



Networks
Northwest

Talent / Business / Community



TALENT



BUSINESS



COMMUNITY

2022 ANNUAL REPORT

To Our Partners, Stakeholders, and Communities of **Northwest Lower Michigan,**

We are pleased to once again present the Networks Northwest Annual Report. In this 2022 version, you will find information and highlights regarding our accomplishments throughout the last year. You will learn more about the services we provided to our customers, updates on our programs, and the financial details about our agency.



Of particular interest, as our region, state, and nation continue to struggle against a talent crisis, Networks Northwest and Northwest Michigan Works! set our sights on having a positive impact on overcoming the workforce shortages affecting our region. Recognizing that our youth and young adults are key to the continued economic prosperity of Northwest Lower Michigan, we worked diligently to serve this population and prepare them to succeed in education, employment, and life.

We are proud of our ability to meet these customers where they were while also playing an instrumental role in preparing them for future success.

With pride and enthusiasm, Networks Northwest will continue to lead, convene, and support the workforce, businesses, and communities of Northwest Lower Michigan in 2023 and beyond.

Sincerely,

Sue Peters

Sue Peters, Board Chair
Vice President of Human Resources,
Munson Healthcare

Chris Christensen

Chris Christensen, Chief Elected Official
Charlevoix County Commissioner

Terry Vandercook

Terry Vandercook,
Chief Executive Officer



TALENT DEVELOPMENT

The dedicated, experienced staff at Networks Northwest are passionate about connecting job seekers and workers to the employers who need talent. Northwest Michigan Works! is the signature program in an array of services that help people be job-ready, with a focus on developing skill sets that employers need most. Our staff provide a wide variety of services to help clients reach their employment goals, but the hard work is ultimately all theirs. In the following pages, you will be inspired by people from all over Northwest Lower Michigan who have worked hard to take the next big step in their careers.



- ➔ Job Seekers
- ➔ Veterans
- ➔ Young Professionals
- ➔ Jobs for Michigan's Graduates
- ➔ MiCareerQuest Northwest
- ➔ Adult Education
- ➔ Offender Success

Talent Development Meet Lisa Peterson

Lisa was working in a 25-30 hours per week seasonal labor position with an excavating company when she first met with staff from Northwest Michigan Works! Each winter, she was laid off and had to rely on unemployment to make ends meet. Northwest Michigan Works! assisted Lisa with her unemployment process.

While helping Lisa, the staff learned that Lisa had some new employment goals. Lisa wanted to find year-round, full-time employment with higher earning potential. She was referred to a Northwest Michigan Works! Career Advisor, and together they worked out a plan for Lisa to reach her goals, which included obtaining a CDL A.

When the time came for her annual winter layoff, Lisa was enrolled in both Workforce Innovation and Opportunity Act and the Michigan Learning and Education Advancement Program grant programs by her Career Advisor at Northwest Michigan Works! Through these grants, tuition funding was obtained to help Lisa with the cost of pursuing CDL A certification through Pinnacle Truck Driving School. Lisa was also assisted with gas cards to travel to and from training for the four week course. Lisa successfully completed CDL A training and passed her exams, making her a CDL A licensed driver.

Less than a month later, Lisa had a job offer from Central Transport in Traverse City. Her hourly pay went from part-time, seasonal work at \$16/hour to full-time, year-round at \$24.50/hour. Lisa had met her goals. Her earning potential significantly increased, and she no longer had to rely on unemployment to meet her needs.

"I got a referral to call the Career Advisor at Northwest Michigan Works!," said Lisa. "She helped me through the process of being able to financially afford my schooling for a CDL A. The whole process was great! My Career Advisor was wonderful, helping me find resources for my future career. I would highly recommend this to anyone. If there are funds available, they will make sure you receive them."



Talent Development

Northwest Michigan Works! staff provide a full suite of employment services to workers and job seekers who visit the Northwest Michigan Works! American Job Centers in-person or receive services virtually. Team members provide services like résumé and cover letter development, interviewing skills and practice, job search strategies, networking, assistance with unemployment, and career pathways assessments and exploration.

American Job Center Customer Visits

18,462

Total Center Visitors in 2022



Virtual Workshops

- *Résumé Development, Interviewing Skills, & Job Search Strategies Workshops*

- *Career Connection*
- *Veterans Services Orientations*

Talent Development Veteran Services



Service Type	Services Provided
Appointment	136
Career Connection	4
Job Search	86
Learning Lab	146
Résumé Assistance	42
Unemployment	223
USDOL Apprentices	10
Veterans Workshop	5
Total	652

Talent Development



"I couldn't believe a person would care enough to come see ME—a guy in jail for a meth crime. By talking to my Life Coach I learned that I, and I alone, am responsible for what happens to me. I will never forget what she told me—'Creating happiness for yourself takes as much time as making yourself miserable. Choose wisely.' As soon as I was discharged from rehab, I came to Michigan Works! to start working with my Life Coach and get my life on track. We researched all the construction companies in the area and worked on my résumé. I got a job, but my truck needed insurance and plates. Michigan Works! helped me with both, and gas cards so I didn't have to stress about gas so much, especially at the beginning and before my first paycheck. Without Michigan Works! I wouldn't be where I am now, and without my Life Coach, I wouldn't have even started."

—Matthew Stockman, Northwest Michigan Works! Customer

"When I started this journey three years ago I had no idea the direction I wanted to move in; all I knew is that I wanted to help! With great patience and understanding I have shifted my focus from behavioral health to mental health. Thanks to Michigan Works!, I am currently enrolled in a certification course to become a Community Healthcare Worker. These certifications will assist me in my future endeavors to land a career in the mental health field."

—Janaia Arnold, Northwest Michigan Works! Customer



Talent Development

Partnership. Accountability. Training. Hope. (PATH) & Workforce Innovation and Opportunity Act (WIOA)—Community Impact

60%

Percentage of Wagner Peyser participants employed six months after completion of services

92%

of PATH participants obtained employment

91%

of WIOA participants were employed six months after completion of services

75%

of WIOA Adults and Dislocated Workers received a credential

89%

of WIOA participants were employed a year after completion of services

\$17.23/hr

Average reported hourly wage earned six months after completion of services by WIOA Adult and Dislocated Worker participants

\$16.57/hr

Average reported hourly wage earned six months after completion of services by WIOA Youth and Wagner Peyser participants

Talent Development

Job Seeker Success Stories



With help from WIOA-Adult funding and his Career Advisor, Aaron Olund was able to obtain his CDL Class A and full-time employment with Alliance Beverage in Traverse City. He says, "It is a great place to work and I am glad they gave me a shot!"

—Aaron Olund II



"I was struggling with filling out my unemployment, so I stopped in to the Michigan Works! office and spoke with a wonderful Career Services Specialist. She was very helpful and she told me of a job close to my home. I was absolutely thrilled with this job.

They hired me right away!"

—Carolyn Dine



"The weekly meetings and availability of the PATH Advisor helped me the most. I looked forward to being able to have one-on-one help, so that I could be honest and to relieve some of the stress I was holding inside. The meetings helped my confidence and helped me to be organized."

—Elizabeth Milliron



"The staff at Michigan Works! helped me with applying for unemployment benefits, updating and condensing my résumé, and, using my work history, they helped me find a job I love!"

—Jennifer Bodary



"My time spent at Michigan Works! in the PATH program gave me the confidence to get back out into the real world and find a job.

Thank you Michigan Works! for all of your support!"

