



NORTHEAST MICHIGAN CONSORTIUM
COMPREHENSIVE 5-YEAR LOCAL PLAN

FOR THE PERIOD

JULY 1, 2012 THROUGH JUNE 30, 2017

MODIFICATION 8

DECEMBER 2, 2015

AS REQUIRED BY THE

~~WORKFORCE INVESTMENT ACT OF 1998~~
WORKFORCE INNOVATION AND OPPORTUNITY ACT

LOCAL FIVE-YEAR PLAN

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SECTION I: Adults and Dislocated Workers

The Northeast Michigan Consortium (NEMC) is a governmental organization formed under Michigan Public Act 7. Member counties include Alcona, Alpena, Cheboygan, Crawford, Montmorency, Oscoda, Otsego and Presque Isle, with the central administrative offices located in Onaway. Over the past few years, the NEMC has strived to engage many community stakeholders of Northeast Michigan, consisting of member counties listed above to develop and refine a shared set of strategies to address the regional workforce goals and priorities. This is an on-going process that involves that active participation of the region's Workforce Development Board, the Local economic development corporations, the educational representatives, the private sector and local governmental organizations.

As this Michigan Works Agency transitions to a demand driven system, we will utilize the Michigan Industry Cluster Approach (MICA) Guidelines as published on July 26, 2012. NEMC staff has been identified to lead the transition and concentrate their time on the needs of employers in the region. The following section will provide data that address' the needs of businesses, job seekers and workers, and the development of industry clusters in our region.

I. Labor Market Analysis

Analysis data for this section has been gathered from the DTMB, Bureau of Labor Market Information and Strategic Initiatives, the Annual Planning Information and Occupational forecast, and the U.S. Bureau of the Census.

A. Labor Market Summary/Needs Assessment

The primary objective of NEMC will be to create and maintain a healthy and growing economy, by engaging the employers of our region to identify their workforce talent needs. Additionally, local economies will be strengthened through the expansion of existing businesses, the start-up of new small local businesses and attraction of new high-skill businesses, due in part to these strategic partnerships. The resulting increased economic development in the Region will provide a greater diversity of career opportunities within the Region to attract and keep working age persons in the Region.

NEMC is working both with regional groups and with the local economic development entities to ensure that the strategies being pursued are appropriate at both the local and regional levels. Currently, NEMC staff are coordinating with other partner agencies, such as, but not limited to; Small Business Development Center (sbdc), education/training entities, business and industry, and local units of government. These partnerships and collaborations will help NEMC better meet the changing workforce needs and to develop industry clusters to better serve the eight county region of Northeast Michigan.

To meet the goals of the State and Region, NEMC worked with the regional stakeholders in a collaborative effort to identify business retention software to be purchased and used in our region. “Salesforce” was selected as the program which will allow multiple business services (such as Michigan Works! Business Service Professional's, and local economic development staff) providers to more easily share information and better serve local businesses with a more unified approach. The software has been implemented, staff training continues and data from the previous system has been migrated. This software information will be a supplement to the traditional Labor Market Information currently available to identify workforce needs of businesses, job seekers and help recognize high-demand industries in our region.

In addition, the following strategies will or have been utilized in moving the MICA forward:

- 1) Create a unified local approach to working with employers, and develop a matrix of services provided by organizations in the region.
- 2) Assess/update the status of local workforce and economy.
- 3) Develop a Rapid Response model for Northeast Michigan based on the state model.
- 4) Develop a Layoff Aversion plan to more easily identify “at-risk” businesses in the region and more effectively provide services to support and enable such businesses to thrive, and
- 5) Attract and retain local and regional talent.

