the **workforce board and CEAC for both Michigan Works! areas**, providing leadership through active participation in discussion and planning.
- Cheboygan Public Schools offers CTE programming to its communities. Their programs include: Automotive Technology, Business Applications Technology, Construction Trades, Cooking and Culinary Arts, Drafting and Design, Finance, Intro to Teaching Elementary Education, Intro to Teaching General Education, Marketing, TV and Radio Broadcasting, Welding, and Woodworking.
- Alpena Public Schools offers CTE programming to its district and surrounding communities. Their programs include: Arts and Communications, Business and Technology, Engineering and Industrial Technology, Healthcare, Cosmetology (Human Services), Agriscience and Natural Resources, Geometry in Construction.
- Gaylord Community Schools provides CTE programming. Their programs include: Accounting, Automotive Technology, Computer Applications, Culinary Arts, Agricultural Sciences, Medical Occupations, and Marketing.
- Crawford Ogemaw Oscoda Roscommon (COOR) ISD offers a variety of programs and services to assist students with career preparation, skill development and transition planning to assure life-long

successes. They offer Vocational Programs at our Career Tech Center on Kirtland Community College's Campus. Programs include Automotive Technology, Computer Generated Images, Cosmetology, Medical Occupations, Welding, Public Safety, and Recreational Engines & Marine Technology.

- Crawford-AuSable School District, which encompasses Grayling schools, has a cooperative agreement with Wexford-Missaukee Career Technical Center for delivery of CTE programming to its students. Programs available are: Agriscience and Natural Resources, Automotive Technology, Business Management Administration, CNET (Computers, Networking and Electronics Technology), Digital Media Production, Health Science Careers, Heavy Equipment Mechanics, Hospitality, Retailing and Entrepreneurship, Introduction to Healthcare, Metal Fabrication and Equipment, Power Sports and Equipment, and Public Safety.
- Clare/Gladwin RESD provides CTE programming. These programs include: Auto Technology, Business Management, Construction Trades, Criminal Justice, Culinary Arts, Digital Media, Education Occupations, Health Occupations, and Welding Technology.
- Bay/ Arenac ISD provides CTE programming. These programs include several different groupings under: Graphics and Printing communication; Business, Management, Marketing, & Technology; Health Technology/ Medical Science; Human Services; Manufacturing & Industrial Technology; and Natural Resources & Agriscience.

The plethora of career and technical education opportunities in the region is limited due to challenges with transportation. Although the larger school districts offer CTE programs, students in smaller, more rural areas are unable to access them because no bussing is available to take them there. Even if transportation were available, there are some instances where the trip would take so long that the time left in the day for instruction would be negligible. Another limitation on the effectiveness of programming is declining enrollment due to reduced population. The region's population changes have resulted in fewer families with children to enroll in the school systems.

The following is a description of available workforce development activities in the 14 counties. See the next section for analysis of these activities, including strengths and weaknesses, obstacles and threats, and capacity of the system.

Adult Education and Literacy Programs

The 14-county region has five service providers for adult education and literacy programs: Bay/Arenac ISD (BAISD), Clare Pioneer, Gladwin Community Schools, Iosco Regional Educational Service Agency (IRESA) and the Houghton Lake Adult Education School. IRESA is the adult education service provider for eight of the fourteen counties in the region. Houghton Lake Adult Education School provides adult education services in Crawford, Roscommon, and Oscoda, while BAISD serves Arenac, Clare Pioneer serves Clare, and Gladwin Community Schools serves Gladwin. IRESA serves as the fiduciary entity for 11 of the region's adult education programs, while BAISD serves as the fiduciary in the remaining counties of Arenac, Clare and Gladwin.

The mission of the IRESA Adult Education program is to ensure that all participants construct the knowledge and develop the skills and attributes necessary for a lifetime of learning and participation in a diverse, competitive, and changing world. All of the local programs offer participants a distance learning option. Those working towards their General Education Development (GED) or High School Completion can do so online, from any computer connected to the internet. Participants are supported by Michigan certified teachers who are available to assist them in Alcona, Alpena, Cheboygan, Iosco, Montmorency, Ogemaw, Otsego, and Presque Isle Counties. Iosco RESA also currently offers career and technical education (CTE) for high school students in the areas of: Aircraft Maintenance, Automotive Technology, Culinary Arts & Restaurant Management, Health Science, and Power Mechanics.

IRESA currently partners with Michigan Works! Region 7B to offer alternative and adult education in Iosco and Ogemaw counties offering participants a one-stop place they can access education and employment services

simultaneously. IRESA is also working with MW!NC to expand services to Otsego county. At this time, GED testing is also offered in Arenac, Clare, Gladwin, Iosco, Ogemaw and Roscommon counties, making testing and funding resources more accessible for the community. Expansion of adult education preparation to two other MW!NC offices is being discussed for the 2016-2017 school year.

- *Mid-Cycle Update: Adult education programs are now available in all but two American Job Centers throughout the region.*

BAISD is committed to offering an outstanding selection of academic and career technical training in convenient locations taught by experienced instructors who understand the unique needs of adult learners. Academic Skill Development, GED Prep, or High School Completion classes are free of charge for participants. BAISD also is a certified GED testing site. BAISD partners with Region 7B to provide Adult Education services in the Arenac county office four days per week.

Clare Pioneer offers alternative and adult education for free. They also offer high school completion to adults who are close to meeting the state's graduation requirements and also offer remedial help in Mathematics and English for adults who hold a high school diploma. Clare Pioneer partners with Region 7B to provide Adult Education services in the Clare county office four days per week.

Gladwin Community Schools Adult Education offers Adult Basic Education courses, GED preparation and testing, high school completion courses (for a high school diploma) and tutoring services.

The Michigan Works! agencies work collaboratively with adult education providers to ensure that clients are referred to the appropriate services. Streamlined referral processes are in place between the educational providers in the region to ensure that participants receive education services, not only at the Adult Education provider, but that participants are also notified and screened for program eligibility to help them in their education and employment goals. This referral system operates both ways in that Michigan Works! offices may refer clients to adult education and in return adult education may refer clients to programs and services provided by MW!NC and Region 7B.

Adult and Dislocated Worker Activities

The Michigan Works! agencies offer the following workforce development activities to assist individuals in finding employment and receiving additional training when necessary.

Career Services: Career Services are organized into 3 categories: basic career services, individualized career services and follow-up.

Basic Career Services:

- a. Determinations of whether the individuals are eligible to receive assistance under this subtitle;
- b. Outreach, intake (which may include worker profiling), and orientation to the information and other services available through the one-stop delivery system;
- c. Initial assessment of skill levels (including literacy, numeracy, and English language proficiency), aptitudes, abilities (including skills gaps), and supportive service needs;
- d. Labor exchange services, including job search and placement assistance and, in appropriate cases, career counseling, including— provision of information on in-demand industry sectors and occupations; and provision of information on nontraditional employment and appropriate recruitment and other business services on behalf of employers, including small employers, in the local area, which services may include services described in this subsection, such as providing information and referral to specialized business services not traditionally offered through the one-stop delivery system;

- e. Provision of referrals to and coordination of activities with other programs and services, including programs and services within the one-stop delivery system and, in appropriate cases, other workforce development programs;
- f. Provision of workforce and labor market employment statistics information, including the provision of accurate information relating to local, regional, and national labor market areas, including—job vacancy listings in such labor market areas information on job skills necessary to obtain the vacant jobs listed and information relating to local occupations in demand and the earnings, skill requirements, and opportunities for advancement for such occupations.
- g. Provision of performance information and program cost information on eligible providers of training services by program and type of providers.
- h. Provision of information, in formats that are usable and understandable regarding how the local area is performing on the local performance accountability measures, as well as any additional performance information relating to the area’s one-stop delivery system.
- i. Provision of information, in formats that are usable by and understandable to one-stop center customers, relating to the availability of supportive services or assistance, and, referral to these services and assistance, including child care, child support, medical or child health assistance through the State’s Medicaid program and under title XIX or XXI of the Social Security Act (42 U.S.C. 1396 et seq. and 1397aa et seq.), benefits under the supplemental nutrition assistance program established under Children’s Health Insurance Programs, benefits under SNAP.
- j. Provision of information and assistance regarding filing claims for unemployment compensation, by which the one-stop must provide meaningful assistance to individuals seeking assistance in filing a claim for unemployment compensation.
- k. Assistance in establishing eligibility for programs of financial aid assistance for training and education programs that are not funded under WIOA;

Individualized Career Services:

- a. Comprehensive and specialized assessments of the skill levels and service needs of adults and dislocated workers, which may include— diagnostic testing and use of other assessment tools; and in-depth interviewing and evaluation to identify employment barriers and appropriate employment goals;
- b. Development of an individual employment plan, to identify the employment goals, appropriate achievement objectives, and appropriate combination of services for the participant to achieve the employment goals, including providing information on eligible providers of training services pursuant to paragraph (3)(F)(ii), and career pathways to attain career objectives
- c. Group counseling; career counseling must be made available if appropriate for an individual to obtain or retain employment.
- d. Individual counseling
- e. Career planning; a client-centered approach in the delivery of services, designed—to prepare and coordinate comprehensive employment plans, such as service strategies, for participants to ensure access to necessary workforce investment activities and supportive services, using, where feasible, computer-based technologies; and to provide job, education, and career counseling, as appropriate during program participation and after job placement.
- f. Short-term prevocational services, including development of learning skills, communication skills, interviewing skills, punctuality, personal maintenance skills, and professional conduct, to prepare individuals for unsubsidized employment or training;
- g. Internships and work experiences that are linked to careers;
- h. Workforce preparation activities
- i. Financial literacy services, such as the activities described in section 129(b)(2)(D)
- j. Out-of-area job search assistance and relocation assistance.
- k. English language acquisition and integrated education and training programs.

The following career services may be provided in conjunction with Training Services:

- i. Transitional jobs – a way for adults and dislocated worker with barriers to employment, who are experiencing chronic unemployment or have an inconsistent work history, to develop a work history and basic skills essential to keeping a job. Transition jobs are time-limited, subsidized employment in the public, private or non-profit sectors. Comprehensive career and supportive services must be made available to transitional jobs participant. Transitional jobs can be effective solutions for individuals to gain the necessary work experience that they would otherwise not be able to get through training or an OJT. The goal is to establish a work history for the individual, demonstrate work success and develop skills that lead to entry into unsubsidized employment. There is no expectation that the individual will continue their employment with the employer after the work experience is complete.
- *Mid-Cycle Update:* Transitional jobs are not provided by either Michigan Works! agency in the region due to the high cost of programming. However, both Workforce Development Boards reserve the right to utilize this service if funding allows and employers indicate a need.
- m. Job readiness training (Non-Regulatory Definition) provides, through classroom lecture and role play, the development of the same set of skills and understanding to be acquired through work experience. It is generally offered as pre-vocational world-of-work skills that may include showing up on time, and work place attitudes and behaviors. Job readiness training usually does not include an associated work component, but it may.
- n. Adult education and literacy activities – means, programs, activities, and services that include adult education, literacy, workplace adult education and literacy activities, family literacy activities, English language acquisition activities, integrated English literacy and civics education, workforce preparation activities, or integrated education and training.

Follow-up - including counseling regarding the workplace, for participants in workforce investment activities in adult and dislocated worker workforce investment activities who are placed in unsubsidized employment, for up to 12 months after the first day of employment.