—Pamela Granfors



"I came to Michigan Works! in hopes of fulfilling my dream to become a truck driver. I wanted to obtain my CDL so I could find a career to last me until retirement. I've always wanted to drive on the open road since I was a child!"

—Zach Brown

Talent Development

Young Professionals Program

Over the course of eight weeks, Northwest Michigan Works! successfully administered the 2022 Young Professionals program. The goal of this program is to expose young adults to in-demand occupations and industries, while also providing them with the technical skills they need to pursue welding and construction occupations after completing the program.

In partnership with Char-Em Intermediate School District, Northwest Education Services, and Wexford-Missaukee Intermediate School District, participants received training and assistance with transportation, tools, and safety equipment to use during and after the pre-apprenticeship program.

Students earned an hourly wage of **\$17/hour** while participating in the training.

91% of students completed their respective program

Cohort 1	Program Focus Construction Trades	Number of Participants 9	Number who Completed 7 (2 left for employment opportunities)
	Primary Partners NORTHWEST MICHIGAN WORKS! BIRCHWOOD CONSTRUCTION Char-Em CHARLEVOIX-EMMET ISC		
Cohort 2	Program Focus Welding	Number of Participants 12	Number who Completed 12
	Primary Partners NORTHWEST MICHIGAN WORKS! Ed Career Tech Northwest Education Services		
Cohort 3	Program Focus Welding	Number of Participants 10	Number who Completed 9 Number who Earned a Credential 5
	Primary Partners NORTHWEST MICHIGAN WORKS! Wexford-Missaukee ISD		

"I am the only girl in the program, and at first this made me nervous, but I didn't let that intimidate me. This program really opened my eyes to how much I love welding and how much I want to be a welder. I've always been curious about welding, but now I know this is the path I want to take for my future career."
—Anna Londak



Talent Development

Jobs for Michigan's Graduates (JMG)

The success of our region's young adults remains a top priority of Northwest Michigan Works! and our JMG team. With the significant skill gap and a talent pipeline shortage, Michigan's workforce needs educated and work-ready young adults. In 2022, Northwest Lower Michigan's JMG program equipped 346 young people with the skills needed to overcome barriers and succeed in education, employment, and life.

Engaging youth in different opportunities that allow for exploration in career and education pathways is a key part of the successful outcomes of the JMG program. Specialists work closely with their school partners to facilitate employer and post-secondary engagement opportunities, and experiential based learning, all within a trauma-informed care environment.



Youth attended Leadership Day at Camp Daggett in Petoskey.

Northwest Michigan Works! is proud to have partnered with the following schools to achieve a record JMG enrollment of 346 students in 2022:

- Northwest Education Services (formerly TBAISD)
- Cadillac Innovation High School
- Wexford-Missaukee ISD
- CASMAN Academy
- Mackinaw Trail Middle School (Cadillac)
- Char-Em ISD
- Cadillac High School
- Northwestern Michigan College (NMC)



346
Students
Enrolled

Record Enrollment!

69 students participated in leadership development events at the regional and state levels, including Leadership Day, Legislative Day, and the Career Development Conference.

Highlights of the year:

- 18 JMG students participated in paid work experience opportunities with 11 area employers.
- The Regional JMG Leadership Day held at Camp Daggett in Petoskey drew 20 area students who participated in leadership activities and networked with other northern Michigan youth.
- The statewide Career Development Conference was held in Lansing. 25 Northwest Lower Michigan youth competed in various events. One of the youth earned second place and another third place in the Career Preparation event.

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

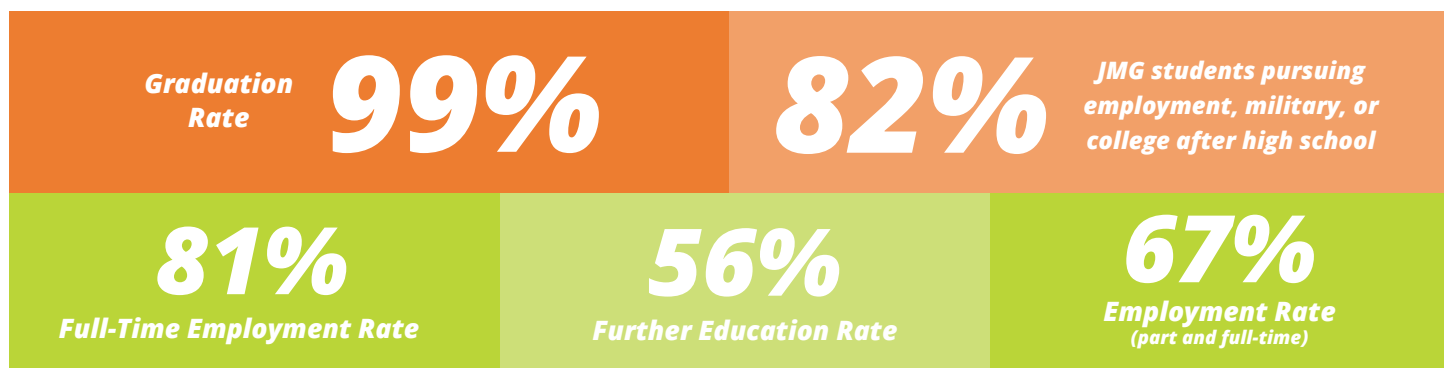
All JMG youth receive:

- Work-based learning opportunities
- Employer and post-secondary engagement
- Mentorship from a trauma-informed caring adult
- Youth-led leadership development and experiences
- Service learning opportunities
- Competency-based instruction
- 12 months of follow-up services

Madeline is a capable student who enrolled in the JMG program as a senior in high school and graduated in June 2022. She is driven by a desire to do good for her community and has spent many hours volunteering for various community projects. At the age of 14, Maddy started her own baking business, Maddy Cakes, and continued to run the business while attending high school full-time. Maddy is currently attending Johnson and Wales University to study baking and pastry arts with financial assistance from the JMG scholarship program.



Daydreana Davis (CASMAN Academy), Abby Kovasevich and Madeline Stange (Cadillac High School), and Sawyer Keene (Mackinaw Trail Middle School) were awarded \$1000 to pursue post-secondary education in the second annual JMG Scholarship Competition.



“JMG is a valuable educational support and partner for the students at Crooked Tree High School.”
—Don Heinz, Teacher, Crooked Tree High School in Harbor Springs

“The JMG program helped to give me valuable job skills that have become useful in my workplace.”
—Tyler Kuchta, JMG Student, Cadillac Innovation High School

“The quality of the students coming to us from the JMG program has been truly remarkable. They are well prepared, eager, and open to be mentored as they continue to grow and advance their skill sets.”
—Tom Gordon, General Manager, Fox Grand Traverse

Talent Development

MiCareerQuest Northwest

Northwest Michigan Works! worked hard alongside our employer and community partners to put on the first in-person MiCareerQuest Northwest event since 2019. This event was a career and college readiness event for 9th grade students to talk with experts from the region's in-demand industries, experience tools and technology of the trades, and learn in-depth and practical knowledge of today's workplaces.

