TALENT

Workforce Development, Retention & Attraction
I. REGIONAL WORKFORCE DEVELOPMENT AGENCY: MICHIGAN WORKS!

A. Introduction

Workforce development – labor exchange in Michigan’s Prosperity Region 3 is led by two Michigan Works! Agencies. Michigan Works! Northeast covers Cheboygan, Presque Isle, Otsego, Montmorency, Alpena, Crawford, Oscoda and Alcona counties. The other Michigan Works! Agency is known as Region 7B Michigan Works! and covers the following six (6) counties: Roscommon, Ogemaw, Iosco, Claire, Gladwin and Arenac. It is important to note however that the Prosperity Region 3 blends only Roscommon, Ogemaw and Iosco counties into its eleven (11) county configuration (see map below).
B. Background
As background information, Michigan Works! Agencies are one of Michigan’s most comprehensive and accessible, free resources for those seeking employment. Services range from evaluation of a job seeker's employment strengths and skills, to creating or updating one's resume, to locating employment opportunities locally or across the State. This is accomplished via:

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

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

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

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

As a final point of reference, it is important to understand that because each Michigan Works! Agency is led by a local board (a list of members can be found at www.nemcworks.org and www.michworks4u.org) comprised of business and community leaders, separate, special and/or customized employer/job seeker services may be available in certain counties.
Locations /Contacts
Listed below are the locations and contact information for the Prosperity Region 3 Michigan Works! Agencies and applicable One Stop Service Centers:

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

**MICHIGAN WORKS!**
**REGION 7B CONSORTIUM**
402 North First Street
Harrison, MI 48625
p. (898) 539-2173
f. (898) 539-0127
e. reg7b@michworks4u.org
[http://www.michworks4u.org](http://www.michworks4u.org)

**Northeast One Stop Service Centers:**

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

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

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

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

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

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

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

In an effort to effectively report the individual and collaborative support for Prosperity Region 3 goals:

- Increase Employment
- Reduce Unemployment
- Reduce Poverty
- Increase Population

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

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

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

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

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

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

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

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

**D. Conclusions**

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

- Ensuring more training dollars come to the Region, thereby improving trainee skills, increasing employment and reducing unemployment
- Improving Michigan Works! Agency effectiveness thereby allowing more dollars to be directed to worker recruitment, business expansion efforts and specialized training
- Display a more progressive, advanced business/community image for Region 3
- Offering a working example of organizational continuous improvement
- Promoting Region 3 as a talent attraction and talent retention State area
<table>
<thead>
<tr>
<th></th>
<th>1.29%</th>
<th>2.7%</th>
<th>7.6%</th>
<th>3.1%</th>
</tr>
</thead>
<tbody>
<tr>
<td>% of Regional TTD Target</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>% of Regional TTD Target</td>
<td>112%</td>
<td>5.8%</td>
<td>3.7%</td>
<td></td>
</tr>
<tr>
<td>% of Regional TTD Target</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>% of Regional TTD Target</td>
<td>188.8%</td>
<td>0.0%</td>
<td>100%</td>
<td></td>
</tr>
<tr>
<td>% of Regional TTD Target</td>
<td>0.0%</td>
<td>100%</td>
<td></td>
<td></td>
</tr>
<tr>
<td>% of Regional TTD Target</td>
<td>0.0%</td>
<td>100%</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

**Legend:**
- Green: Achieved
- Yellow: No Change
- Red: Not Achieved

**Notes:**
- Trend: Increase
- Source: Data from [Source]
- Baseline: [Baseline Data]
II. POST-SECONDARY EDUCATION NETWORK: COLLEGES

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

- Northwood University
- Spring Arbor University
- Lake Superior State University
- Madonna University
- Michigan State University
- Eastern Michigan University

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

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

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

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

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

Fall 2013 enrollment: 1652.
**Kirtland Community College (KCC)**

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

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

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

Fall 2013 enrollment: 1999.