Training Services

- a. Occupational skills training, including training for nontraditional employment - an organized program of study that provides specific vocational skills that lead to proficiency in performing actual tasks and technical functions required by certain occupational fields at entry, intermediate, or advanced levels. Priority consideration will be given to training programs that lead to recognized post-secondary credentials that align with in-demand industry sectors or occupations in local areas.
- b. On-the-job training with an employer in the public, private non-profit or private sector. Training is provided in exchange for the reimbursement of typically up to 50 percent of the wage rate of the participant, for the extraordinary costs of providing training and supervision
- c. Incumbent worker training – designed to ensure that employees of a company are able to gain the skills necessary to retain employment or avert a layoff, and must increase both the participant's and company's competitiveness. An ideal incumbent worker training is one where a participant acquires new skills allowing the participant to move into a higher skilled and higher paid job within the company, thus allowing the company to hire a jobseeker to backfill the incumbent worker's position. Incumbent worker training is designed to meet the special requirements of an employer (including a group of employers in partnership with other entities) to retain a skilled workforce, or to avert the need to lay off employees by assisting the worker in obtaining the skills necessary to retain employment.
- d. Programs that combine workplace training with related instruction, which may include cooperative education programs;

- e. Training programs operated by the private sector;
- f. Skill upgrading and retraining (Non-Regulatory Definition) – training that will upgrade current skills of the participant or may also include retaining in a new area.
- g. Entrepreneurial training - Entrepreneurial skills training provides the basics of starting and operating a small business. Such training must develop the skills associated with entrepreneurship. Such skills include, but are not limited to, the ability to: take initiative; creatively seek out and identify business opportunities; develop budgets and forecast resource needs; understand various options for acquiring capital and the trade-offs associated with each option; and communicate effectively and market oneself and one's ideas.
- h. Customized training is designed to provide local areas with the flexibility to ensure that training meets the unique needs of jobseekers and employers or groups of employers. Customized training is to be used to meet the special requirements of an employer or group of employers and conducted with a commitment by an employer to employ an individual upon successful completion of the training.

Apprenticeships: Registered Apprenticeships is a national training system that combines paid learning on-the-job and related technical and theoretical instruction in a skilled occupation. Like stand-alone On-the-Job Training (OJT), Registered Apprenticeship is an important component of education and training services that the workforce system can provide to its customers and should be used as a strategy to train and employ job seekers. Registered Apprenticeships offer job seekers immediate employment opportunities that usually pay higher wages and offer continued career growth.

Certifications earned through Registered Apprenticeship programs are recognized nationwide as portable industry credentials. The primary apprenticeship certification is a certificate of completion, awarded at the end of the apprenticeship. Many programs also offer interim credentials and training certificates based on a competency model that leads to a Certificate of Completion.

Registered Apprenticeship opportunities can and should be integrated throughout the workforce system as a means of leveraging resources to better serve regional needs. Strategies for collaboration and integration **that are utilized throughout the region include:**

- Apprenticeship training is a **primary** workforce strategy **throughout** the WIOA regional and local plans as a workforce solution for growing skills in targeted industry sectors.
- Engaging businesses through encouraging the development of new apprenticeship programs as a solution to meet business customer needs, integrating apprenticeship programming into strategies for talent development, and linking apprenticeship programs to other economic development entities and school district administration, alternative education programs, adult basic education programs, prisons, and city, county, and state governments.
- **Streamlined eligibility for Registered Apprenticeship programs as eligible providers of ITA services.**
- At the One-Stop center level, a range of programmatic and operational activities support integrated and coordinated functions, such as through coordinated education and career guidance strategies, service delivery design, and coordination of the development of pre-apprenticeship programs with community-based organizations committed to providing work-based experiences.
- Collaboration with apprenticeship **are** further enhanced through the development of policies that facilitate and encourage partnership and exploration of opportunities for leveraging existing workforce system funds with other funding sources to support and advance apprenticeship models.
- **Mid-Cycle Update:** Apprenticeship Success Coordinators, funded by an ApprenticeshipUSA grant, worked throughout the region to increase awareness and utilization of USDOL Registered Apprenticeships. This work will continue in the coming two years as an integrated component of business services, offering employers the opportunity to train a productive, skilled workforce.

Youth Activities

- a. Tutoring, study skills training, instruction, and evidence-based dropout prevention and recovery strategies that lead to completion of the requirements for a secondary school diploma or its recognized equivalent (including a recognized certificate of attendance or similar document for individuals with disabilities) or for a recognized postsecondary credential;
- b. Alternative secondary school services, or dropout recovery services designed for students who can be better served in an alternative delivery system. Students served include those who have specific needs and are often at risk of not graduating and/or have individual needs not being met in a traditional setting.
- c. Alternative education programs seek to provide added flexibility and alternative instructional models. These often include expanded services from the traditional setting such as online learning, institutional programs, counseling, childcare, and transportation in an effort to help students overcome barriers and meet the goals of the Michigan Merit Curriculum.
- d. Paid and unpaid work experiences that have as a component academic and occupational education;
 - Summer employment opportunities and other employment opportunities available throughout the school year in the private or public sector;
 - Pre-apprenticeship – programs or asset of strategies designed to prepare individuals to enter and succeed in a registered apprenticeship program and has a documented partnership with at least one, if not more, registered apprenticeship programs;
 - Internships and job shadowing – work-based learning programs for students and completed through arrangements with employers. The work-based learning must be under actual working conditions and be designed to enhance the employability, responsibility, and confidence of the students. Work-based learning usually occurs in tandem with students' career and technical training, and is intended to develop a further understanding of career opportunities, employer expectations, and the impact of post-secondary education in the workplace. Work-based learning can include structured, hands-on experiences, as well as workplace tours, employer presentations, job shadowing, and internships to help students refine their career objectives.
 - On-the-Job Training (OJT) opportunities – training with an employer in the public, private non-profit or private sector. Training is provided in exchange for the reimbursement of typically up to 50 percent of the wage rate of the participant, for the extraordinary costs of providing training and supervision.
 - Occupational skill training - An organized program of study that provides specific vocational skills lead to proficiency in performing actual tasks and technical functions required by certain occupation fields at entry, intermediate or advanced levels. Priority consideration must be given to training programs that lead to recognized postsecondary credentials that are aligned with in demand industry sectors or occupations in the local area.
- e. Education offered concurrently with and in the same context as workforce preparation activities and training for a specific occupation or occupational cluster – an integrated education and training model where workforce preparation activities, basic academic skills, and hands-on occupational skills training are taught with the same time frame and connected to training in a specific occupation, occupation cluster or career pathway.
- f. Leadership development opportunities - opportunities that encourage responsibility, confidence, employability, self-determination and other positive social behaviors, which may include exposure to post-secondary education possibilities, community service and peer-centered activities, decision making, team work, and citizenship training etc.
- g. Supportive services – services that enable an individual to participate in WIOA activities. These services include, but are not limited to, the following: Linkages to community services, assistance with transportation, assistance with child care and dependent care, assistance with housing,

- needs related payment, assistance with educational testing, reasonable accommodations for youth with disabilities, referrals to health care and assistance with uniforms or other appropriate work attire and work related tools.
- h. Adult mentoring – A formal relationship between a youth and an adult mentor that includes structured activities where the mentor offers guidance, support and encouragement to develop the competence and character of the mentee. Mentoring may include workplace mentoring where a youth is matched with an employer or employee of a company. Mentoring must last for a total of not less than 12 months.
 - i. Follow-up services – following a youth’s exit from the program to help ensure the youth is successful in employment and/or post-secondary education and training for not less than 12 months after the completion of participation. Services may include; leadership development and supportive services activities, regular contact with a youth participant’s employer, including assistance in addressing work-related problems, assistance in securing better paying jobs, career pathway development and further education or training, work-related peer support groups, adult mentoring, and/or services necessary to ensure the success of youth in employment and/or post-secondary education.
 - j. Comprehensive guidance and counseling – individualized counseling that includes career and academic counseling, drug and alcohol abuse counseling, mental health counseling and referral to partner programs, as appropriate.
 - k. Financial literacy education – activities that support the ability of participants to create budgets, initiate checking and savings accounts at banks, and make informed financial decisions. Supports how to effectively manage spending, credit, and debit, including student loans, consumer credit and credit cards. Teaching about the significance of credit reports and credit scores; what their rights are regarding credit and financial information; how to determine the accuracy of a credit report and how to correct inaccuracies and how to improve or maintain good credit. Support an individual’s ability to understand, evaluate and compare financial products, services and opportunities. Inform individuals about identity theft. Support activities that address the financial literacy needs of non-English speakers.
 - l. Entrepreneurial skills training - Entrepreneurial skills training provides the basics of starting and operating a small business. Such training must develop the skills associated with entrepreneurship. Such skills include, but are not limited to, the ability to: take initiative; creatively seek out and identify business opportunities; develop budgets and forecast resource needs; understand various options for acquiring capital and the trade-offs associated with each option; and communicate effectively and market oneself and one’s ideas.
 - m. 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; and
 - n. Activities that help youth prepare for and transition to postsecondary education and training.

Wagner Peyser Activities

Michigan is creating and implementing new policy directives for the Wagner-Peyser program in order to address the challenges employers encounter in obtaining highly skilled talent. The demand driven system Michigan is creating benefits the job seeker by directing individuals to prepare for jobs that are in-demand and matching talent to those jobs, which are in-demand. In addition, new and stronger partnerships are being created and renewed in order to improve service delivery, to avoid duplication of services and to enhance service coordination, including co-locating agencies within the Michigan Works! one-stop centers and sharing data across programs.

Employment Services

A self-service labor exchange utilizing the Pure Michigan Talent Connect available to facilitate the match between job seekers and employers. Job Seeker Employment Services may include such things as re-employment services, resume development assistance, job search skills, employment application completion assistance, interest assessment, labor market information, education and training information, and the Unemployment Compensation work test. Employer Services may include assistance in development of job postings for Pure Michigan Talent Connect, finding qualified workers to fill job openings, information and referral to business start-up, retention and expansion services, information on training opportunities, and information on the Fidelity Bonding Program.

Fidelity Bonding:

The program assists high risk job seekers in obtaining employment by providing an incentive for employers to hire job seekers who are qualified, but may be considered high-risk. A fidelity bond is available to any job seeker who has a bona-fide offer of employment. Those eligible include people with poor credit records including bankruptcies, economically disadvantaged youth and adults who lack a work history, welfare assistance recipients, recovering substance abusers, ex-offenders, dishonorably discharged from military service, youth in apprenticeships, and those who cannot be commercially bonded.

Foreign Labor Certification:

Assists employers in filling their personnel needs that cannot be met with the United States (U.S.) workers, while protecting U.S. workers from competition from low-wage foreign workers.

Migrant and Seasonal Farmworkers:

Provides specialized services to migrant and seasonal farmworkers that are delivered through the local Agricultural Employment Specialists.

Reemployment Services and Eligibility Assessment (RESEA):

MW!NC and Region 7B Reemployment Services Eligibility Assessment services will be delivered by Wagner-Peyser Merit staff. The goal of this program is to provide customized services to claimants deemed most likely to exhaust their UI benefits. Early intervention with a proactive approach should result in returning the unemployed back to work sooner.

All seven of the RESEA activities listed below are provided:

- Orientation to MWA Services
- Confirmation of an active profile on Pure Michigan Talent Connect (PMTTC)
- Assessment of UI Eligibility performed in a confidential, personalized setting by WP merit-based staff
- Verification of the Monthly Record of Work Search Form
- Development of an Individual Service Strategy (ISS)
- Review specific Labor Market Information (LMI)
- Reemployment Services
- **Mid-Cycle Update: Both Michigan Works! agencies in the region are supporting On-the-Job Training activities for special populations, including long-term unemployed, returning citizens, PATH participants, FAE&T participants, and individuals referred to the RESEA program.**

Employment Service Professional Development:

The Michigan Works! Association coordinates professional development activities for Employment Service front line-staff. The training provided is designed to enable staff to provide high-quality services to job seekers and employers. The activities sponsored by the Michigan Works! Association educates, inspires and trains staff to meet the demands of Michigan's demand driven system. Two certifications that are utilized throughout the Michigan Works! agencies are the Business Solution Professional (BSP) and the Global Career Development Facilitator (GCDF). The BSP training provides employment service staff with a level of knowledge and expertise required to support job creators in the areas of training grants, business consultation, tax-related incentives,

Lean or Six-Sigma and educational programs. Business Solution Professionals are trained to make use of a vast array of business and economic assets. The GCDF training assists employment service staff in helping job seekers meet their career goals. This training provides basic career facilitating skills, including productive interpersonal relationships; labor market and occupational information and trends; formal and informal career development assessments; job search strategies and placement techniques.