The event was host to:

- ➔ 32 community sponsors, including our event sponsor the Northwestern Lower MiSTEM Network
- ➔ 2,000 9th grade students
- ➔ 30 school districts
- ➔ 60 career exploration exhibits
- ➔ 7 high-wage, in-demand industries represented
- ➔ 100+ career pathways to explore
- ➔ 70 community volunteers



According to the feedback surveys:

100%

of exhibitor respondents would participate in MiCQ again

75%

of student respondents learned about employment and education opportunities they didn't know about before the event

88%

of educator respondents said their awareness of career and post-secondary opportunities in Northwest Lower Michigan was expanded

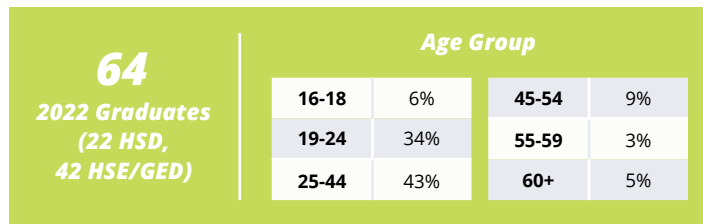


Talent Development

Adult Education

Northwest Education Services Adult Education is provided through the Northwest Michigan Works! Learning Labs. The **Education for Employment** focus helps provide participants with a transition focus after graduation to employment or training. Labs operate year round with an open registration schedule. Participants aged 18 and older can learn for free at their own pace through an individualized educational plan.

217 participants | **14,200+** attendance hours



Programs of Enrollment	
Adult Basic Ed.	21%
Adult Secondary Ed.	36%
English as a Second Language	5%
High School Diploma	3%
High School Equivalency (GED)	35%

69%
of all attendance hours came from Distance Learning

HYFLEX LEARNING: Educational delivery options change based on the participants' needs, and remote or distance learning continues to be a valuable option. A contributing factor is that many adult education participants typically work a significant number of hours and have limited time to spend on-site—so the learning lab delivery system has been redesigned into a "HYFLEX" system:

- ➔ Combination of both onsite and remote with flexibility to choose and encourages need for and active participation in both modes
- ➔ Participants are prepared during registration to interact with the video conferencing in order to be an effective distance learner

LITERACY SERVICES UPDATE: Often, adults who struggle with reading or writing skills do not seek help. This year it was encouraging to see that literary services enrollment numbers tripled! A major benefit of the full range of literary services provided in the learning labs has been an increase in educational gains for those enrolled students. Lab tutors are now trained by the local learning lab teacher, and foster an encouraging environment allowing applicants to feel comfortable in seeking help with reading and writing skills.

Added two Learning Lab Specialists in 2022

LEARNING LAB SPECIALISTS: Two Lab Specialists provide career planning and barrier removal services to learning lab participants to better prepare them for meaningful employment. These transition services focus on such employment for self-sufficiency, or enrollment in postsecondary education or training. The Specialists work in tandem with the learning lab teachers and aides to provide a comprehensive plan with each student.

ACT (ADULT CAREER TRAINING) @ WMISD CTC: The ACT (Adult Career Training) program had another successful year in partnership with the **Wexford-Missaukee Intermediate School District Career Technical Center.** All of the individuals that completed the program were gainfully employed thanks to the partnership with Adult Education and Northwest Michigan Works!.



Healthcare ➔ First aid/CPR, HIPAA and bloodborne pathogen certified, earning Certified Nursing Assistance (CNA) certification.

Heavy Equipment ➔ Learned federal rules and regulations, including prevention maintenance of machinery and tractor trailers, and ultimately transitioned to CDL (Commercial Driver's License) training with Pinnacle Truck Driver Training.

Manufacturing ➔ Completed training in overhead crane and forklift operation, technical math, blueprint reading, residential wiring, soldering, mill and lathe operations and four types of welding instruction. Individuals earn certifications from the CTC listing their mastery of the different types of instruction.

Elizabeth (Liz) S. entered the Traverse City Learning Lab when she enrolled in the SUN (Skills Up North) welding program in August 2019. Due to work issues, Liz was forced to drop out.

She returned a year later and **was able to finish her GED in just two months!** Liz was a hard worker and a motivated student. Her career exploration plan determined an interest in woodworking. **Liz has now been working as a Tradesman apprentice with Ultimate Accents Construction for over six months** and very excited about the work she is doing. "There is no way that I could keep going and do what I am doing without the people supporting me, and that includes you."



Talent Development Offender Success Program

Over 90% of individuals who are incarcerated in Michigan will return to their communities after serving their sentence. The Offender Success program is designed to support these individuals in overcoming their challenges in order to become successful, self-sufficient community members—and when people are able to successfully reintegrate into their communities public safety increases, the rate of crime decreases, and tax dollars that would otherwise be spent on keeping individuals incarcerated can be redirected to other programs. Offender Success staff work closely with Michigan Department of Corrections parole agents to assess and meet the needs of each participant.

**Residential Stability | Job Placement
Social Support | Health & Behavioral Health**

Offender Success staff work one-on-one with participants referred for job placement to help them through the job search process and beyond, maintaining contact until they have reached 12 months of full-time employment (or until their parole term has been completed). Participants can also be referred for housing support services, which assists those who would otherwise be homeless to obtain temporary shelter and make a plan for finding long-term independent housing. Offender Success staff coordinate with parole to provide additional supports as needed, such as bus passes, fuel cards, clothing vouchers, or funding for mental health services. With the ultimate goal of reducing recidivism, the Offender Success program has demonstrated its efficacy by reducing the state's recidivism rate to 23.6% in 2022, the fourth lowest rate in the nation.

Over 85% *Job placement rate—second highest in state, exceeding state average of 56%*

OS participant Christopher Cook paroled to Wexford County in October of 2021. With no other housing options, he was placed in transitional housing funded by the OS program and began receiving housing support, job placement, and social support services. He was provided with clothing vouchers upon his release, which he used to purchase work boots and pants, as well as items for everyday wear. Mr. Cook was able to get a job almost immediately, and with the support of his OS Resource Specialist he was able to maintain full-time employment while searching for a position more in line with his interests



Percentage of enrolled participants who have successfully remained in the community for at least 3 years after they began receiving services. **Over 77%**

Over 52% <i>Percentage of participants who maintained employment for 12 months and/or until parole term completion</i>	Numbers of Participants Served by County	
	Antrim — 25	Benzie — 14
Charlevoix — 9	Emmet — 9	
Grand Traverse — 60	Kalkaska — 9	
Leelanau — 7	Manistee — 12	
Missaukee — 5	Wexford — 48	

\$14.91 *Average hourly wage for participants—third highest in state*

Residential Stability

- 85 individuals who would have otherwise been homeless received assistance with finding and securing a place to stay.
- 26% of program budget was expended on providing residential stability services.
- 26 individuals were screened by OS staff for a Housing Choice Voucher (HCV). One of the individuals was pulled from the waitlist, and with the help of OS staff he was able to use his HCV to secure independent, affordable housing.

Job Placement

- Job placement and retention services were provided to 53 unique offenders.
- OS Staff provided job placement and retention services for participants who worked with 69 employers, 42 of which were first time partners with the OS program.
- Exceeded key performance measure for job placement and met the benchmark for job retention.

and goals. OS was able to purchase tools that were required for him to begin his second job and bus passes to help him get to work and other required appointments throughout his parole term. In October of 2022 he achieved one year of full-time employment. During those twelve months, he earned a promotion and a raise at work, and was able to begin the process of purchasing a home with his partner. According to Mr. Cook, "This program has been an asset to the success after my release. Lindsey has gone above and beyond to ensure I had the tools to be successful and endure the hard road after leaving prison."

BUSINESS DEVELOPMENT

Networks Northwest is a leader in helping the business community thrive in today's economy. Our professional business teams can help with anything from hiring and training, to connecting with vital resources to make businesses in our area more attractive and competitive. Through our efforts, employers have been able to expand their business, become more profitable, streamline their systems, invest more in their workforce, and change northern Michigan lives for the better. Take a look at just some of the stories we are a part of in the following pages and know that we will continue this work in serving our region's employers and communities.