**Mid Michigan Community College**

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

Fall 2013 enrollment: 4624.

**North Central MI College (NCMC)**

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

Fall 2013 enrollment: 2790.

**Industrial Arts Institute**

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

**University Center & Kirtland Gaylord M-Tech Center**

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

Bachelor of Arts Degrees
- Education
- Family Life

Bachelor of Business Degrees
- Entrepreneurship
- Management
- Hospitality Management
- Organizational Management

Bachelor of Science
- Criminal Justice
- Nursing-RN to BSN
- Business Administration-Management
- Organizational Management

Bachelor & Master of Social Work

Master Degrees
- Counseling
- Business Administration
- Education
- Social Work

Doctorate in Educational Leadership

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

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

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

<table>
<thead>
<tr>
<th>Credential</th>
<th>Management</th>
<th>Health Care</th>
<th>Education</th>
<th>Business</th>
<th>Manufacturing</th>
</tr>
</thead>
<tbody>
<tr>
<td>Customized</td>
<td>x</td>
<td>x</td>
<td></td>
<td>x</td>
<td>x</td>
</tr>
<tr>
<td>Certificate</td>
<td>x</td>
<td>x</td>
<td></td>
<td>x</td>
<td>x</td>
</tr>
<tr>
<td>Associate</td>
<td>x</td>
<td>x</td>
<td>x</td>
<td>x</td>
<td>x</td>
</tr>
<tr>
<td>Bachelor</td>
<td>x</td>
<td>x</td>
<td>x</td>
<td>x</td>
<td>x</td>
</tr>
<tr>
<td>Master’s</td>
<td>x</td>
<td>x</td>
<td>x</td>
<td>x</td>
<td>x</td>
</tr>
<tr>
<td>Doctorate</td>
<td></td>
<td></td>
<td></td>
<td>x</td>
<td>x</td>
</tr>
</tbody>
</table>

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

**Locations/Contacts**

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

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

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

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

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

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

Kirtland M-Tech –Gaylord  
60 Livingston Blvd  
Gaylord, MI 49735  
(989) 705-3600  
http://www.kirtland.edu/mtec
D. Priorities
In an effort to effectively report the individual and collaborative support for Prosperity Region 3 goals:
- Increase Employment
- Reduce Unemployment
- Reduce Poverty
- Increase Population
this segment of the Plan will focus on the priority actions to be undertaken by the Regions post-secondary education/college entities.

First and possibly most critical would be the formation of a Northeast Michigan Collegiate Network Group. This action is also supported in the Northeast Michigan Council of Governments – Comprehensive Economic Development Strategy (CEDS) document. The formation of a Prosperity Region 3 Collegiate Network Group would establish a foundation body that would be separate from all other groups and would create:
- A collaborative approach to determine what educational opportunities would be most beneficial to the Region.
- A focus on the Northeast Michigan business customer and student candidates
- A vehicle for cost-sharing and cooperative marketing
- A standard bi-annual opportunity to share trends, available assets, etc.

A second action which also centers on the unified approach to enhancing post-secondary education opportunities in Prosperity Region 3, would be the development and quarterly mailing/emailing of a “WHAT DO YOU WANT?” news piece to area employers. The WHAT DO YOU WANT? news piece would go to all employers – public, private and private non-profit. The goal of this action would be to:
- Keep fresh the intent of continuous improvement among Regional post-secondary educational institutions.
- Establish a progressive “habit” of always asking the “WHAT DO YOU WANT?” question, thereby requiring all employment sectors to think forward.
- Build a two-way communication process between employers and the Collegiate Network Group that could react within 90 days to training/learning requests.
- Share with area high schools the regional design for identifying and supplying lifelong learning opportunities.