Vocational Rehabilitation Services

The two Michigan Vocational Rehabilitation agencies (Michigan Rehabilitation Services and the Bureau of Services for Blind Persons) will continue to evaluate and collaborate on the role of Vocational Rehabilitation in the workforce system. Michigan Rehabilitation Services (MRS) works with eligible customers and employers to achieve quality employment outcomes and independence for individuals with disabilities. MRS staff work in partnership with individuals with disabilities to prepare for and obtain competitive employment, including exploring the possibilities of self-employment or owning a small business. The Northern Michigan District Office provides services to eleven counties in Prosperity Region 3; the three counties of Clare, Gladwin and Arenac are serviced by the Mid-Michigan District Office. MRS also assists employers with finding and retaining qualified workers with disabilities. MRS helps employers save time and money, and maintain a motivated, reliable and dependable workforce. Vocational Rehabilitation collaborates with, and participates in, strategic partnerships with:

- Michigan Department of Health and Human Services to support and promote competitive and integrated employment and coordination of services for individuals that receive Medicaid as well as to coordinate and improve services to customers with cognitive impairments and mental illness, including those requiring supported employment,
- Michigan Departments of Education, Health and Human Services, Community Rehabilitation Organizations and Centers for Independent Living and host businesses to lead expansion activities related to Project Search;
- Michigan Developmental Disabilities Council related to the U.S. Department of Labor's Office of Disability Employment Policy's "Employment First Initiative;
- Colleges and Universities to target career services to students with disabilities, and to conduct university-based research and evaluation. The research and evaluation projects address the Bureau's need for comprehensive needs assessments and continuous improvement measures and for the management of an on-line learning and knowledge system (E-Learn) to provide staff with training and development;
- The Workforce Recruitment Program is a recruitment and referral program for college students with disabilities that connects federal and private sector employers nationwide with highly motivated college students and recent graduates with disabilities who are eager to prove their abilities in the workplace through summer or permanent jobs;
- The U.S. Department of Labor's Office of Disability Employment Policy and the U.S. Department of Defense's Office of Diversity Management and Equal Opportunity related to the Workforce Recruitment Program for college students with disabilities. Office of Disability Employment Policy and the Office of Diversity Management and Equal Opportunity manage the program, which continues to be successful with the participation of many other federal agencies and sub-agencies. Since the program's expansion in 1995, over 6,000 students and recent graduates nationwide have received temporary and permanent employment opportunities through the Workforce Recruitment Program;
- Disability Network of Michigan (representing Centers for Independent Living), Michigan Council for Rehabilitation Services, and the Michigan Statewide Rehabilitation Council for activities related to transformation of service delivery systems into a holistic approach for the employment and the independence of individuals with disabilities throughout Michigan;
- Michigan Department of Education Office of Special Education to support the seamless transition of students from school to adult life that facilitates the development and completion of their Individualized Education Program under Section 614(d) of the Individuals with Disabilities Education

Act. The agreement addresses key items identified in Individuals with Disabilities Education Act and the Rehabilitation Act and includes information about the purpose, the authority, and scope, foundations of the partnership, roles and responsibilities, confidentiality, student documentation, student eligibility, Michigan Rehabilitation Services attendance at Individualized Education Program team meetings, seamless transition services, coordination of resources, resolution of differences, data reporting, 504 students and termination and changes;

- MRS has an existing Interagency Agreement with the U.S. Department of Veteran Affairs. Michigan Rehabilitation Services has been collaborating with Michigan Veterans Affairs Agency and other statewide veteran support agencies. The Michigan Veterans Affairs Agency implemented Veteran Community Action Teams, which is a community specific collaboration with local support. Veteran Community Action Teams is comprised of multiple organizations to assist veterans from a holistic perspective: quality of life, education, healthcare, and employment. Through this relationship with Veteran Community Action Teams, Michigan Rehabilitation Services provides vocational rehabilitation services to veterans with disabilities;
- MRS has entered into an Interagency Agreement with Department of Corrections and the State Court Administrative Offices to provide rehabilitation services to high-risk felony offenders with a history of probation violations or failures. The Swift and Sure Sanctions Probation Program participants are primarily individuals with intellectual disabilities and substance abuse issues. Michigan Rehabilitation Services works closely with the Department of Corrections to develop programming to best serve this population. Judges in Michigan's Swift and Sure Sanctions Probation Program courts have reported a reduction in positive drug tests and failures to appear at scheduled meetings with probation officers among their Swift and Sure Sanctions Probation Program participant population;
- The Michigan Chamber of Commerce and external (national) resources, such as the National Employment Team to identify labor market areas where skill shortages occur;
- Michigan Works! agencies as a One-Stop System partner. Vocational Rehabilitation maintains a memorandum of understanding with each local Michigan Works! Service Center. The memorandum of understanding defines the manner in which Vocational Rehabilitation participates in the One-Stop delivery system,
- Michigan Career and Technical Institute to provide short-term training and supports. The Michigan Career and Technical Institute is a state-sponsored, Department of Education approved, nationally accredited post-secondary school, known for customized training. Vocational Rehabilitation will continue to utilize training as a strategy for closing skills gaps. The Michigan Career and Technical Institute has an excellent model for both short term technical training and the proper supports for people to be successful. Vocational Rehabilitation is continuing to develop methodologies to expand and export services to students with disabilities across the state. Vocational Rehabilitation is also exploring ways to develop staff skills and vendor skills in customized employment and to export appropriate training across the state. For example, the Michigan Career and Technical Institute Certified Nurse Assistant training program in Benton Harbor, Michigan is just the first of many Michigan Career and Technical Institute Certified Nurses Aid projects being exported to communities;
- Both MRS and the Bureau of Services for Blind Persons have excellent working relationships with colleges and universities. Michigan Rehabilitation Services is currently partnering with Michigan State University to develop a match/funding agreement to place a vocational rehabilitation counselor on campus who will provide wrap-around services to eligible students with disabilities. Western Michigan University and Eastern Michigan University have also expressed strong interest in this model. Michigan Rehabilitation Services hopes to expand these agreements with these and other Michigan colleges and universities and develop metrics to determine the success of this program;
- The Social Security Administration to assist joint customers receiving disability benefits in the use of Social Security work incentives and return to work efforts. Each Michigan Rehabilitation Services office has a dedicated champion to assist staff for addressing the unique needs of Social Security Administration recipients, including Michigan Rehabilitation Services internal (online) E-Learn system,

which contains a plethora of information regarding the Social Security Administration's Ticket to Work program and work incentives; resources and referral available through the Social Security Administration's Work Incentive Planning and Assistance project serving Michigan communities; referral to Beneficiary Access and Support Services as contracted with the Social Security Administration, Social Security Administration Work Incentive Liaisons available through local Social Security Administration offices, and Michigan Rehabilitation Services fee-for-service vendors; and

- Hannahville Indian Community Vocational Rehabilitation Program's Project Vision and the Consortia of Administrators for Native American Rehabilitation to create effective service delivery partnerships to increase employment opportunities. Michigan Rehabilitation Services continues the memorandum of understanding with the Hannahville Indian Community Vocational Rehabilitation Program's Project Vision for rehabilitation services under Section 121 of Title I of the Rehabilitation Act of 1973 as amended, and Title I of the Rehabilitation Act of 1973 as amended respectively. The memorandum of understanding represents cooperation, coordination, and collaboration necessary to create an effective service delivery partnership designed to increase employment opportunities for those served by both programs. Michigan Rehabilitation Services expects to continue to collaborate with the Consortia of Administrators for Native American Rehabilitation to promote this memorandum of understanding as a best practice.

Bureau of Services for Blind Persons

The mission of the Bureau of Services for Blind Persons is to provide opportunities to individuals who are blind or visually impaired to achieve employment, and/or achieve maximum and meaningful independence in life through comprehensive rehabilitative services. It is the Bureau of Services for Blind Persons vision to help Michigan become a better State for blind and visually impaired persons to be equal contributing citizens that enjoy all the advantages of a full, independent life. Services available through the Bureau of Services for Blind Persons include:

- Employment and Training --Vocational Rehabilitation
- Business Services for Employers
- Braille and Talking Book Library
- Services for Seniors (age 55 and over)
- Services for Youth
- Deaf Blind Services (for individuals who are both deaf and blind)
- BSBP Training Center
- For Eye Doctors Referring Their Patients
- Food Service Employment and Training
- Vending Machine Refunds and Information for Food Service Customers

Other Workforce Development Activities

Partnership. Accountability. Training. Hope. (PATH): Provides job assistance and training to parents receiving cash assistance. PATH is designed to establish and maintain a connection to the labor market for individuals referred from the Michigan Department of Health & Human Services (DHHS), while offering educational and training opportunities and Job Search and Job Readiness activities to increase the individual's income; therefore, reducing or eliminating a family's need for public assistance. PATH is a robust, results-oriented work participation program designed to identify barriers and help families seeking cash assistance through the Michigan Family Independence Program (FIP) connect to the resources they will need to obtain employment. The program features a 21-day Applicant Eligibility Period (AEP). The State of Michigan has determined a 21-day time frame will allow for staff to assess, evaluate, and more effectively prepare FIP applicants to attain employment, meet federal work participation requirements, and work toward self-sufficiency through PATH.

The 21-Day AEP consists of three weeks' worth of assignments individualized for each applicant's needs. Week

one begins the day the applicant attends PATH orientation at Michigan Works!. Assignments during weeks one and two are for barrier identification and resolution activities, work readiness instruction, and allowable activities appropriate to the applicant's circumstances. Week three assignments are allowable activities, plus any further barrier resolution activities and work readiness instruction which applicants may still need. FIP applicants need to complete all weekly assignments in order to fulfill the requirements of the AEP and as a condition for Temporary Assistance for Needy Families (TANF) and moving them into the PATH program.

The PATH program prepares clients for both the pursuit of a job and the skills necessary to keep a job. Resume writing and job search skills are included in this curriculum, as well as instruction on acceptable workplace behavior and employer expectations. While the federal government requires 50 percent work participation: Michigan's aim is much higher. FIP applicants who are more effectively prepared to attain employment and achieve self-sufficiency through Michigan's demand-driven workforce development system are better able to fulfill employers' needs for skilled workers.

Trade Act

Trade Adjustment Assistance (TAA) – TAA helps affected workers who have lost their jobs as a result of increased imports or shifts in production out of the United States. To obtain TAA services and benefits, a petition must be filed with the U.S. Department of Labor's Division of TAA requesting certification. If certified, each worker in the group may apply separately for individual services and benefits through their local Michigan Works! agency. The goal of TAA is to help eligible workers re-enter the workforce as quickly as possible. Certified workers who are eligible may receive a full range of services which may include: re-employment services, employment counseling, resume writing and interview skills workshops, career assessment, job development, job search and referrals, job search and relocation allowances, training funds, access to income support, eligibility for Health Coverage Tax Credit (HCTC) and the option of Alternative Trade Adjustment Assistance.

Veterans

Provides priority of service to veterans and eligible spouses of veterans who are identified as covered persons, the receipt of employment, training, and placement services provided under new or existing qualified job training programs, notwithstanding any other provision of law.

Jobs for Veterans' State Grant

MWAs in partnership with WDA's Disabled Veterans' Outreach Program (DVOP) Specialists who serve only those veterans and eligible spouses most in need of intensive services. As a result, DVOP Specialists will serve a narrower group of veterans and eligible spouses, enabling the specialists to provide intensive services to a vast majority of the people they serve.

Offender Success Initiative (OSI)

The OSI is a public safety strategy based on 20 years of research on what works to help prisoners succeed when they return home and to reduce recidivism. It strives to provide seamless services to prisoners from their first day of their sentence until they are released from prison and complete parole. It engages community groups as vital partners, lays out clear expectations for parolees, and holds them accountable for their behavior through enhanced supervision. Individuals are referred by the Michigan Department of Corrections (MDOC) for services. Michigan Works! Region 7B and the Michigan Works! Northeast Consortium are working as regional partners to deliver these services. Michigan Works! Region 7B serves as the **administrative agent, fiduciary and service provider** for the 14 counties. Michigan Works! Northeast Consortium **serves on the steering team as a voting member.**

Analysis of workforce development Activities

When asked which workforce activities should be highest priority for the region, the local boards ranked On-the-Job Training, Adult Education, and Short-term Pre-Vocational skills as the top three areas. High School dropout prevention and youth work experiences were also noted in the top 5 in order to ensure that young

workers are well educated and have experience prior to entering the workforce. Below is a review of some of the strengths, weaknesses, and obstacles of the 14-county region's workforce development offerings.