- ➔ Business Resource Network
- ➔ Apprenticeships
- ➔ Business Services
- ➔ Going PRO Talent Fund
- ➔ Global Trade Alliance
- ➔ Northwest Michigan Procurement Technical Assistance Center

Business Development

Business Resource Network Employee Retention Program

Since its inception in 2018, the Business Resource Network (BRN) has enjoyed great success, including keeping the original 8 members until 2022. Our Success Coach has partnered with our employer members to create work cultures to include flexibility, compassion, and supportiveness to produce above average employee retention rates. Not all employees will receive BRN services; we are working with those with the most barriers to continued employment, and are therefore the hardest to serve. The Success Coach constantly updates her resources in order to best serve both the employers and their employees. In 2022, 94 new individuals received services and 60 individuals received ongoing case management. In total, 154 received services and 116 were retained for a 75% retention rate for the year. In 2022, 643 referrals for services were provided. Ninety percent were in the following categories:

Financial Management & Budgeting: 166	Utilities: 56	Mental Health Counseling: 48	Legal: 21	Health Insurance: 16	Home Repair: 13	Affordable Family Nutrition: 9
Housing: 103	Transportation Assistance: 49	Car Repair: 45	Child Care Assistance: 17	Child, Food & Medical Assistance: 13	Driver's License: 11	Employment Assistance: 9

“The BRN has been a fantastic program for our employees, but it also gives us a leg up when we’re recruiting. Most candidates are interested in benefits we offer so we make a point of touting the BRN in interviews and with new hires. It’s such a unique benefit and available from day one—we’ve even had new employees contact her their first week. Our Success Coach’s network of resources goes so far beyond our own, it’s a relief to know we can refer employees to her when we need to and be assured they’re in good hands.”

—Jill Harrell, Human Resources Coordinator for Wojan Window & Door



Business Development

Apprenticeships—Skills for In-Demand Jobs

Northwest Michigan Works! sponsors over 50 diverse US Department of Labor (DOL) apprenticeship training programs including youth apprenticeships, healthcare, administrative and construction, with over 300 registered apprentices throughout the 10-county region. A variety of occupations and industries both big and small are benefiting from this proven workforce strategy. The Apprenticeship team helps both job seekers and businesses meet their needs. The Apprenticeship team conducts ongoing check-ins with apprentices to ensure they complete training competencies on time and without additional barriers. The team also works to ensure the employer is supported through regular program reviews and financial resources to help cover costs associated with a registered apprenticeship program.

This year, some of the jobs Northwest Michigan Works! helped with an apprenticeship pathway included:

- ➔ Childcare Educator
- ➔ Childcare Development Specialist
- ➔ Optician
- ➔ Ophthalmic Ultrasound Diagnostic Technician
- ➔ Paramedic & more!

300+
*Registered Apprentices
Across the Region*

Apprenticeship Success

Moore Mechanical

In 2022, the entire Apprenticeship team became GI Bill Certified through the State of Michigan Veterans Administration (VA) to provide a higher level of service for veteran apprentices. Eligible candidates access special support while they are participating in a USDOL registered apprenticeship including housing allowances and monthly wage stipends. The first veteran to receive benefits was Spenser L. an HVAC apprentice with Moore Mechanical. Spenser started his program in December of 2021 and during the apprenticeship orientation he identified himself as a US Army Veteran. He was aware of his GI Bill Education Benefits and inquired about accessing the support for housing and wages. Through a lengthy process, the Apprenticeship team captured the employer information and started his registration process with the VA. Upon approval, the apprentice information was then submitted and within less than 30 days, Spenser was approved for three years of full-time benefits, while establishing himself in his new HVAC career! The first benefit allocation included several months of back pay and was the financial support Spenser needed to help him cover closing costs and updates on his home.

This specialized service provided by Northwest Michigan Works! will help ensure Spenser's success throughout his three-year apprenticeship program and allow the team to assist others just like him with their GI Bill Benefits process.



“Working with Michigan Works! has been wonderful! We worked through the process with the VA together and learned how to ensure other veterans are able to take advantage of their education benefits during their apprenticeship. Thank you so much! I know it's been a learning experience but thank you for working with me to get it figured out!”

—Spenser L., Veteran HVAC

Apprenticeship Success

Habitat for Humanity—Grand Traverse Region

Like other employers in the construction sector, Habitat for Humanity for the Greater Grand Traverse Region was struggling to fill essential positions. They reached out to Northwest Michigan Works! to inquire about the carpenter apprenticeship program, and see if it could help enhance their current training program to engage new talent. The competition for carpenters was tough and their Director of Operations knew they needed a fresh way to recruit a skilled workforce. She, along with an enthusiastic team, worked to develop a unique apprenticeship program that covered the technical and soft skills required for a position with this highly respected non-profit organization. The program took nearly a year to develop and was approved during a USDOL signing ceremony in May of 2022.

Matt Powell served as a volunteer for Habitat for Humanity and has some previous experience in carpentry. Through a series of conversations, Matt learned about the carpenter apprenticeship and that they were hiring for the position. Habitat for Humanity leadership recognized Matt's skills and dedication, offering him the full-time apprenticeship opportunity in July 2022. He now works with a committed mentor at a variety of job sites around northern Michigan, continuing to increase his carpentry skills as he helps to build sustainable homes for partner families.

The carpenter apprenticeship provides 2000 hours of on-the-job learning as well as 148 hours of related technical coursework through Northwestern Michigan College Extended Education, Ed2Go and Habitat for Humanity. The curriculum includes human-centered soft skills, safety instruction and builder's licensing training. The Northwest Michigan Works! Apprenticeship Specialist working with Matt learned he was struggling with completing the online courses due to only having a cell phone for accessing the materials. The Apprenticeship program was able to help Matt overcome this barrier by providing him with a laptop, as well as fuel assistance to help ensure his sustainability and employment. Such wrap-around services set both the employee and employer up for success.

“Habitat for Humanity is thrilled with the opportunity to partner with Northwest Michigan Works! on this entry level carpentry apprenticeship. Skilled construction workers are in high demand in our region and through this program, apprentices will be provided on-the-job training with related education, preparing them to advance their career in the construction trades.”

—Angela Clem-Skeans, Director of Operations



Business Development

Business Services at a Glance



Northwest Michigan Works! collaborated with the Michigan Economic Development Corporation and regional Economic Development Organizations to conduct

91 & 26 virtual employer visits
onsite

During these visits, employers had the opportunity to learn more about the Going Pro Talent Fund, Industry 4.0 Technology (i4.0) grant, apprenticeships, On-the-Job Training (OJT), industry and partner referrals, and more.