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

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

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

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

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

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

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

- Prepping adults to pass the GED as the primary focus sometimes misses the target; GED prep leading directly into apprenticeship training and a job could extend resources and provide better outcomes for adult learners.
- Best practice should build in assessment for prior experience on behalf of adult learners.
- Better alignment of Adult Education and community college workforce development opportunities would benefit all stakeholders.
- Funding accountability measures based on attendance and seat time often do not accurately reflect successful outcomes of adults seeking literacy or GED services. Additional funding to enhance career guidance and counseling activities, upgrade the skills and competencies of providers, and improve the transition of learners from adult education to the workforce would be beneficial best practices.

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

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

Cons
- Extra “layer of government” via regional fiscal agent
- Increase in performance-based payment percentage
- Weaknesses in testing a student’s progress (or lack of)
- Challenges caused by variances in 107A funding verses WIA Title II funding regulations

**Locations/Contacts**

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

### Alcona County

<table>
<thead>
<tr>
<th>Provider</th>
<th>Site</th>
<th>Services</th>
<th>Ph.</th>
</tr>
</thead>
<tbody>
<tr>
<td>Alpena Public Schools</td>
<td>Alcona High School</td>
<td>HSC/GED</td>
<td>(989) 736-8534</td>
</tr>
<tr>
<td></td>
<td>51 N. Barlow Rd.</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Lincoln, MI 48742</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Alpena County READ</td>
<td>Alcona County Public Library</td>
<td>Adult Literacy</td>
<td>(989) 356-6188 x15</td>
</tr>
<tr>
<td></td>
<td>211 N. First Ave</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Alpena, MI 49707</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Provider: Alpena Public Schools</td>
<td>Site: ACES Academy</td>
<td>Adult Literacy</td>
<td>(989) 358-5170</td>
</tr>
<tr>
<td></td>
<td>700 Pinecrest St.</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Alpena, MI 49707</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Provider: Alpena Public Schools</td>
<td>Services: Adult Literacy</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>HSC/GED</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Ph. (989) 736-8534</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

### Alpena County

<table>
<thead>
<tr>
<th>Provider: Alpena Public Schools</th>
<th>Site: ACES Academy</th>
<th>Services: Adult Literacy</th>
<th>Ph. (989) 358-5170</th>
</tr>
</thead>
<tbody>
<tr>
<td>Site: Alpena County Public Library</td>
<td>700 Pinecrest St.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Alpena, MI 49707</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Provider: Alpena Public Schools</td>
<td>Site: ACES Academy</td>
<td>Services: Adult Literacy</td>
<td>Ph. (989) 358-5170</td>
</tr>
<tr>
<td>Site: Alpena County Public Library</td>
<td>Site: ACES Academy</td>
<td></td>
<td></td>
</tr>
<tr>
<td>211 N. First Ave</td>
<td>700 Pinecrest St.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Alpena, MI 49707</td>
<td>Alpena, MI 49707</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Provider: Alpena Public Schools</td>
<td>Site: ACES Academy</td>
<td>Services: Adult Literacy</td>
<td>Ph. (989) 358-5170</td>
</tr>
<tr>
<td>Site: Alpena County Public Library</td>
<td>Site: ACES Academy</td>
<td></td>
<td></td>
</tr>
<tr>
<td>211 N. First Ave</td>
<td>700 Pinecrest St.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Alpena, MI 49707</td>
<td>Alpena, MI 49707</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

### Cheboygan

<table>
<thead>
<tr>
<th>Provider: Alpena Public Schools</th>
<th>Site: Cheboygan Alternative High School</th>
<th>Services: HSC/GED</th>
<th>Ph. (231) 627-4436</th>
</tr>
</thead>
<tbody>
<tr>
<td>Site: Cheboygan Alternative High School</td>
<td>504 Division St.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Cheboygan, MI 49721</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Provider: Alpena Public Schools</td>
<td>Site: Cheboygan Public Library</td>
<td>Services: Adult Literacy</td>
<td>Ph. (231) 627-9139</td>
</tr>
<tr>
<td>Site: Cheboygan Public Library</td>
<td>103 S. Ball St.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Cheboygan, MI 48720</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