Strengths of Workforce Development Activities:

- Community college offerings
- Industrial Arts Institute meeting needs of employers in short-term 15-week training in welding and youth camps in construction tech
- Local training providers offering short term trainings, outside of community college offerings in areas of Certified Nursing Assistants, truck driving
- On the job training opportunities
- Apprenticeships in union trades
- Low cost of living

Weaknesses of Workforce Development Activities:

- Inability to train nurses in large quantities: community colleges have limited number of spaces available in nursing programs
- Seasonal employment drives employer needs. Our region experiences significant layoffs in off-season.
- Limited apprenticeship opportunities in non-union positions
- Transportation and limited availability of public transportation
- Low wages
- Aging population

Obstacles/Threats

- Colleges in the 14-county region also service areas outside of the region and include employers not in the region in discussing necessary trainings
- Geographic distance to reach training facilities can be significant and leave employees without access to additional training
- Not enough affordable day cares with flexible hours to accommodate 2nd and 3rd shift employment
- Community colleges follow typical college schedule and have longer training programs than some employers need
- Transitional Jobs services are cost prohibitive, despite their promising results in other workforce areas across the country.

Workforce Development Summary and Action Items

The local boards have established On-the-Job Training, Adult Education, short term pre-vocational skills (soft skills), high school dropout prevention, and youth work experience as the top five workforce development activities to focus on developing and growing throughout the next four years. Many of these workforce development activities will require significant collaboration with core program providers, K-12, community colleges, and other support agencies. The following action items have been established to increase participation in these activities, as well as improve success of each workforce development activity.

Action Item 1: Develop four-year strategy for each of the top five workforce development activities identified by the local boards as high priority.

- *Mid-cycle Update:* The workforce system has focused on work-based learning activities through STTF, OJT, and Apprenticeships. These have been very successful in supporting the upskilling of individuals to meet specific employer needs. Adult Education programming continues to be a significant need, and referrals have increased due to co-location at American Job Centers. However, enrollments are still low due to the many job opportunities available. Workforce development program clients are

encouraged to pursue their high school equivalency if needed, and joint marketing efforts between Michigan Works and adult education are occurring across the region. Soft skills are developed through work-based learning experiences such as the above, and Work Experience Programs for PATH and Youth. In addition, MWA staff partner with local high schools to conduct mock interviews between local employers and graduating seniors. A recent partnership with credit unions brings financial literacy programming to high school students in the region, emphasizing budgeting based on expected income for the student's career of choice. High school dropout prevention is targeted through the WIOA In-School youth program and Jobs for Michigan's Graduates. These strategies continue to be refined through ongoing evaluation of their effectiveness; they will continue as strategic priorities for the coming two years.

Action Item 2: Assign a leader for each activity to be responsible for coordinating efforts and review progress

- *Mid-cycle Update:* Administrative staff at the Michigan Works! agencies have taken the lead in moving each strategy forward, ensuring collaboration with core programs and appropriate partners. This approach has been successful and will continue for the coming two years.

Action Item 3: Engage private sector through cluster development to provide continual feedback on employer needs.

- *Mid-cycle Update:* The workforce development system across the region has engaged with the private sector through relationships developed by Business Solutions Professionals, as well as economic development and other business support organizations. The region has made progress in cluster development by responding to employer needs, pulling sector groups together when appropriate. The region's employers have not wished to pursue formal, structured sector partnerships. However, where any exist, the workforce system has come to the table to serve as a resource and supporting partnership. These include associations for manufacturing and healthcare.

Action Item 4: Improve marketing strategy to reach a larger audience and bring more attention to the programs that the Michigan Works! agencies offer.

- *Mid-cycle Update:* Marketing activities have increased and improved across the region. Collaborative initiatives such as job fairs and talent tours are marketed jointly by the partners involved. Social media has played an important part in connecting with the public, informing audiences of programs and services, and supporting employers with their recruitment needs.

Capacity of the Workforce System

The primary limiting factor for the workforce system in the 14-county region is funding. There is sufficient programming available to meet the needs of employers, but expansion of these programs would enable the system to serve more people. Higher allocations would allow frontline staff members to provide case management services for more people, giving more individualized attention. This is especially important for serving individuals with barriers to employment, as they require more individualized attention, longer-term relationships with staff, and more supportive services. Additional training dollars would prepare more workers for current and future demands.

Additional capacity limitations involve connections with partners. The local workforce boards are looking at ways to improve coordination and collaboration with required and other partners of the system. Better, more coordinated communication with partners is a strategic goal for the coming four-year period. This will also better serve individuals with barriers to employment, as they are often customers of multiple service providers.

- *Mid-cycle Update:* Coordinated communication with partners has been improved in the last two years and continues to move in a positive direction. Referrals to and from adult education providers have been streamlined, and co-location of adult education programs has greatly enhanced collaboration. Staff continue to work closely with human services partners, looking for ways to reduce duplication while still ensuring access to supportive services and assist both employers and workers with overcoming barriers. Referrals from DHHS have improved as well for general clients who are in need of workforce services. The new connection between 211 and MiBridges presents an opportunity to increase collaboration and reach more potential participants. MOUs and IFAs are also contributing to improved coordination and collective collaboration, stretching resources and increasing access to services for both job seekers and employers.

Knowledge of employer needs is both an asset and challenge. The system is skilled at determining these needs, but continual communication with multiple employers is resource-intensive. This can be a capacity issue if staffing is limited by funding.

- *Mid-cycle Update:* Communication with partners who are tasked with employer engagement has been a priority in the last two years, especially with Veterans Services and MRS, who have recently begun to conduct outreach to local businesses on behalf of their job seeker customers. Coordination of employer visits and contacts is beneficial to all programs and reduces duplicative meetings for the employer. This will continue to be a focus for business services teams; improved communication will also greatly enhance connections to multiple resources that assist companies with various needs.

Regional Service Strategies

3. Provide a description of regional service strategies that have been or will be established as a result of coordinated regional analysis and delivery of services, including the use of cooperative service delivery agreements, when appropriate.

MW!NC and Region 7B have a strong history working collaboratively with local agencies and with the local economic development entities to ensure that the service strategies for core programs support the goals of the Workforce Innovation & Opportunity Act (WIOA). Currently, the Michigan Works! agencies coordinate with partner agencies, such as, but not limited to; Small Business Development Center (SBDC), education/training entities, adult education, Michigan Rehabilitation Services, business and industry, local units of government, Northern Transformation Corporation, and regional Michigan Council of Governments. These partnerships and collaborations assist the Michigan Works! agencies to meet the changing workforce needs of the region.

This section will first review the regional service strategies for the core programs. Second, an analysis of regional education and training needs will be provided. Third, approaches to improve services to individuals with disabilities, youth, veterans, and hard-to-serve populations will be reviewed. Fourth, strategies to connect the unemployed with work-based learning opportunities currently in place within the region will be presented. Lastly, a review of regional collaborative action items to consider over the next four years will be presented.

Current Services

Career and training services are designed to meet the needs of eligible adult and dislocated workers in preparation of obtaining employment in local in-demand industries and occupations. Career services may include: eligibility determination for program assistance, outreach, intake and orientation to the one-stop delivery system, initial assessment of skill levels, labor exchange services, appropriate recruitment and other business services on behalf of employers, referrals to and coordination of activities with other agencies, programs and services, and labor market information.

Training services may include: occupational skills training, on-the-job training, transitional employment, pre-apprenticeship training and registered apprenticeships; incumbent worker training, programs that combine workplace training with related instruction, which may include cooperative education programs, training programs operated by the private sector; skill upgrading and retraining; entrepreneurial training; adult education and literacy activities; including activities of English language acquisition and customized training conducted with a commitment by an employer or group of employers.

WIOA youth programs are designed to assist eligible in-school youth ages 14-21 and out-of-school youth ages 16-24 in early intervention preparing them for the world of work and/or education. Comprehensive services may include career exploration and guidance, continued support for educational attainment, opportunities for skills training in local in-demand industries and occupations, and culminating with a good job along a career pathway or enrollment in postsecondary education.

Per the Workforce Innovation and Opportunity Act, the following 14 program elements are to be provided to youth:

1. Tutoring, study skills training, and instruction leading to secondary school completion, including dropout prevention strategies
2. Alternative secondary school offerings or dropout recovery services
3. Paid and unpaid work experiences with a academic and occupational education component
4. Occupational skill training, with a focus on recognized postsecondary credentials and in-demand occupations
5. Leadership development activities (e.g., community service, peer-centered activities)
6. Supportive services
7. Adult mentoring Institute for Community Inclusion, www.communityinclusion.org
8. Follow-up services for at least 12 months after program completion
9. Comprehensive guidance and counseling, including drug and alcohol abuse counseling
10. Integrated education and training for a specific occupation or cluster
11. Financial literacy education
12. Entrepreneurial skills training
13. Services that provide labor market information about in-demand industry sectors and occupations
14. Postsecondary preparation and transition activities Elements 10 to 14 are new elements under WIOA. Local programs have the discretion to determine what specific program services will be provided to a youth participant, based on each participant's objective assessment and individual service strategy

New and Expanded Regional Service Strategies

The following regional service strategies have been developed in order to enhance services to job seekers, students and employers of the region. These strategies were created as a result of coordinated regional analysis, communication with partners, and strategic brainstorming to determine the highest and best use of limited resources. Many of these strategies emphasize services to individuals with barriers to employment; these are identified where applicable.

Adult and Dislocated Worker Strategies

Regional Strategy: Expand work-based learning. Michigan Works! agencies will continue to expand work-based learning, specifically OJTs, per direction from the local boards, and other opportunities such as apprenticeships and Incumbent Worker Training (IWT).

- *Mid-cycle Update: Apprenticeship Success Coordinators worked collaboratively across the region to engage with employers, increasing their awareness of USDOL Registered Apprenticeship (RA)*

opportunities. This focus has continued as business services teams carry out the campaign to increase utilization of RAs. Incumbent Worker Training has also increased, with both Michigan Works! agencies including it in their Work-Based Training Strategies and creating aligned local policies to guide use of this activity.

Regional Strategy: Target the Long-Term Unemployed. Michigan Works! agencies will continue to work on identifying the Long-Term Unemployed and engaging this targeted population. Engagement will include increasing their awareness about job opportunities in high demand industries throughout the 14 counties, promoting education and training programs to improve skills, and developing relationships between the long-term unemployed customers and frontline staff. Long-Term Unemployed from across the region will be encouraged to access services available at Michigan Works! service centers.

- *Mid-cycle Update:* Several targeted marketing efforts were aimed at the long-term unemployed in the last two years. These included flyers, radio advertisements, social media, and more. Despite these efforts, long-term unemployed enrollments have not increased. New strategies will be explored in the next two years in order to reach this population and increase services.

Regional Strategy: Improve connections with vocational rehabilitation services. This strategy is especially supportive to adults and dislocated workers whose disability presents a barrier to employment and/or education. Michigan Works! will work with Michigan Rehabilitation Services (MRS), the Michigan Bureau of Services for Blind Persons and other Title IV partners to expand services to people with disabilities. This includes making sure people with disabilities are identified early in the intake process, are referred appropriately to receive the support services they may need, making sure that employers are informed about the value of people with disabilities as employees, and connecting people with disabilities with employers and career opportunities.

- *Mid-cycle Update:* Connections to vocational rehabilitation services have increased in the last two years through a variety of intentional interactions. MRS staff toured the American Job Centers in several locations, and conducted trainings with Michigan Works staff in Region 7B. Training with staff of MW!NC is planned for 2018.

Youth Strategies

Regional Strategy: Offer more opportunities for career exploration. Career Preparation and Inspiration initiatives will be used to ensure that every middle school student participates in a program to introduce them to local in-demand careers. Preparation for those careers may include job shadowing, talent tours and internships. Other activities funded through the WIOA Youth program may include Talent Tours and Jobs for Michigan's Graduates (JMG)-related activities.

- *Mid-cycle Update:* Career exploration has been an intense focus of youth programming across the region, supported extensively by the business services team. Talent Tours are utilized to introduce students to career options within the region. Manufacturing Day Talent Tours are coordinated across the region, allowing manufacturing businesses to showcase their work and career options to local students. In addition, a regional MiCareerQuest event is being planned for early 2019. Career expos and job fairs are also conducted throughout the year in various schools. College visits are conducted by CTE programs on a regular basis.