55 Employer of the Day hiring events held, with **120+** job seekers attending

Over \$17,000

in On-the-Job training contracts

\$75,000

in i4.0 Technology Implementation grants awarded

Awardees' expected revenue increase over the next 2 years

\$2,210,000

4995

jobs posted by the Northwest Michigan Works! Business Services Team

150+

total employers engaged by Northwest Michigan Works! Business Services Team



Business Development

Business Services by County

Michigan Works! Business Services: Unique Companies Served by County, By Industry												
Industry	Antrim	Benzie	Charlevoix	Emmet	Grand Traverse	Kalkaska	Leelanau	Manistee	Missaukee	Wexford	Out of Region	Total
Agriculture, Forestry, Fishing	6	3	2	2	1	1	5	1	3	5		29
Mining, Oil and Gas Extraction					2	1			1			4
Utilities	1		1		4				1	2		9
Construction	7	1	7	19	24	6	4	5		3	4	80
Manufacturing	16	1	20	14	52	7	5	9	3	22		149
Wholesale Trade	1			1	13	1	1		1	4	1	23
Retail Trade	8	3	8	16	29	6	2	9	2	63	1	147
Transportation and Warehousing	1		2	3	14					9	5	34
Information					2		1	1		4		8
Finance and Insurance	1	1	1	4	8			3	1	10		29
Real Estate and Rental and Leasing	1		2	2	4					3		12
Professional, Tech Services		2	3	5	16		1			23	2	52
Management of Companies					3							3
Admin, Support, Waste Management		1		2	5	1	2	1		2		14
Educational Services	1		1	10	10	1		1		6	1	31
Health Care and Social Assistance	3		10	15	35	2	1	6	2	29	4	107
Arts, Entertainment, and Recreation	2	1	5	6	4			1		2		21
Accommodation and Food Services	6	2	8	15	10		3	5		19	3	71
Other Services	3	4	7	17	19		3	8		6	10	77
Public Administration	7	1	1	1	7	1	1	2	2	8	3	34
Total	64	20	78	132	262	27	29	52	16	220	34	934

Petoskey Farms Vineyard & Winery

Networks Northwest hosted a registered apprenticeship graduation ceremony in partnership with Petoskey Farms Vineyard and Winery. Graduating apprentices who were awarded their US Department of Labor Registered Apprenticeship Journeyworker credential included Derrick Vogel, Winemaker Journeyworker at Petoskey Farms Vineyard and Winery. Derrick completed his winemaker course and continues his work with Petoskey Farms Vineyard and Winery while preparing for his future by starting work on his own business and vineyard.

Other Journeyworker credentials were awarded for Painters, Medical Assistants, Soil Conservation Technician, Carpenter, Roofer, and Accounting Technician. Also attending the graduation were legislative representatives, educational providers, State of Michigan Department of Labor and Economic Opportunity Workforce Development Team, and employers. Employer partners received the Employer of Excellence award for their progressive participation in a US Department of Labor Registered Apprenticeship program.



Business Development Employer Testimonials



"Our representatives from Northwest Michigan Works! are always an incredible help! They are available to assist whenever we need [them], and are very timely with answering our questions. Our representatives truly care about us, our growing business, and the opportunities that come with it. We are so thankful for everything they do!"

—Rachel Elder, Tasting Room Manager

"Our Business Services Representative was on-site to visit with me as soon as I started my new position as Executive Director of the Bergmann Center. We were able to establish a customer service apprenticeship for special needs clients which we serve through our resale shop in Charlevoix. The Apprenticeships and Business Services Team were there assisting us with paperwork, marketing, and guiding us to grant funds. **Northwest Michigan Works! truly provides services which enable ALL citizens to benefit and become beneficial, independent members of society.**"



—Chuck Hayes, Executive Director



"For well over 14 years, Northwest Michigan Works! has provided our company with impeccable service regarding training dollars and workforce information/trends in our area. Our Business Service Representative is very responsive and is a wealth of knowledge when it comes to programs offered by Northwest Michigan Works!"

—Kari Wineland, Human Resource Manager

"Cadillac Fabrication has been able to take advantage of the Going Pro Talent Fund award in the past and hopefully in the future. **We have seen through some tough times that our core employees have stayed loyal to our company and we believe this helps with that.**

While we know that training is a critical component for development and growth, it is also one area that [requires] immediate discretionary spending. With the support of the Going Pro Grant, we have been able to develop our workforce and simultaneously meet the ever present demands of maintaining our budgetary spending. The team at Northwest Michigan Works! continues to help our business and we are grateful for this."

—Kris Saller, Human Resources





*“Implementing the On-the-Job training program was seamless as representatives from Northwest Michigan Works! worked with us each step of the way from introducing us to the program, walking us through the application process, and signing up new hires. In addition, the representatives went above and beyond by meeting onsite with our new hires applying to the program as they all lacked transportation in getting to the Michigan Works! office. **They truly care about helping people find work!**”*

—Brenda Byers, Human Resources Manager



*“The entire team at Northwest Michigan Works! and Networks Northwest have been SO helpful answering questions and providing direction to PDM Industries! They have been there every step of the way. We were able to recoup some of our onboarding costs with the Going Pro Talent Fund award we received. Training our new hires took production time away from our veteran employees and this grant helped defray that cost. We have been able to hire several new employees after working with the Business Services team. **I cannot thank your organization enough. I am thankful beyond words!**”*

—Rodney Werly, Plant Manager



*“Northwest Michigan Works! has programs that Promethient has been able to take advantage of over the years. They have been able to help with getting the word out for new positions, guiding us through Going Pro Talent Fund award applications and more recently providing the connection and expertise to secure an i4.0 technology grant. We expect job growth and job retention as a result of this grant. **It is especially important for an early-stage manufacturing business to have agile partners who care about our success and who are willing to take action.** Northwest Michigan Works! is this type of partner.”*

—Bill Myers, CEO

Talent Development

Going PRO Talent Fund

The Going PRO Talent Fund provides competitive awards to employers to assist in training, developing, and retaining current and new employees. Training supported by the Going PRO Talent Fund must be completed within one year from the date of the award and lead to an industry-recognized credential. As a result, employees' skills expand and improve, opening up opportunities for growth within the company, ultimately setting businesses and employees up for economic advancement.

In 2022, 28 businesses in Northwest Lower Michigan received a total of \$774,650 in awards which was used to train a total of 525 employees.

Northwest Clients by County					
County of Business	# of Awards	Amount Awarded	# of Employees Receiving Training	# of New Hires	# of Apprentices
Antrim	1	\$6,000	6	2	0
Benzie	4	\$132,844	69	15	30
Charlevoix	5	\$228,324	160	69	18
Emmet	3	\$55,590	36	19	2
Grand Traverse	13	\$320,753	227	43	5
Manistee	1	\$28,339	21	17	0
Wexford	1	\$2,800	6	1	0
REGION 2 TOTALS	28	\$774,650	525	166	55

Iron Fish Distillery

In 2022, Iron Fish Distillery in Benzie County embarked on a major expansion, planning a \$900,000 investment in new equipment and facility improvements, with a goal to triple production of its estate whiskey and enhance the customer experience for its 125,000 annual visitors. Already impacted by a limited labor force and given its lofty goals, Iron Fish reached out to Northwest Michigan Works! for guidance.

The Northwest Michigan Works! Business Team was instrumental in helping Iron Fish Distillery secure Going PRO Talent Funds to support current team members' training and provide On-the-Job training for new hires brought on board. Here is what Human Resources Manager Shelley Geyer has to say about the experience: "Through the Going PRO grant, we sent three core production team members to industry specific training. The entire team and distillation operation benefited with renewed energy and productivity. We are appreciative and thankful for Networks Northwest's support, training and funding."



Circuit Controls Corporation

Circuit Controls Corporation is a manufacturer of automotive electrical terminals. It was established in the Petoskey area in 1959 and is part of the Yazaki Group. Its high-speed precision stamping presses and state of the art Gold plating equipment make it one of the world's leaders in automotive electrical components.