### Crawford County

<table>
<thead>
<tr>
<th>Provider: Crawford County</th>
<th>Site: Crawford AuSable Literacy Network</th>
<th>Services: Adult Literacy</th>
<th>Ph. (989) 344-3535</th>
</tr>
</thead>
<tbody>
<tr>
<td>Site: Crawford AuSable Literacy Network</td>
<td>403 Michigan Ave.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Grayling, MI 49738</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

### Iosco County

<table>
<thead>
<tr>
<th>Provider: Iosco County</th>
<th>Site: Iosco RIESA</th>
<th>Services: Adult Literacy</th>
<th>Ph. (989) 362-3006 x 163</th>
</tr>
</thead>
<tbody>
<tr>
<td>Site: Iosco RIESA</td>
<td>27 N. Rempert Rd.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Tawas City, MI 48763</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
**Montmorency County**
Provider: Alpena Public Schools
Site: Atlanta MIWorks!
Elkland Center 12519 State St.
Atlanta, MI 49709
Services: HSC/GED
Ph. (989) 758-4054

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

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

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

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

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

**C. Priorities**
In an effort to effectively report the individual and collaborative support for Prosperity Region 3 goals:
- Increase Employment
- Reduce Unemployment
- Reduce Poverty
- Increase Population
this segment of the Plan will focus on the priority actions to be undertaken by the Adult Basic Education Service Providers.

The first priority action for the Adult Basic Education partners will be to complete the formation of a Prosperity Region 3 Education Advisory Group (EAG). The Region 3 EAG would be original in cooperation with the Region 7B and Northeast Michigan Works! Agencies. Membership on the EAG would be targeted to those directly involved in ABE service provision and volunteer area employers. The goal of this action would be to:
- Exclusively prioritize those Prosperity Region 3 residents in need of basic learning assistance and thereby improve their employability capacities.
- Streamline and improve the public awareness of regionally available ABE services.
- Establish a common eleven (11) county “voice” for those in need of ABE service to better express the size and diversity of the need.
- Employ a fair methodology for ABE fund distribution, but also create a process which will most effectively follow-the-need within the Region.
- Position the Prosperity Region 3 EAG to represent a larger target of ABE need when seeking additional grant funding.

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

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

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

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

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

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

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

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

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

The strengths, weaknesses, and opportunities of Region 3 talent are outlined below:

Strengths
- Strong occupational programs across the region with ongoing employer support through participation in Advisory meetings, donation of equipment, and hiring program graduates.
- Community support across the region as evidenced by passage of millage renewals and donor commitment to capital campaigns.
- Productive collaboration with K-12 system through quarterly Educational Advisory Group meetings convened by both Workforce Development boards operating within Region 3.
- Ongoing outreach to external community constituents through employer partnerships and economic development associations.

Weaknesses
- A steady and long-term decline in the number of K-12 students affects the region with 2013-14 data indicating enrollment declines in 19 of the 21 K-12 districts operating within Region 3.
- Approximately 55% of incoming community college students come academically unprepared to do college-level work, requiring remediation in the form of developmental coursework from which a substantial percentage of students fail to emerge to complete their program of study to earn a credential.
- Bachelor’s degree attainment in the Region 3 (12.5%) is slightly more than half the State average (24.7%) and 45 percent of the national average (27.5%).
- Funding challenges to Career and Technical Education on the K-12 level negatively impacts the flow of students in the talent pipeline, particularly in middle skills occupations such as manufacturing which often don’t require a 4-year degree and are currently going unfilled in Region 3.

Opportunities
- Develop entrepreneurialism certificate programs and embed entrepreneurial concepts into existing transfer and occupational programming.
- Coordinate with K-12 on expanded dual enrollment and Middle College articulation models to accelerate students along career readiness pathways.
- Expand apprenticeship opportunities for adult learners with limited academic skills instead of placing them into developmental coursework in which failure rates are extremely high.
- Collaborate with K-12 to facilitate expanded Career and Technical Education at the secondary level, looking for opportunities to share facilities and maximize limited resources.