Regional Strategy: Increase participation in CTE and postsecondary programs. Career and Technical Education (CTE) programs operated through the Michigan Department of Education are also part of our State strategy to introduce students to local in-demand careers. Secondary and postsecondary CTE programs provide work-based learning experiences and support workforce development by prioritizing funding to instructional programs where there are job openings, successful placement of students in those jobs, and wages that are self-sustaining. The 14-county region has CTE programs in Alpena, Alcona, Cheboygan, Clare/Gladwin RESD, Bay/Arenac ISD, Gaylord, IRESA, Ogemaw-Heights, and Johannesburg-Lewiston community schools. Students

not residing in these school districts can participate in a state certified CTE program under the Michigan Department of Education Schools of Choice. Our strategy is to increase participation in these programs through enhanced relationships, more referrals, and continual communication regarding opportunities and lifelong career pathways.

- *Mid-cycle Update:* CTE programs have increased marketing and engagement with their local districts to increase enrollments. In many cases, more students have enrolled, but transportation continues to be a significant barrier. Also, some programs are seeing declining enrollments due to lack of interest by students. To improve perceptions among students and the general public, trades occupations and programs are marketed locally using the state's Going Pro campaign. A grant was received to support Apprenticeship Readiness for students to transition from high school CTE programs to employment with Kalitta Air, via USDOL Registered Apprenticeship. To increase enrollment in postsecondary programs, the region is developing a relationship with the Michigan College Access Network and looking to use some of their programs for advising. The survey of the student population mentioned earlier is intended to shed light on some of the barriers to college enrollment so that targeted strategies can be developed that will help to overcome those challenges.

Regional Strategy: Engage the out-of-school youth population. Michigan Works! will work with local partners to design and implement targeted strategies to reach the Out-Of-School population, increase enrollment, remove barriers, and address needs. Below are some examples of how the Michigan Works! agencies will enhance youth strategies specifically for the out-of-school population:

- Increase paid work experience opportunities.
- Continue to promote the State's MAT2 program throughout the region and other apprenticeship programs.
- Enroll out-of-school youth without a GED or High school diploma in the adult education programs throughout the region.
- *Mid-cycle Update:* It has been a challenge to engage with the population that fits the eligibility criteria for WIOA OSY. These youth are often facing significant barriers and are disengaged; therefore they are difficult to find. However, we have seen some success in working collaboratively with adult education and MRS. We continue to look for opportunities to engage with this population and assist them in moving toward self-sufficiency.

Regional Strategy: Increase referrals of in-school youth with disabilities to vocational rehabilitation services. This strategy is especially supportive to youth whose disability presents a barrier to employment and/or further education. Michigan Works! will work with Michigan Rehabilitation Services (MRS), the Michigan Bureau of Services for Blind Persons and other Title IV partners to expand services to youth with disabilities. As MRS changes their service mix to increase Pre-Employment Transition Services, Michigan Works! is reducing its services to in-school youth. The connection between our two agencies will help to ensure that no gap in services occurs. In addition, the Jobs for Michigan's Graduates program is aligned well with MRS and BSBP's services.

- *Mid-cycle Update:* Students who are targeted for the WIOA ISY and JMG programs are reviewed for potential referral to MRS for Pre-Employment Transition Services. This has been made possible by increased communication of frontline staff, to better understand the various eligibility requirements, programs and services.

Adult Education Strategies

Regional Strategy: Continue to expand access to adult education programming. Michigan Works! agencies are working together to ensure enhanced access to the available adult education services. Adult education programs are especially important to individuals with barriers to employment, such as limited English

language proficiency, poor academic skills, and low digital literacy. Both Michigan Works! agencies have developed relationships with providers such that services are available in all but one Michigan Works! service center, with the goal of adding services in that service center (Mio) within the year. The system is committed to maintaining positive relationships, continuous improvement of processes such as referrals, and ongoing communication. Further expansion steps include the following planned or existing initiatives:

- Utilize the GED- to-School Program to increase the number of people obtaining their GED.
- Review referral processes on a regular basis to ensure that referrals are occurring both ways, and that follow-up is effective in engaging customers.
- Work together to market the program so that communities are aware of services and enrollment increases.
- Continue to ensure distance learning is available throughout the region. This strategy is especially useful to those whose lack of transportation is a barrier to employment and/or education.
- *Mid-cycle Update:* The streamlined processes have been successfully supporting referrals between Michigan Works! and Adult Education services. These processes continue to be refined but are primarily effective and will continue to be utilized for the coming two years. In addition, PATH programs require that participants without a high school diploma must participate in adult education to achieve their diploma or equivalency.

Other Workforce Development Regional Strategies

Regional Strategy: Develop and Expand Sector Initiatives. While prior attempts to convene employers and other stakeholders within a sector have had limited success, the region will continue to work on developing and expanding sector initiatives. The planned approach at this time is to work with existing councils and associations, rather than trying to create a new group. Many of these councils are currently struggling with talent issues, and therefore the workforce development system's connection is both timely and necessary. The Michigan Works Northeast Consortium agency has reached out to the Talent Investment Agency's cluster staff to learn more about convening and connecting with employers using sector initiatives. Region 7B Employment and Training Consortium commissioned an analysis of cluster activities and potential development in 2014. Much of this analysis is still relevant and continues to provide direction for the agency. The two agencies will work together in the future to approach sector initiatives from a regional perspective.

- *Mid-cycle Update:* Sector initiatives are gaining momentum across the region. Both Michigan Works! agencies participate in several sector-based partnerships, including the Northeast Michigan Industrial Association (convened by Region 7B, with membership by MW!NC). Business Services staff participate in advisory groups for secondary and postsecondary programs. This strategy will continue to move forward in the coming two years.

Regional Strategy: Develop Career Pathways for in-demand industries. Working within the sector framework described above, the workforce development system in the region is committed to developing career pathways opportunities for in-demand industries. This work will result in clearly delineated stepping stones for obtaining credentials and employment in occupations within the sector, with upward mobility and portability. The system will emphasize use of the adult education services in the region to ensure basic academics are available to adequately support those starting out on a career pathway. This will be especially important to individuals with barriers to employment, who might otherwise miss out on career pathways opportunities.

- *Mid-cycle Update:* Adult education is an important component of career pathway development, and partnerships with these providers have improved in the last two years. In addition, Apprenticeship awareness has been improved, providing more opportunity for individuals to advance through milestones within their careers. Specifically, the GoingPro Apprenticeship Readiness grant used to partner with Kalitta Air provides a career pathway for six secondary career and technical education students. Partnerships with training providers continue to be strengthened through the CEACs, STTF,

and other initiatives. In addition to development of opportunities across the region, staff work individually with job seekers to customize a pathway that suits their unique goals.

Regional Strategy: Align business services between the two Michigan Works agencies. Work on this strategy has already begun, with the two teams of business services representatives working closely to serve employer customers whose labor pool covers both local areas. In addition, the two agencies have developed joint paperwork and documentation protocols for on-the-job training contracts. Future alignment may include paperwork for incumbent worker training and cooperative policy adjustments.

- *Mid-cycle Update:* Business services teams at the two Michigan Works agencies continue to work collaboratively in order to streamline support for local employers. Recently, the two groups conducted Talent Tours for manufacturing day in tandem, collectively serving hundreds of students across the region. They also work collectively with the ARAUCO facility, which recently opened in Grayling and continues its pursuit of skilled workers. The region partners with the Northwest region as well for recruitment activities. The two Michigan Works! agencies also partner to advance sector-based strategies, participating jointly in local associations.

The following items represent sets of strategies that are existing and ongoing, and are planned for expansion throughout the region.

Regional Education and Training Needs

Talent District Career Council (TDCC) is currently developing strategies to best utilize the educational resources within the region to serve all populations. An initial strategy that is being considered is a regional publication that will provide a comprehensive description of the career and technical education (CTE) opportunities available throughout all eleven counties. The goal is to streamline marketing and publications of the opportunities available so that high school students and other potential enrollees are well informed. The TDCC has representatives from local high schools, adult education, private sector, Career and Technical Education providers, community colleges, organized labor, Michigan Rehabilitation Services, parent and apprenticeship serving on the TDCC.

- *Mid-cycle Update:* The TDCC has been realigned to match the local workforce development boards, per state policy. The newly formed Career & Educational Advisory Councils (CEAC) are continuing the work of the previous regional TDCC. They assist the board with education-related planning, collaboration across a network of partners, and implementation of many of the strategies described in this plan.

Connecting the unemployed with work-based learning opportunities

Below is a description of a few work-based learning opportunities currently offered by the Michigan Works! agencies. Such programs are constantly changing and evolving as the needs of the marketplace change. Michigan Works! agencies work closely with employers and education providers to ensure that the region has many work-based learning opportunities available to those seeking to advance their skill level and career.

- Skilled Trades Training Funds (STTF) - The STTF provides competitive awards for employer responsive training that enhances talent, productivity, and employment retention while increasing the quality and competitiveness of Michigan's businesses. The STTF ensures the region's employers have the talent they need to compete and grow and individuals have the skills they need for in-demand jobs. Collaboration between the Michigan Works! agencies (MWAs), economic development, and educational partners is essential to achieving demand-driven training that addresses talent shortages hampering the growth of the region's industries.
- On the Job Training (OJT) is one of the key ways MW!NC and Region 7B are working to connect unemployed persons with work-based learning opportunities. Through the program, Michigan Works! provides companies financial reimbursement for the cost of training and supervising employees who, upon hire, have outdated or incomplete skill sets. The program is intended to give dislocated workers the updated skills they need to return to the workforce and to give employers the skilled employees

they need to sustain and grow their businesses. The Michigan Works! agencies have also worked to revise their process and paperwork, making it easier for the employer, regardless of county, to understand the OJT process.

- Kirtland Community College at M-Tec located in Gaylord offers a Mechatronics Program and works with local employers to design training needed to help build the skill level of their employees. COOR is offering Career Tech classes in conjunction with Kirtland Community College in addition to what is offered in the public schools.
Both Michigan Works! agencies offer video conferencing hardware and software which allow hiring managers to interact in real time with job seekers no matter the physical miles between them. If there is mutual interest after the first screening interview, additional interview times can be arranged.
- Regional Hiring Events are offered at NO CHARGE to the employer or the job seeker. Regional Hiring Events enable an employer to put names and faces together during face-to-face interviews. These events will take place throughout the months at our Service Center locations. Employers have their pick on which dates they would like to attend and which Service Center location they would like to attend.
- *Mid-cycle Update:* Several new initiatives have been implemented that advance this strategy, in addition to those listed above. These include the GoingPro Apprenticeship Readiness grant with Kalitta Air, mass hiring at ARAUCO, sector partnership development, increased On-the-Job Training activity, work-based training through the RESEA program, and more.

Regional Service Strategies Summary and Action Items

The need for expanded and enhanced regional collaboration was a common theme found throughout the research efforts conducted for the regional plan. All core service providers, MW!NC, and Region 7B noted that one-stop centers that offer a variety of services, and have core partners within the same offices, tend to be more successful than Michigan Works! centers without these additional support services. Adult Education specifically noted that the two one-stop centers in which they share office space with Region 7B in Iosco and Ogemaw counties and serve 100% more clients than the remaining counties combined.

In order to improve regional collaboration among core partners the following action items will be among the first steps to implementing some of the strategies identified above:

Action Item 1: Have collaborative meetings among core partners to discuss ways to improve service strategies, and to begin implementing many of the strategies identified in the sections above. This should include: Frontline staff, administrative staff, MRS, Bureau of Services for Blind Persons, MW!NC, Region 7B, all community colleges, and private sector representatives. Regularity of meetings will be decided upon by the group.

- *Mid-cycle Update:* Numerous partners are involved in projects and collaborative initiatives throughout the region, which creates a calendar packed with meetings. Many times, it's the same people in attendance. Therefore, the region is attempting to condense meetings and accomplish more while everyone is already convening. The RPI meetings have been scheduled to coincide with WDB and CEAC meetings. Many conversations related to the above occur at the RPI and CEAC meetings.

Action Item 2: Evaluate ways in which core program providers can be engaged in as many Michigan Works! Offices as possible either through shared office space or developing weekly or monthly office hours to have a presence.

- *Mid-cycle Update:* Memorandums of Understanding have been enacted, and are updated annually, with all required WIOA partners. Infrastructure Funding Agreements are prompting conversations

about increased use of the American Job Centers, improving access for customers to a wide variety of resources. Some partners are beginning to hold regular office hours in the centers.