Here's what Human Resources Manager Bob Brazier has to say: "I have worked with Michigan Works & Networks Northwest for several years now. Staff have always been professional and extremely helpful whenever we needed assistance. Our Going Pro Talent Fund award was especially helpful. Changing technology requires a great company to invest in its employees in order to stay that way. This improves engagement and boosts morale, which then affects production efficiencies and turnover. I really appreciate all the work that your teams put into the grant process. Thank you!"



Talent Development

Global Trade Alliance



Networks Northwest completed their fifth year of a five-year contract as the Regional Export Network (REN) host for all of Northern Lower Michigan and the Upper Peninsula. In 2022, the Global Trade Alliance was busy connecting local employers to export resources through social media, newsletters, and our organization websites. The Business Services Team conducted outreach and education across the region in order to connect companies with the right program and resources. These engagements were designed to help companies that are new to exporting altogether and some focused on preparing businesses for international trade shows.

Working with both local and state level partners the Global Trade Alliance was able to market trade show opportunities, trade missions, exporting focused webinars, and export related training. Employers were connected to training such as International Traffic In Arms or Export Administration Regulations and also were able to take advantage of international travel and in-country trade shows. Opportunities to participate in the International Trade and Development

Intern Program, and the Michigan Economic Development Corporation's Michigan State Trade Expansion Program (MiSTEP) were also highlighted.

The Global Trade Alliance continued its collaborations with the Michigan Economic Development Corporation (MEDC), Grand Traverse Area Manufacturing Council, Northwest Lower Michigan Industry 4.0 Consortium, Northern Initiatives, Northern Michigan Chamber Alliance, Networks Northwest Procurement and Technical Assistance Center, the Small Business Development Center, and the Northwest Michigan Works! Business Services Team.

Our partnership with MEDC and our local International Trade Manager will allow us to continue to serve and connect businesses with export resources to facilitate expansion of their international reach.

Global Trade Alliance Clients



MICHIGAN ECONOMIC
DEVELOPMENT CORPORATION

Businesses served

50

*State Trade Export Program
grants totaling*

\$265,200

Export sales

\$27,754,316

Business Development

Northwest Michigan PTAC

The PTAC provides no-cost assistance to area businesses who want to sell their products and/or services to the government.

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

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



**2 Offices Serving
25 Counties**



Connecting Business and Government through Training and Events

- Selling to the State of Michigan
- Doing Business and Matchmakers with the U.S. Forest Service and the National Park Service
- Overview of Small Business Innovative Research (SBIR) and Small Business Technology Transfer (STTR) Grants
- Michigan Aerospace Manufacturing Association (MAMA) - North American Space Summit

\$69m

in Client Contract Awards

Businesses Served

164

Counseling Hours Provided

1,618

Government Contracts Awarded to Clients

\$69M

this does not include large businesses as defined by the SBA

Jobs Created or Retained

345



"PTAC gives the everyday person, the small entrepreneur, the ability to do work with the government, our government. This is critical because America is built and sustained by the creativity and hard-work of each and every person who has a dream to make this country, this world, a better place. The gears of government are intimidating but PTAC counselors help us knock on the doors to opportunity."

**—Karen Wright, Owner
Pause Breathe Proceed**

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

Business Development

Success Stories

KMI

Kall Morris Inc. (KMI) of Marquette, Michigan is a space solutions company that removes and repurposes uncooperative objects in Earth orbit to protect critical space assets and continue building the future.

In October of 2020, KMI was new to government contracting so they contacted the Northwest Michigan PTAC for assistance with SAM.gov registration and pursuit of an SBIR/STTR for the development of space debris retrieval technology.

With PTAC assistance, KMI positioned itself for government contracting and submitted multiple STTR proposals, eventually winning three research contracts through the Air Force Research Laboratory (AFRL) worth \$750,000 in total (as of September 2022).

These awards have already enabled KMI to hire 10 additional staff members and they intend to hire more staff. KMI is also expanding into a larger and more permanent facility in the Marquette area.

Additionally, KMI staff have attended numerous classes and events hosted by the PTAC, including an in-depth proposal writing course. KMI continues to interact regularly with PTAC whenever staff members have questions about acquisition regulations/processes or wish to receive training on specific government contracting topics.

"Utilizing PTAC is the easiest and strongest recommendation I can make to other companies interested in contracting with the government themselves," said Troy Morris, Co-Founder & Director of Operations for KMI. "Working with our local PTAC, and guided by our representative Leo, KMI has been able to access, engage, and achieve with the US government nearly \$1 million in contracts, with opportunity and confidence for so much more."

"PTAC clients range from one person shops to very large businesses, selling everything from cherries to manufactured weapon parts," said Cathy Fairbanks, Northwest Michigan PTAC Regional Director.

"Every client is different and it is very rewarding to help a small business like KMI who is doing such big things! To think we may have played a very, very small part in providing technology that cleans up space debris is incredible!"



Graceland Fruit, Inc.

Graceland Fruit, Inc. (GFI) in Frankfort, Michigan is a leading producer and global distributor of premium quality dried fruit ingredients for the food industry. GFI sells dried fruit (cherries, blueberries, cranberries) to the US Department of Agriculture for use in the National School Lunch Program, Emergency Food Assistance Program, and other government food and nutrition programs.

GFI has been a PTAC client for nearly 20 years, but more recently has been increasing its use of PTAC's no cost services. In the last four years, PTAC has provided GFI with over 150 hours of market research and one-on-one counseling, as well as five virtual training sessions. In the same time period, GFI has won over \$14M in USDA contracts for dried cherries and blueberries making a significant difference in the economy of Benzie County. While GFI is responsible for their own success, the PTAC has been a valuable resource providing them with pertinent information and technical assistance along the way.

"PTAC is essential to my USDA processing and bidding. The PTAC team is so very knowledgeable and goes above and beyond to assist me with, at times, urgent issues."

—Kerry Babion, Customer Sales and Service Manager, Graceland Fruit, Inc.



COMMUNITY DEVELOPMENT

Comprised of professional planning staff, the Community Development department of Networks Northwest garners collaboration for generating ideas aimed at achieving consensus on a range of subjects. The Community Development department offers services to communities and community-based organizations for the development of plans, strategic processes, grant writing, policy, and land use ordinance language. Community Development staff work directly with state and federal agencies to disseminate information concerning programs related to a wide range of land use topics including economic development, transportation, recreation, housing, food systems and agriculture, resource protection and hazard planning. The Community Development department is well qualified and continues to successfully convene and strategize for the needs of our region's residents, units of government, non-profits and business community.



- ➔ *Planning Policy and Housing: City of Charlevoix Master Plan*
- ➔ *Hazard Mitigation Planning in Northwest Michigan*
- ➔ *EDA Trail Construction Grant in Northwest Michigan*
- ➔ *Preparation for Establishment of the Metropolitan Planning Organization (MPO)*

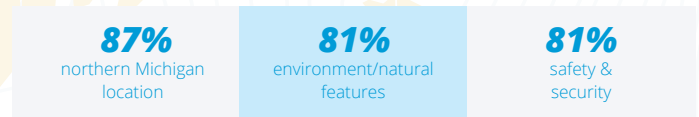
Planning Policy and Housing: City of Charlevoix Master Plan

The City of Charlevoix has recognized the need for new and more housing units to support permanent residents who currently live in the community, or who wish to relocate to the city for work or family. Housing is such an important issue that Charlevoix has taken steps to address housing challenges within Master Plan Policy by creating a deed restriction program, allowing accessory dwelling unit (ADU) use in the central neighborhood district, and restricting the number of short-term rentals (STR) in certain residential districts. Similar to the region, housing needs in Charlevoix are brought upon by a number of causes including shortage in supply, changes in desired housing type, and housing that is available within the affordability range of local residents.