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

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

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

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

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

<table>
<thead>
<tr>
<th>Strengths</th>
<th>Opportunities</th>
</tr>
</thead>
<tbody>
<tr>
<td>Work ethic</td>
<td>Strengthening of tech programs</td>
</tr>
<tr>
<td>Orientation to blue-collar employment</td>
<td>Continuation of federal training and capacity-building grants</td>
</tr>
<tr>
<td>Many jobs for those with the right qualifications</td>
<td>Representation of benefits of education and training</td>
</tr>
<tr>
<td>Industrial Arts Institute</td>
<td>Continued attention by units of government to business-friendly climate</td>
</tr>
<tr>
<td>Education Providers willing and able to provide training</td>
<td>Tourism industry</td>
</tr>
<tr>
<td>Recreational opportunities</td>
<td>Broadband access</td>
</tr>
<tr>
<td>Small communities</td>
<td>Elevate our expectations</td>
</tr>
<tr>
<td>Good quality of living</td>
<td>Change mindsets by intentionally altering the culture</td>
</tr>
<tr>
<td>Caring communities</td>
<td></td>
</tr>
<tr>
<td>Connectedness</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Weaknesses</th>
<th>Threats</th>
</tr>
</thead>
<tbody>
<tr>
<td>Low level of educational attainment</td>
<td>Continuing challenges to the K-12 system, particularly CTE</td>
</tr>
<tr>
<td>Difficulty of attracting talented workers</td>
<td>Lack of career opportunities for young people</td>
</tr>
<tr>
<td>Isolation</td>
<td>Defeatism, resignation, and negativity</td>
</tr>
<tr>
<td>Perception of a dying community</td>
<td>Resistance to change</td>
</tr>
<tr>
<td>Aging population</td>
<td>Regionalism and turf issues</td>
</tr>
<tr>
<td>Health issues – obesity and addiction</td>
<td>Lack of resources for education providers, both K-12 and community colleges</td>
</tr>
<tr>
<td>High level of disabled</td>
<td>Unwillingness or inability to market what we have</td>
</tr>
<tr>
<td>Too territorial</td>
<td>Not recognizing opportunity</td>
</tr>
<tr>
<td>Lack of entrepreneurialism</td>
<td></td>
</tr>
<tr>
<td>Transportation</td>
<td></td>
</tr>
<tr>
<td>Cultural complacency</td>
<td></td>
</tr>
<tr>
<td>Acceptance of ingrained poverty</td>
<td></td>
</tr>
</tbody>
</table>
B. Problem
As discussed in the Background section, competition in-State and out-State for skilled workers particularly in advanced manufacturing is at an all-time high. For the first time in many years, local companies are effectively opening their doors and taking personal steps to get re-involved in the worker attraction process. Whether the action is a special job fair, plant tour, online video or newly designed ads; all out efforts are under way. However, there is NOT a secret formula to succeed in the worker recruitment/retention game.

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

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

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

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

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

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

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

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

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

- Develop tools to share recruiting best practices.
- Develop resources to target workers who might want to return to the region.
- Help interviewees prepare for job interviews.
- Develop partnerships between business and Michigan Works!
- Create a Business Hotline staffed by volunteer professionals such as CPAs, attorneys, CFOs, CEOs, economic, developers, etc.
- Utilize social media to market region as a whole.
• Create awareness of economic development resources.
• Develop regional mentors like SCORE.
• Develop a regional marketing image or brand.
• Encourage and educate potential business owners to develop and promote entrepreneurialism.
• Build regional business incubators for businesses to learn how to start and grow.
• Provide support for K-12 schools.
• Develop job shadowing between schools and businesses.
• Create an internet forum for Region 3 stakeholders to share information.

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

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

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

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