Action Item 3: Where co-location does not exist, develop an agreed-upon manual and/or technology-based referral system between agencies.

- *Mid-cycle Update:* The MOUs developed with required WIOA partners have established formal referral mechanisms. MW!NC included an official referral form to be used by all partners.

Action Item 4: Develop a collaborative marketing strategy among core partners that streamlines marketing efforts to better reach clients.

- *Mid-cycle Update:* Several marketing activities have involved sharing of costs and branding among partners across the region. These include advertising campaigns with career and technical education programs at Bay-Arenac ISD and with adult education. Region 7B holds office hours at Mid-Michigan Community College and has partnered with them to advertise the availability of services. All partners across the region have improved efforts to share information on social media, helping each other to promote new programs and services.

Sector Initiatives

4. A description of plans for the development and implementation of, or the expansion of, sector initiatives for in-demand industry sectors or occupations for the region.

This section provides information and insights on existing and emerging in-demand industry sectors.

WIOA defines “in-demand industry” as: “An industry sector that has a substantial current or potential impact (including through jobs that lead to economic self-sufficiency and opportunities for advancement) on the state, regional, or local economy, as appropriate, and that contributes to the growth or stability of other supporting businesses, or the growth of other industry sectors.”

MW!NC and Region 7B maintain separate In-Demand Industry lists. Each agency’s list of sectors and related occupations are below.

Michigan Works! Northeast Consortium

The in-demand list for MW!NC was recently updated with board approval to reflect increases in demand for various technicians and law enforcement officer.

| Industry Sector | Occupation |
|------------------------|--|
| Health care | Home Health Aides Home and Personal Care Aides Nursing Assistants Nurses (LNP, RN, BSN) Emergency Medical Technicians and Paramedics Medical and Health Services Managers Medical Assistants Medical Secretaries Medical Billing and Records clerks and technicians Healthcare Technicians – (such as: pharmacy, radiologic, respiratory, surgical, cyto, lab, histo, others) Dental Hygienists Dental Assistants |

| | |
|--|--|
| Manufacturing | Technicians –(such as: engineering, electrical, mechanical, industrial, concrete, others) HVAC Engineers – various Machinists Welder, Cutter, Solderer, Brazer Team Assemblers Mechanics/Maintenance and Repair –(such as: heavy equipment, industrial machinery, electrical, others) PLC Operations Managers |
| Hospitality | Chef or Head Cook Managers |
| Business & Information Services | Human Services / Social Workers Accountants and Auditors Bookkeepers Marketing Sales Managers Secretaries Legal Assistants / Paralegal Computer Engineer – various Computer Support Specialist Computer Systems Analyst Network Systems Analyst Data Analyst Network/Computer Systems Administrator |
| Energy & Transportation | Mechanics / Technicians –(such as: marine, automotive, marine, outdoor power engine, heavy equipment, aircraft, others) Electrical Power Line Installer and Repair Truck Driver – CDL-A |
| Public Service | Corrections Officers Law Enforcement Officers-(such as: Conservation Officers, State Troopers) |
| Construction | Carpentry Drywall/Framer General Laborer Exterior/Interior Painters (commercial and residential) Roofing/Siding Road Construction Insulation workers Construction equipment operators |

Region 7B Michigan Works!

Based upon labor market information and program data, the following are Demand Occupations for Individual Training Accounts under the Workforce Innovation and Opportunity Act programs.

- Agricultural Management
- Architect
- Accounting
- Aeronautics
- Automotive Technicians (Service & Repair) Aviation Mechanics
- Business Administration
- Carpentry
- Certified Network Engineer
- Certified Nursing Assistant (CNA)
- Child Care Specialist
- Computer Aided Drafting
- CNC

- Computer Systems Analyst
- Computer Training/Software
- Concrete Technicians
- Construction Trades/Builder
- Dental Hygienist/Assistant
- Electrician
- Emergency Medical Technician
- Engineering
- Fire Science Technology
- GED Prep, (Diploma Track, H.S. Completion, Basic Skills, Credit Recovery)
- Health Diagnosing and Treating Practitioners
- Heating/Refrigeration/Air Conditioning
- Heavy Equipment Operator/ Mechanic
- Hospitality Management
- Human & Social Services
- Industrial Machinery Mechanic
- Industrial Technology Certificate
- Law Enforcement
- Logistics/ Truck Driving
- Machine Tool Operators & Technicians Machinist
- Manufacturing Processors
- Marine Mechanic
- Medical Assistant
- Medical Clerk
- Medical Coding/Billing
- Medical Lab Tech
- Medical Transcriptions Nursing (LPN/ RN)
- Occupational Therapist/Assistant
- Paralegal
- Paramedic
- Patient Care Tech
- Pharmacy Technician
- Phlebotomy
- Physical Therapy Assistant
- Plastics Technology
- Plumber
- Radiological Technology
- Registered Health Information Technologist
- Respiratory Therapist/Technician
- Sawyer
- Secretaries (Medical & Legal)
- Small Engine Repair
- Sonography
- Surgical Technician
- Teaching: Elementary and Secondary
- Utility Technician
- Welding

Plans for development and expansion of Sector Initiatives

Both Michigan Works! agencies, as well as educational institutions, have identified many in-demand industry sectors for the region. With so much growth in so many industries, it is not feasible to develop sector initiatives in all of them. Therefore, stakeholders in the 14 counties are currently working together to identify strategic sectors of focus, using data-driven analysis. One of the regional planning organizations in the region, Northeast Michigan Council of Governments, has contracted with an entity to develop a ten-year talent development strategy, which will review data, the climate of the region, and projected need. This analysis will result in recommended priority sectors. These sectors will be critical to the area's economy, have potential for development of career pathways, and will include engaged and willing partner employers.

- *Mid-cycle Update:* The 10-year Talent plan was developed and released in 2017. Its talent strategies align with this plan, and prioritize the following sectors: Local Food, Wood Products, Healthcare, Manufacturing, and Tourism. Recommendations in the plan include developing career pathways, expanding apprenticeships, and supporting existing sector initiatives and models. The East Michigan Council of Governments, lead agency for the Region 5 Regional Prosperity Initiative, also commissioned a plan that included a talent development strategy. Their Target Industry Analysis identified five sectors of focus for economic and workforce development: Higher Education and Research, Professional Services, Healthcare, Advanced Manufacturing, and Value-Added Agriculture and Food Processing.

The Business Solutions Professional model is one of the key components of developing and expanding cluster strategies. Business services staff across the 14 counties have been trained in the critical tools to develop comprehensive strategic partnerships and develop operational plans to focus on employer talent demands. By concentrating and aligning internal and external partner resources, efficiencies to address talent strategic solutions for implementing an employer demand-driven system may be developed. BSP partners work together to focus on and serve business. They overcome and reduce duplicative efforts and work outside of their silos by helping identify all appropriate local and regional partners to develop a business solutions plan by leveraging all resources to deliver positive solutions to assist employers. This process is instrumental in understanding employer's workforce challenges and identifies opportunities by diagnosing problems and designing solutions that integrate workforce and economic development, education and government assets to address pressing issues. This collaborative problem solving approach is imperative to implementing the cluster strategy.

In order to provide a framework to convene employers within a sector and to entice engagement, BSPs will offer the following general outline of a local industry group action plan. Engagement with stakeholders will reveal additional and relevant strategies. Facilitation of the sector group will result in prioritization of the multiple potential action items.

- 1) Recruitment – finding workers now
- 2) Training – offering training programs to meet labor market demand
- 3) Pipeline – building interest among youth and students so future worker demand will be met.

It is imperative to recognize that in a truly demand-driven system, employers within a given sector will provide direction to the workforce system in order to guide activities. When convened, members of a sector will make their needs known. Additional items of focus that may be brought forth from sector members will likely include development of career pathways, utilization of customized registered apprenticeships through the USDOL, talent attraction initiatives, and more.

Regional Collaboration and Outreach

MW!NC and Region 7B Business Services Representatives follow the demand driven model and work with employers within industry sectors such as manufacturing, information technology and healthcare, to develop in-depth expertise and identify common talent needs and trends. We maintain partnerships with regional economic development agencies and educational institutions to provide the most comprehensive solution to current and future employment demands. Through a variety of state and federal programs, we are able to provide a number of training options to help develop a strong, skilled and educated workforce. Outreach and Engagement activities may include but are not limited to:

- Utilize the Business Solutions Professional model to identify employer needs, develop and implement solutions, and follow-up to ensure employer satisfaction;
- Develop, coordinate, and facilitate Michigan Industry Cluster Approach (MICA) groups;
- Organize Talent Tours with local schools and employers for occupational awareness;
 - *Mid-cycle Update:* Both Michigan Works! agencies worked collaboratively to conduct Talent Tours for Manufacturing Day in 2017. A total of 259 students from 13 schools visited 13 different companies. This was the first focused, collaborative effort to celebrate Manufacturing Day in the Northeast region; it is being planned as an annual event.
- Invite employers to participate in Career Fairs, both virtually and locally;

o *Mid-Cycle Update:* This activity will expand in early 2019 when the region hosts its first MiCareerQuest. Planning for this effort will include a collaborative group of partners, including employers, Michigan Works! agencies, the CEACs, and the Regional Prosperity Initiative collaboratives.

- Conduct talent searches, utilizing a variety of sources, to assist employers in filling their job openings;
- Provide resume screening of job seekers to locate qualified applicants for posted positions;
- Schedule interview appointments for selected job seekers;
- Provide additional screening and testing of applicants as requested by the employer and as resources permit; and
- Provide instructions on how to access the Pure Michigan Talent Connect.

In addition to continual outreach among employers and sector groups, MW!NC and Region 7B are also collaborating with local high schools to get on the advisory boards for their Career and Tech Ed programs, local community colleges, EDC's, and Chambers. Working together to identify the challenges faced by employers, establishing training needs in our areas. Ogemaw EDC is currently working very closely with the Chamber of Commerce and Kirtland Community College to bring a new Agriculture program to West Branch and find grant funding for a daycare center. Region 7B also works with the Chambers to do many events to educate and recruit in all 13 counties (Business Expo is example and it averages 1200 attendees and 150 businesses in Ogemaw).

Existing Sector Partnerships and Foundations for Development of New Sector Partnerships

Northeast Michigan Industrial Association. This association was inactive until recent recognition of common needs for labor brought the group together again. Representatives from Michigan works agencies in the region are working with this group to focus on talent attraction, retention, and development. This partnership holds great potential for additional sector activities in the manufacturing cluster.

- *Mid-cycle Update:* Region 7B now serves as the convener of this group. Business services staff from both Michigan Works! agencies participate in the partnership. They work together to focus on identifying and addressing shared workforce needs.

Airtec Partnership The partnership between Region 7B and Airtec began in November of 2015. We have been working together on training individuals for a career in Aeronautics, specifically, Airframe Mechanics, an in demand employment sector. Region 7B provides recruiting, screening and classroom information and Airtecs provides the training, testing and placement at Kalitta when the coursework is complete. Region 7B also provides work based learning in the form of On the Job Training Contracts.

National Emergency Grant (SP NEG) – MW!NC area (Alcona, Alpena, Cheboygan, Crawford, Montmorency, Oscoda, Otsego, and Presque Isle counties) and the Michigan Works! Region 7B area (Arenac, Clare, Gladwin, Iosco, Ogemaw, Roscommon counties) work as regional partners to deliver these services. MW!NC serves as both the administrative agent and fiduciary for the 11 counties (Great Lakes Bay Michigan Works! serves as the fiduciary for Arenac, Clare, Gladwin) and service provider in 8 counties and Region 7B as the service provider in 6 counties.

The SP NEG plan and service delivery will support and align with a demand-driven system. Locally defined priority industries will be identified and appropriate services developed and provided based upon recommendations received from employers and other key partners.

Sector partnerships are fundamental to effective sector strategies, and the SP NEG is structured to enhance the opportunity to advance and complement the more integrated and comprehensive dislocated worker

services envisioned by the WIOA. The SP NEG are intended to provide new services and flexibilities that may be integrated with the WIOA.

Sector strategies are regional, industry-focused approaches to workforce and economic development that improve access to good jobs and increase job quality in ways that strengthen an industry's workforce.