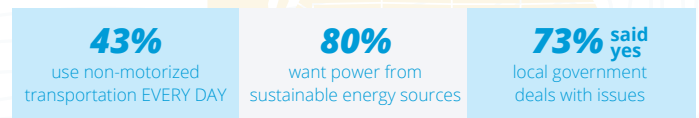
Necessary public input from the Charlevoix community was gathered for the Master Plan update. Community Development staff conducted surveys and responses were solicited through utility bills, the city's website and social media pages. A total of 637 responses were collected with a mail in response rate of 15 percent. The community survey asked 40 multiple choice or open-ended questions to gauge the community's satisfaction

with topics such as housing and neighborhoods, business and economy, transportation and infrastructure, energy, winter amenities, and general demographics and city government affairs. The items expressed in the Master Plan update are directly influenced by the results of the community survey.

The following "strongly influences" why people reside in Charlevoix:

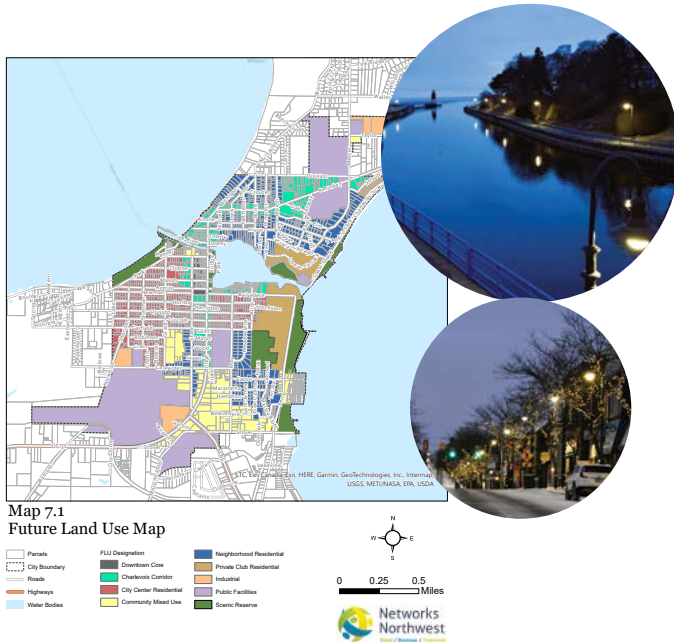


Open-ended responses identified a want and need for affordable housing:



The Charlevoix Planning Commission also held monthly meetings throughout the process. Community input and discussions with local leaders set the goals and objectives for the plan, as well as a vision for the Future Land Use Plan (shown in inset). The Commission consolidated and reduced the number of districts to simplify policy and administration. The City Council adopted the 2022 City of Charlevoix Master Plan on November 21, 2022.

Community Development



million from EDA continues the desired trail expansion along the established Betsie Valley Trail from Thompsonville to Copemish Village, and establishes the ability for snowmobile use and future year-round trail development between Thompsonville and Kaleva Villages.



The nearly \$1.75 million dollar recreation investment was made possible with an almost \$400,000 matching grant from the Manistee County Community Foundation. Partnerships between state and local units of government along with non-profits and community groups, facilitated by Networks Northwest Community Development staff led to ease of support for the project. Successful grant writing to both the Economic Development Administration and the Manistee County Community Foundation by Community Development staff led to the successful upcoming implementation of the project. Community surveys consistently show that trails are very desirable to the residents of and visitors to Northwest Lower Michigan. Many benefits accompany trail development, including equitable access for all and bolstering of economic activity through year-round use of trails within our communities.

It is estimated that the development of this multi-use trail section and placement of a bridge over Bear Creek will provide **\$592,550.40 in direct spending per year in the adjacent communities.**

Promoting preservation of open space and access to those spaces increases user’s knowledge and connection to the environment, continuing a legacy of conservation: an ideal shared widely throughout Northwest Lower Michigan.

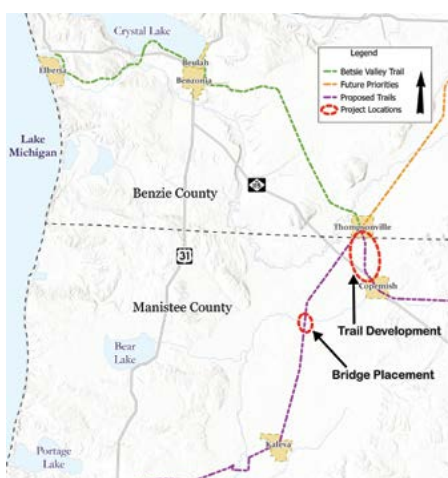
Hazard Mitigation Planning in Northwest Lower Michigan

Community Development staff have been working diligently with ten county and two tribal governments in our region to create new or updated 5-Year Hazard Mitigation Plans for each of their communities.

Nearly \$363,000 in pre-disaster mitigation grants have been awarded to Networks Northwest from the Federal Emergency Management Agency (FEMA) to help create updated hazard mitigation plans for Antrim, Benzie, Charlevoix, Emmet,

Collaboration Leads to Successful EDA Trail Construction Grant In Northwest Lower Michigan

Networks Northwest partnered with the State of Michigan Department of Natural Resources on an application to the Economic Development Administration (EDA) for trail construction between Benzie and Manistee Counties, specifically linking the Villages of Thompsonville and Copemish with a constructed trail and placing a bridge over Bear Creek along a separate route between the Villages of Thompsonville and Kaleva. Historically, the Village of Thompsonville was known as the location of the “Diamond Crossing” where the Toledo, Ann Arbor and Northern Railroad line intersected the Chicago and West Michigan Railroad



lines. These railroad lines brought early pioneers and visitors to the region. The now vacated railroad beds, which are largely under state ownership, had been converted to a multi-use trail from Elberta to Thompsonville. This successful grant award of almost \$1.4

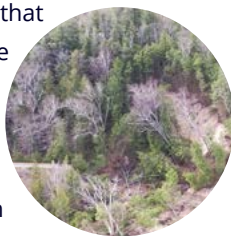
Community Development

Kalkaska, Leelanau, Manistee, Missaukee, and Wexford Counties and the Grand Traverse Band of Ottawa and Chippewa Indians Tribe; as well as the creation of a new plan for the Little River Band of Ottawa Indians Tribe.

The purpose of hazard mitigation planning is to reduce or eliminate long-term risk to human life and property from a hazard event. Most disasters or emergencies are caused by naturally-occurring events such as coastal erosion, severe storms or wildfires. Key components of creating and updating hazard mitigation plans include:

- Identifying hazards within the community (via online survey, public input & stakeholder meetings)
- Analyzing the risks posed by those hazards (via documented hazard events, environmental and infrastructure data, locations of vulnerable populations, and public input)
- Choosing specific actions that will mitigate those risks and prioritizing them

Under the Disaster Mitigation Act, state and local governments are required to adopt a state or local hazard mitigation plan approved by FEMA in order to qualify for federal hazard mitigation assistance grants. Hazard mitigation plans are valid for five years from the date of FEMA approval. Examples of FEMA-grant funded mitigation projects that local and county governments may pursue include: infrastructure improvements that mitigate flooding issues, generators for shelters, safe room construction, property acquisition, structure demolition or relocation, mitigation reconstruction, retrofitting of buildings and facilities, and wildfire mitigation.