Partnerships across growing and in-demand industries can support the ability of dislocated workers to translate their skills into careers in new sectors, identify the training they need to succeed in a new industry, and acquire the necessary skills for this transition. Sector-based approaches can provide businesses with the skilled workforce they need and dislocated workers with new skills, credentials, and careers where they can succeed.

The specific activities targeted by the SP NEG include regional sector planning and strategies, enhanced career services, and work-based training opportunities.

- *Mid-cycle Update:* The Sector Partnership NEG ended as of March 31, 2018. It resulted in training 151 participants in several in-demand industry sectors, including Healthcare and Manufacturing.

Private-Public Partnerships

- Composite Program through Kirtland Community College is being developed to fill need for training in composite materials for a large incoming manufacturer
- Kirtland Community College is also under construction for their new Health Sciences Center in Crawford County and partnering with the local hospital to provide training for their students.
 - *Mid-cycle Update:* The new center opened in 2017 and is equipped with state-of-the-art, high-tech medical technology equipment. Students are trained in the most current techniques utilizing the latest technology. In addition, the center has become a favorite spot for visits from CTE and high school programs.
- Ogemaw EDC Director chairs Ogemaw County Technology Planning Team as we work to improve broadband in the county. All service providers, schools, government officials, etc are a part of the team.
- Region 7B and Kirtland Community College are partnering with local high schools and potentially Ausable Valley Community Mental Health to launch the leadership academy which would address some of the issues employers are having.
- Region 7B and the Rifle River Prosperity Network, which is facilitated by Huron Pines.

Regional Partnerships

Michigan Works! operates within a demand driven workforce system, allowing for close partnerships and collaboration with businesses, Small Business Development Centers, Economic Development Corporations (EDC), education institutions, community organizations, local and state agencies in our region. These partnerships have been instrumental in meeting the demands of employers and specific sector needs, which has continually improved our local workforce.

MW!INC and Region 7B have successfully partnered in the delivery of both JD and SP NEG contracts. Through ongoing conversations with employers and our cluster groups, we collectively understand the labor supply issues in the region and continually develop strategies for people to acquire jobs and businesses to secure skilled workers.

Our Business Services team works in partnership with local EDCs, and Michigan Economic Development Corporation (MEDC). Regional teams have strong relationships with existing businesses, as well as having the initial contact with companies for expansion, relocation and potential new start-up.

Skilled Trades Training Funds (STTF)

The STTF provides competitive awards for employer responsive training that enhances talent, productivity, and employment retention while increasing the quality and competitiveness of Michigan's businesses. The STTF ensures the region's employers have the talent they need to compete and grow and individuals have the skills they need for in-demand jobs. Collaboration between the Michigan Works! agencies, economic development, and educational partners is essential to achieving demand-driven training that addresses talent shortages hampering the growth of the region's industries.

Key Partners of STTF endeavors are **Talent Investment Agency (TIA)**, Michigan Economic Development Corporation (MEDC), MWAs, Local Economic Development and Community colleges, other allowable training providers, and local businesses. Any of the partners can identify eligible businesses that have a documented need for recruitment and/or development of talent. However, final project approval lies with the **TIA**. Michigan Works! agencies are available to assist businesses with the application process.

The STTF is designed to create public-private partnerships with businesses to design training models that adapt in real time with changing employer demand. Training must be short-term (preferably three months or less) in duration and lead to a credential for a skill that is transferable and recognized by the industry.

Examples of planned trainings; Computerized Numeric Control (CNC) machine, ISO, CWI, various types of Lean training, crane operator, 3D software, electrical, furnace operation, LEAN manufacturing, Human Resource Training, etc.

- **Mid-cycle Update:** The STTF continues to be a highly competitive, highly desired funding source for employer-driven trainings. Michigan Works! fulfills the role of convener and strategist, supporting businesses with connections to educational entities and development of customized approaches for training new hires and upskilling incumbent workers.

Sector Initiatives Summary and Action Items

Michigan Works! agencies work closely with local employers in a variety of ways as described in this section. When asked what sectors are in highest demand our local boards identified Health Care, Hospitality Services, and Manufacturing. **In addition, both Michigan Works! agencies have identified high-growth industries based on LMI and local relationships.** The local boards have also noted that the most important strategy they would like to see improve is increasing the participation of the private sector. Based on the feedback provided by the local boards the following action items have been developed to improve sector initiatives over the next four years.

Action Item 1: Identify priority sectors that are significant contributors to the economy, have potential for career pathways, and include engaged employers.

- **Mid-cycle Update:** Both Michigan Works! agencies have updated their industries of focus, based on LMI data as well as local knowledge of employer needs. BSPs at both agencies continue to work with sector groups to support effective talent development strategies.

Action Item 2: Determine best practices of engaging private sector in regional planning. Reach out to employers and seek feedback on ways in which they would prefer to be involved.

- **Mid-cycle Update:** Local employers are represented in the regional planning process by the business services team. They are also engaged at the WDB and CEAC levels. Additional engagement is needed, and may be achieved through employer forums and/or focus groups. The Regional Prosperity Initiative collaboratives are also seeking ways to increase employer involvement, so a collaborative strategy should be developed.

Action Item 3: Develop clusters and engage each cluster group in continual review of employer needs and training needs.

- *Mid-cycle Update:* The region’s business services teams, as well as the CEACs, continue to work collectively with existing cluster groups, rather than develop new groups. However, should employers express interest in convening a new partnership, development would occur as a collaborative effort.

Action Item 4: Focus on increasing training and other programs geared towards the top sectors identified by item 1 above.

- *Mid-cycle Update:* Much of this action item has been carried out through the Sector Partnerships National Emergency Grant, where training was a primary activity. In addition, sectors have been engaged through STTF and Apprenticeship programming.

Administrative Cost Arrangements

5. A description of any administrative cost arrangements that currently exist or that will be established within the region, including the pooling of funds for administrative costs, as appropriate.

Current administrative cost arrangements in the region include:

- a. The Ogemaw County Economic Development Director and Region 7B Ogemaw County Business Representative is a shared position. Each entity shares the cost of the staff position
 - o *Mid-Cycle Update:* Roscommon County Economic *Development* Director and Region 7B Roscommon County Business Representative is a shared position, as of April 1, 2018.
- b. Several Michigan Works! County offices offer rental space for other agencies in the region. In some cases, there is an agreement with the other agency of shared responsibility when assisting clients.
- c. Michigan Works! agencies one-stop centers receive rent from other agencies to help cover the costs of building and utilities. United Way is located in Roscommon’s Michigan Works! office, IRESA is in Ogemaw and Iosco offices, and Veteran Services is in Ogemaw.
 - o *Mid-Cycle Update:* Infrastructure Funding Agreements are in development and will be finalized by June 30. The Region 7B Michigan Works! agency pays NEMC infrastructure costs based on IFA methodology for its use of their centers in providing Offender Success services. In addition, the two agencies are sharing costs for revisions and updating of this regional plan.

Additional cost arrangements include more informal sharing of resources. For example, in Michigan Works! Offices that have adult education and other support agencies all staff members assist in determining how to best help each client.

MW!NC is currently working with IRESA to determine which Michigan Works! offices might be able to accommodate Adult Education. Adult Education programs have greater participation when they are located with **American Job Centers** and the hope is to expand this partnership in as many locations as possible throughout the region.

- *Mid-cycle Update:* Adult education programs are co-located in all but two MWA offices throughout the region. IRESA serves as the fiduciary, but individual service providers deliver services across the region.

Administrative Cost Sharing Summary and Action Items:

Currently there are only a few examples of administrative cost sharing as described above. The Michigan

Works! agencies work together to one certain grants when a sharing of funds is necessary. In those instances, one local agency will be the fiduciary of the grant and then provide administrative funds to the other local agency. In order to continually evaluate and improve cost sharing initiatives the following action items have been developed:

Action Item 1: Develop a routine system to evaluate cost sharing arrangements at least once a year

- *Mid-cycle Update:* The Michigan Works! agencies have developed Infrastructure Cost Agreements with partners who are co-located and who are deemed to have relative benefit related to the American job Centers. This methodology and cost sharing arrangement will be evaluated once per year.

Action Item 2: Collaborate on regional efforts for training & recruiting

- *Mid-cycle Update:* The two Michigan Works agencies often collaborate and will continue to do so. Many recruitment activities, including hiring events, talent tours, and career expos, are implemented collaboratively. Also, they consistently look for opportunities to collaborate on training activities, where appropriate. This includes staff training; for instance, the two agencies conducted training in the Trade Act programs for frontline staff.

Transportation and Other Supportive Services

6. A description of how transportation and other supportive services, as appropriate, currently are coordinated or will be coordinated within the region.

Transportation

Access to public transportation is a significant area of growth for the 14 counties. As a rural community it is difficult to operate affordable and efficient public transportation. MW!NC and Michigan Works! Region 7B participated in a workgroup to assist the Michigan Department of Transportation in creating a regional strategy to improve transportation services. A result of the workgroup was a comprehensive review of the region's current services, weaknesses, and opportunities for improvement. This section will review some of the findings that the report presents.

Michigan 2-1-1 is a free, confidential service that provides information and referral to transportation services, health and human services, community preparedness, and crisis information. A program of the Michigan Association of United Ways (MAUW), Michigan 2-1-1 works with eight regional 2-1-1 providers on a shared/common delivery platform to connect Michiganders with over 7,800 agencies offering over 29,000 services across the State. With funding from a Veterans Transit Community Living Initiative (VTCLI) grant through the Federal Transit Administration (FTA), Michigan 2-1-1 and their partners are developing the joint capacity to provide One-Call/One-Click service to Michigan residents to assist with individual trip planning and to address transportation barriers limiting opportunities for employment, health care, recreation and other personal needs. The VTCLI grant, supplemented with state and federal funding administered by the Michigan Department of Transportation's (MDOT) Office of Passenger Transportation, involved a statewide transit study to identify regional gaps in mobility, particularly for people with limited transportation options such as veterans, older adults, individuals with disabilities, and people with lower incomes. The study also involved identifying actions that can be taken by local transportation providers and Michigan 2-1-1 to increase regional mobility.

The result of the statewide transit study is coordinated mobility plans based geographically on the Governor's Prosperity Initiative. Below is a review of the Coordinated Mobility Plan for Prosperity Region 3 that includes Alcona, Alpena, Cheboygan, Crawford, Iosco, Montmorency, Ogemaw, Oscoda, Otsego, Presque Isle, and Roscommon Counties.

Common themes identified in the coordinated plans include a need for more transportation, increased hours, increased number of service areas, services for older adults and people with low incomes, and transportation to employment and healthcare. Below are some of the main points found within the plan:

- Regional stakeholders noted that providing cross county transportation can be challenging. There is a need to determine barriers and work through the invisible boundaries of county lines to provide expanded regional services.
- Greater regional services are especially needed to fill gaps that exist due to the distance between where services are operated and the destinations where residents need to access.
- There is a need for more transportation services to employment opportunities and education facilities, especially in rural areas of the region.
- In particular, veterans and low income populations in the rural areas need more travel options to employment sites, as many of these positions require people to work night shifts and weekends.
- There is a need for transportation for low income families that want to come to the University Center Gaylord to get degrees but lack transportation.
- There is need for transportation services that meet a wide range of travel needs. Regional stakeholders noted that there is a major difference between transportation services needed by older adults to access doctor appointment that are between 9:00 a.m. and 5:00 p.m., and work shifts that can begin much earlier and end much later in the day.
- The unpredictable nature of dial-a-ride services is not always suited for employment trips. There is need for transportation services are that more employment focused. Possible solutions include employment transportation that is coordinated with employers to schedule people from the same area on the same shifts, and to work with employers to facilitate transit or carpooling options.
- Expanded transportation services for dialysis treatments are needed, especially with the opening of a new center in Roscommon County.
- Costs for available transportation services are often cost prohibitive for people with lower incomes who do not qualify for Medicaid-funded services.
- There is need to work with hospitals in the region to educate them on available transportation services. This effort would help to reduce occurrences of patients getting discharged late at night when no services are available. Scheduling on demand service/dial-a-ride services is a challenge.
- There is a need to consider more scheduled services where appropriate and feasible.
- Overall there is need for expanded services that operate longer hours. At times people have to wait hours for a pickup to go home after a medical appointment. There is need to identify options that could help fill this gap. South Branch was noted as one of these destinations.

While many of transportation issues in the region are interrelated, the proposed strategies, activities and projects that were considered by regional stakeholders addressed the following overall goals:

- Maintain existing transportation services
- Expand and improve local transit services
- Expand regional transit services
- Improve coordination of public, private, and human services transportation
- Ensure customers and community service providers are aware of existing transportation services
- Consider a variety of transportation services to expand transportation services
- Secure additional funding to provide expanded transportation services in the region

The report also prioritizes strategies developed throughout the planning process. Stakeholders who attended the work session completed a survey to assist in the prioritization. The high priority strategies include:

- Advocate for Additional Funding to Support Public Transit and Human Service Transportation
- Develop Additional Partnerships and Identify New Funding Sources to Support Public-Transit and Human-Service Transportation

- Continue to Support Capital Projects that are Planned, Designed, and Carried Out to Meet Identified Needs
- Continue to Support Services that are Effectively Meeting Identified Transportation Needs in the Region
- Improve Coordination of Services among Providers through Mobility Management Activities
- *Mid-cycle Update:* Transportation continues to be one of the most significant barriers to employment for workers in the region. Michigan Works! is able to provide assistance through supportive services, and many core partners also provide this type of assistance. However, a systemic, viable solution to this problem remains to be developed. The Regional Prosperity Initiatives (Regions 3 and 5) are working to advance strategies that will address this issue.

Other Supportive Services

While transportation is often a primary barrier, it is only one of many potential barriers that customers of the system may encounter. Some of these other barriers may include, but are not limited to, lack of quality and available childcare; physical, mental or emotional disabilities; lack of soft skills; poverty that results in limited or substandard food supply, housing, clothing, and medical care; domestic violence; and many more.

In order to ensure that customers of the system have access to supportive services that address these barriers, frontline staff must be knowledgeable of the resources in their local areas. Both Michigan Works! agencies require, via local policy, that frontline staff research other service providers to determine availability of supportive services prior to accessing workforce funds. Resources are provided by partners throughout the region. These partners include, but are not limited to: Salvation Army, Department of Health and Human Services, Goodwill, Community Action Agency, MRS, United Way, food pantries, churches, and more.

- *Mid-Cycle Update:* Both MWAs are participating in a statewide workgroup to review and potentially revise supportive services policies for PATH participants. This may influence supportive services options for WIOA participants as well.

Additional Regional Supportive Services Strategies

The counties in the region have a wealth of organizations that provide a wide variety of supportive services, most of whom work with the MW!NC and Region 7B and their service centers. Both agencies work with many of these supportive services providers to provide subsidies to qualified participants and referrals to all participants.

Coordination of supportive services can and should be enhanced to better serve customers of the workforce system. MW!NC and Region 7B are working with their respective participants and network of providers through human services collaborative councils. Most counties have the 211 information and referral service available. However, all workforce system stakeholders should be both knowledgeable and connected to the resources available. This will not only prevent duplication but also identify gaps. Moving forward, the many partners in the 14-county region will explore opportunities to coordinate these services. This may include creating and keeping up-to-date a regional online directories and advisories of available supportive services in the region.

Transportation and Support Services Summary and Action Items

Transportation is one of the most important issues facing the 14-county region. As a rural area, there are significant barriers that workers have to overcome to be successful, and having reliable transportation is one

of the keys to success. Public transportation is offered on a very limited basis within most of our communities. Realistic goals and expectations need to be discussed further by the region to determine strategies to improve transportation services.

Other supportive services are available to address barriers to employment and education, but enhanced coordination of services would be beneficial to all parties.

The following action items have been developed to improve transportation and other supportive services for the region:

Action Item 1: Future work sessions with all core partners and community stakeholders involved in transportation services will be a critical step towards accomplishing the above-mentioned tasks. This group will need to review the transportation plan and determine which tasks are most feasible to begin working on throughout the next four-years.

- *Mid-cycle Update:* Transportation services and system-based solutions are discussed at both Regional Prosperity Initiative collaboratives. These groups involve many core partners and community stakeholders, ensuring that multiple perspectives are represented.

Action Item 2: Develop a transportation team to take the recommendations from core partners and work towards the determined goals.

- *Mid-cycle Update:* The RPI groups serve as this transportation “team,” collecting input from partners, identifying goals, and developing solutions.

Action Item 3: Working with respective participants and network of providers for multiple supportive services, the Michigan Works! agencies and their partners will explore opportunities to coordinate these services. This may include exploring joint procurement and creating regional online directories and advisories of available supportive services in the region.

- *Mid-cycle Update:* Identifying and address needs that prevent successful employment occurs at local human services councils. These groups of partners discuss supportive services, referrals, and streamlining of communication across programs. Many of these same partners have MOUs with the Michigan Works! agencies and participate in referral systems for mutual clients. In addition, the entire region is served by the 211 service, which was recently upgraded for enhanced connection to the MDHHS MiBridges system.

Coordinated Workforce Development Services

7. A description of how workforce development services currently are, or could be coordinated with economic development services and providers within the region, and a description of the strategies that have been or will be established to enhance service delivery as a result of the coordinated regional analysis of services.

In 2014, Governor Snyder developed the Regional Prosperity Initiative, which encouraged regions to coordinate services regionally and improve collaboration among various state and local agencies, businesses, and education sectors. Through Region 3’s RPI Collaborative efforts over the past two years, regional planning and collaboration has increased significantly. MW!NC and Michigan Works! Region 7B are core partners of the RPI collaborative and are working to ensure that workforce development services are not being duplicated and more collaboration is taking place among all partners, including economic development service providers.

- *Mid-cycle Update:* Both Michigan Works! agencies continue to participate in the Region 3 RPI collaborative. Activities include coordinated Talent Tours for manufacturing day, planning for a

MiCareerQuest event in early 2019, college access initiatives, and talent attraction strategies. Region 7B also participates in the Region 5 RPI collaborative. Activities in this group include economic development and regional marketing initiatives, as well as support for entrepreneurship and innovation.

By developing positive and cooperative relationships with state agencies such as the Unemployment Insurance Agency, DHHS, MRS, the Bureau of Services for Blind Persons, local school districts, community colleges, and others, we can better serve our business customers and job seekers through unduplicated, coordinated services. By establishing common practices, we can assure that our business customers as well as job seekers will have consistent quality of service, no matter where they enter the system.

Current economic development organizations engaged in regional planning

Regional planning activities occur on an ongoing basis between both Michigan Works agencies and with new and long-term partners. Many partners are engaged in one or both of the Regional Prosperity Initiative planning efforts (Regions 3 and 5). Some of the counties in the WIOA region do not have professional staff working on economic development, and the RPI collaboratives is one step towards lessening the gaps on services. Michigan Works representatives have been and will continue to be part of this planning process.

Economic development organizations involved in regional planning include:

1. MEDC
2. Otsego County Economic Alliance
3. Northern Lakes Economic Alliance
4. Crawford County Economic Development Partnership
5. Ogemaw County
6. Roscommon County
7. Alpena County

Region 7B meets at least quarterly with the MEDC and monthly with the local EDC organizations in Roscommon and Iosco. Region 7B Business Solutions Professional staff provide economic development services in Arenac, Clare, Gladwin and Ogemaw counties. MW!NC has monthly meetings with the local EDC professionals and MEDC representative in the region.

- *Mid-Cycle Update:* Region 7B Business Solutions staff now also provide economic development services in Roscommon County.

The region's strategy for enhancing services with existing economic development organizations involves ongoing participation in the Regional Prosperity Initiative and its subcommittees. The group recently developed a strategy for reducing duplication by combining the RPI Collaborative group with the regional Collaborative Development Council (CDC). The region has determined, through analysis of the effectiveness of RPI, that continued collaboration on a regional planning and administrative level is necessary for successful connections with economic development.

Retention Visits

Michigan Works! agencies coordinate retention visits with the local MEDC Business Development Manager, and involve local economic development agencies. Retention visits offer an opportunity for collaborative problem solving on behalf of specific businesses. These visits provide tremendous benefit the company, including information about available programs and services, access to potential incentives and grants, and connections to multiple service providers. The partner agencies learn more about the company, identify challenges and potential solutions, and work together to bring viable resources in support of the company. Most importantly, the collaborative relationship building that occurs among the partner entities and the company is vital to quality service and effective communication. Retention visits are a critical strategy for

coordination with economic development in the region.

Sector Strategies

As identified in multiple previous sections, the 14-county region intends to identify, develop, and/or expand sector initiatives as a means to improving talent development services. Sector strategies involve a multitude of partners that have a stake in ensuring adequate business opportunity and growth. The partnerships would not be completed without representation from economic development entities. The region will ensure involvement of economic development partners when establishing sector partnerships involvement at all levels, but especially during initial engagement and planning, will be an effective means of coordinating workforce development activities with economic development programming.

Education and training providers involved with economic development

The 14-county region is home to four community colleges: Kirtland Community College, Mid-Michigan Community College, North Central Michigan College (NCMC), and Alpena Community College (ACC). The University Center in Gaylord also houses Kirtland Community College at M-Tec. Students can also earn bachelor degrees from Lake Superior State University, Michigan State University, Madonna University, Northwood University, and Spring Arbor University. Each of the community colleges are involved in economic development in various ways. They all work closely with local employers to develop trainings as needed and have constant dialogue about the skills that are needed in the workplace.

The region's strategy for engaging education and training providers with economic development is to work through the **Career & Educational Advisory Councils (CEAC)**. The **CEACs** are in the process of developing strategies to better collaborate in regards to promotions and coordination of Career and Technical Education programs throughout the region. This activity should and will involve economic development entities. In addition, economic development entities are looking at strategies to assist local businesses with talent attraction. Educational institutions have a vested interest in supporting this effort, due to their declining enrollment. The **CEACs** provide a viable forum for collaboratively tackling these issues.

Coordinating with Economic Development Summary and Action Items

Collaboration with local EDCs has been occurring throughout the region through monthly or quarterly meetings. Additionally, each Michigan Works! Agency works with MEDC to coordinate retention visits so there is no duplication and visits can be streamlined to cause as little disturbance as possible. The development of the Regional Prosperity Initiative has also allowed for great collaboration with the EDCs. The EDCs are currently able to offer grants to communities that do not have professional economic development staff to receive assistance with a project or service they need. A representative from MW!NC sits on that committee with the EDCs to evaluate applications and make recommendations for projects in the region. In order to continue collaboration and expand efforts to work with the EDCs the following action items have been established.

Action Item 1: MW!NC Business Service Coordinator and Region 7B will continue to work regularly with region's EDCs and MEDC to develop and maintain strong partnerships, including ensuring participation of economic development entities in sector-based strategies and initiatives.

- **Mid-cycle Update:** This strategy has proven to be effective and will continue to be utilized in the coming two years.

Action Item 2: MW!NC and Region 7B will collaborate on developing joint work-based training policies, and others as needed, in effort to align service strategies, and ease the process for employers in the region.

- **Mid-cycle Update:** Several procedures have been aligned between the two agencies, providing a streamlined process for local employers who may work with in both areas. The forms that employers

must complete to receive services have been aligned as well, and the OJT and Incumbent Worker Training policies are very similar.

Action Item 3: Continue and expand participation in the combined Regional Prosperity Initiative/Collaborative Development Council. Use this group as a forum for tackling local workforce development issues, such as talent attraction.

- *Mid-cycle Update:* Both Michigan Works! agencies and numerous workforce partners participate in the RPIs. Talent-oriented activities are coordinated with WDBs and CEACs.

Action Item 4: Utilize the CEACs to connect educational institutions and economic development entities.

- *Mid-cycle Update:* CEACs have been formed and have begun meeting within their respective areas. They will continue to collaborate where regional activities are appropriate.

Action Item 5: Ensure continuation of retention visits, engaging Michigan Works, MEDC, and local economic development partners with specific companies.

- *Mid-cycle Update:* Ongoing relationship-building with economic development entities occurs across the region. Improved communication and collaboration results in streamlined and more effective services to businesses.

Performance Accountability Measures

Section 8. A description of how the region will collectively negotiate and reach agreement with the Governor on local levels of performance for, and report on, the performance accountability measures described in the WIOA Section 116(c), for the local areas or the planning region.

The two Michigan Works! agencies negotiate local performance individually with the State of Michigan Talent Investment Agency. Although their performance measure may vary, both agencies are very cognizant of the need to collaborate, and respect the impact of achieving performance on the entire region.