For more information, please visit: www.nwm.org/hazardplan

Preparation for Establishment of the Metropolitan Planning Organization (MPO)

Networks Northwest Community Development staff members serve as administrative support for the Traverse Transportation Coordinating Initiative (TTCI) that serves as the coordinating body for representatives within the Traverse City census designated urbanized area, to discuss current and future transportation projects.

Originally formed in 1988 as the Grand Traverse Area Transportation Task Force, its goal was to investigate the long-standing issue of a bypass/beltline around Traverse City. In 1990, it was rebranded the Traverse City Transportation and Land Use Study (TC-TALUS) to better serve the region. In 2016, when it was believed that urbanized area designation was near, it was renamed as the Traverse Transportation Coordinating Initiative (TTCI).

In anticipation of meeting the MPO population threshold of 50,000, TTCI followed a similar format as a Metropolitan Planning Organization (MPO).

An MPO is a federally mandated and federally funded transportation policy-making organization that is comprised of representatives from local governments and governmental transportation authorities. On December 29, 2022 the United States Census Bureau announced that the Traverse City-Garfield urban area reached a population of 56,890 in the 2020 Census, meeting the eligible population threshold to become an MPO.

The MPO is designated by agreement between the governor and local governments that represent at least 75% of the affected population. An MPO designation allows such urbanized areas as Traverse City to carry out a metropolitan transportation planning process, resulting in additional federal dollars available for roads and transit in the Traverse City area. Due to the scarce transportation funding resources, the MPO provides a continuing, coordinated, and comprehensive transportation planning process so as to appropriately use funds following the region's shared vision. MPOs develop and maintain transportation plans. TTCI was designed to help guide the transition in becoming an MPO, in partnership with the Michigan Department of Transportation and Networks Northwest. TTCI has been able to provide consensus and support for this process, and eager to begin official MPO designation work in 2023.

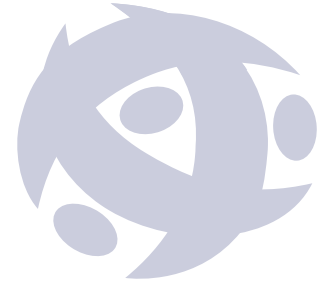
"Staff with Networks Northwest have worked to maintain the community collaborative through TTCI for preparation of the eventual establishment of a Metropolitan Planning Organization (MPO) in our region. Through trusted communication, the planning area units of government are positioned and eager to move through the welcomed establishment process for the MPO."



—Beth Friend, Supervisor, East Bay Township

Financial Summary

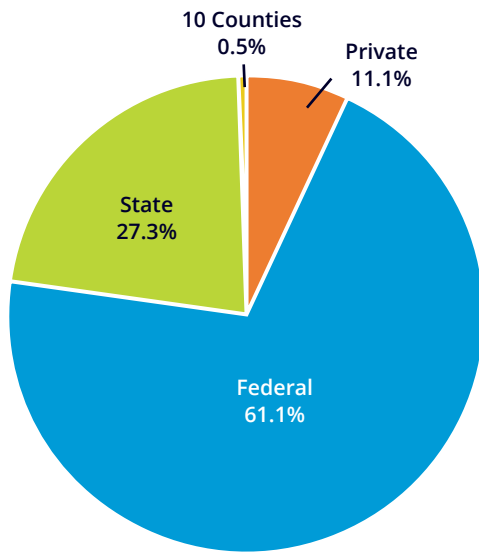
2022



Both of our legal entities, Networks Northwest and Northwest Michigan Works! Inc., received FY22 audits that contained no significant deficiencies of any kind.

Revenue by Source

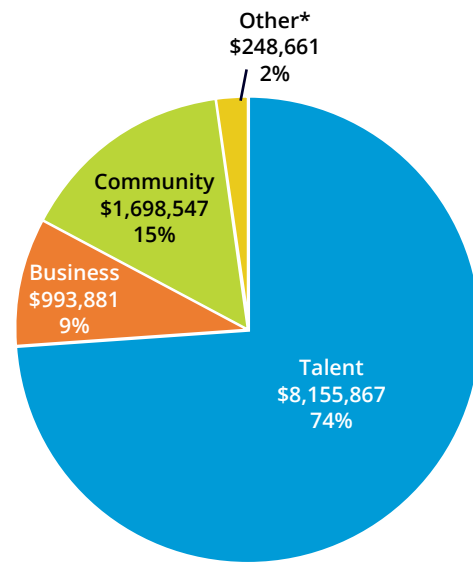
Fiscal Year 2022, Ending 9/30/2022



Expenditures by Service Category

Fiscal Year 2022, Ending 9/30/2022

Total: \$11,096,956

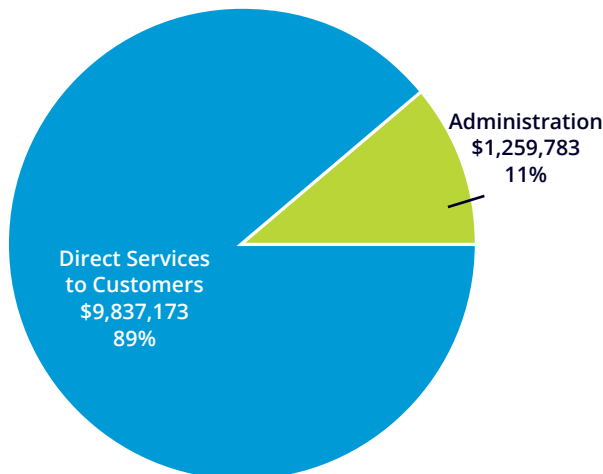


*Reserve Fund; Leave Fund: Pass-through funds

Expenditures by Function

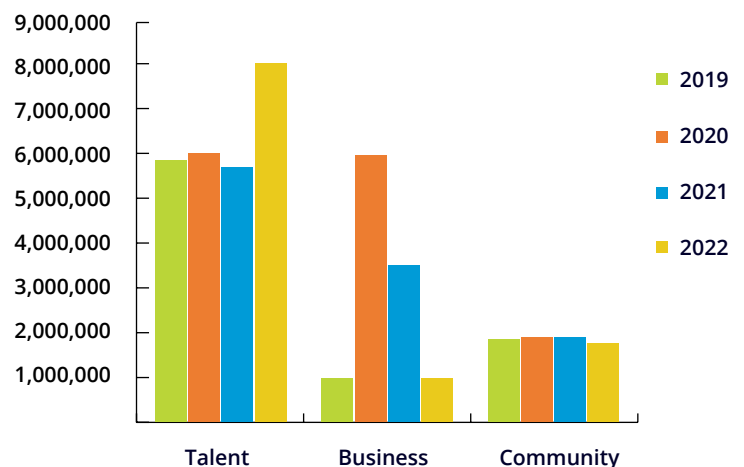
Fiscal Year 2022, Ending 9/30/2022

Total: \$11,096,956



Budget

2019 – 2022



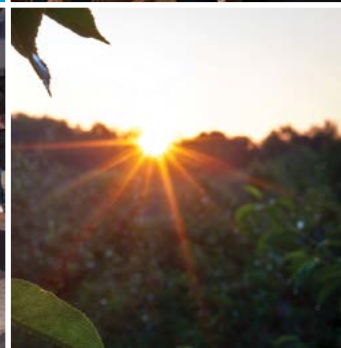


TALENT



BUSINESS

COMMUNITY



Networks Northwest

Talent / Business / Community

networksnorthwest.org

231.929.5000