B. Workforce Investment Needs and Key Trends

Northeast Michigan consists of the eight Lower Peninsula counties of Alcona, Alpena, Cheboygan, Crawford, Montmorency, Oscoda, Otsego and Presque Isle. This area of Michigan is largely rural in character and contains a total of only 136,711 persons according to the 2010 Census which represents a decrease from the previously reported estimate. Population dynamics are a large part of employment-related analysis. Between 2000 and 2010, the population of the region as a whole has decreased 3.1% with only Otsego County having experienced a population increase (3.7%). Prior to the recent state-wide economic downturn, the populations in many of the Counties in northeast Michigan were growing. In fact, Otsego County was the fifth fastest growing county (percentage wise) of all counties in Michigan, between 1990 and 2000. Population estimates indicate that between 2000 and 2004, Cheboygan, Crawford and Otsego counties continued to grow at a fast pace, while four of Northeast Michigan’s counties (Alcona, Alpena, Oscoda and Presque Isle) lost a small number of residents. Montmorency County has been recording very large population increases over the past twenty years. Like most of the rest of northern Michigan, Montmorency County is an attractive retirement area. This influx of retirees is contributing to their growth, which will probably continue into the next decade. Cheboygan and Presque Isle Counties are also popular retirement areas; however, the population growth in those areas may be greater than projected.

It is noteworthy, in terms of job and economic-related implications that the overall average age of the region's population is increasing dramatically, due to the migration of retirees into the area. This has significant impact in terms of available workforce as well as total services necessary to support this group.

The sharp economic downturn that has been felt throughout the U.S. over the last few years has left its mark on Northeast Michigan. Joblessness in the Northeast Michigan region has been historically much higher than the rest of the State or the U.S. as a whole. According to the latest data available, in 2010, the Northeast Michigan counties claimed four of the five top spots in terms of highest annual average unemployment rates in the entire state. Even though every county in our region saw a small decrease in the annual unemployment rate last year, all of our Counties unemployment rates were well above the State's average.

In analyzing unemployment trends, another factor that must be considered is the amount of seasonal employment found in the area. Seasonal employment opportunities in the tourism industry can be found at all levels in the region, for both entry level and experienced workers. Employment for many in Alcona, Cheboygan, Montmorency, Oscoda and Presque Isle Counties is related to the tourism industry, and is reflected in the high winter unemployment rates.

In each of the eight counties within the Northeast region of Michigan, one of the top three private sector employment industries was food and beverage related. The majority of jobs in these industries are relatively low wage.

In Alcona County, the three industries providing the greatest employment are Healthcare and Social Assistance with employment of an average of 300 persons for 2010; followed by Retail Trade employing an average of 243 persons; and third is the Manufacturing industry employing 170 persons.

Retail Trade provides the greatest employment in Alpena County in 2010, employing 1,810 persons. Healthcare and Social Assistance private sector jobs provided employment for 1,655 persons. The third largest industry employer is Manufacturing employing 1,301 persons.

In Cheboygan County, the Retail Trade industry provided the greatest number of jobs in 2010 at 1,319 jobs. Healthcare and Social Assistance services industry provides the second greatest number of jobs at 1,112 jobs. The Accommodations and Food Services industry employs the third greatest number of people at 1,025.

The three private sector industries which employ the greatest number of people in Crawford County are Healthcare and Social Assistance; Accommodations and Food Services; and Retail Trade, which respectively employ 932; 523; and 487 persons.

The Healthcare and Social Assistance industry provides the greatest number of jobs in 2010 for Montmorency County at 403. The second and third largest private employment industries are Manufacturing and Retail Trade which employed 268 and 217 persons respectively.

Retail Trade and Accommodations and Food Services are the two private sector industries providing the greatest employment in Oscoda County, followed by Healthcare and Social Assistance, with respective 2010 employment levels of 225, 186 and 155 jobs.

In Otsego County, Retail Trade; Healthcare and Social Assistance; and Accommodations and Food Service provide the greatest employment in 2010 with 2,378; 1,264 and 1,039 jobs.

In Presque Isle County, Retail Trade; Healthcare and Social Assistance; and Accommodations and Food Services provide the greatest number of private sector jobs at levels of 427; 371 and 350 jobs.

Overall, Northeast Michigan continues to rely on retail and service industries as the major drivers of the area's economy. On a region-wide basis, most new employment will probably be created in the service sector, healthcare, professional and construction. This would translate into employment related to tourism (both retail and service), construction (especially tied to retirement housing), and service sector employment to facilitate the region's ever increasing year-round population. Government employment will probably occupy less of a percentage of the region's employment over the next few years, as the public sector budget continues to decline on the local, state and national levels. Manufacturing employment may increase in our northern counties as Moran Iron Works, Inc. has expanded and continues to grow with a \$19 Million dollar award from the Michigan Economic Development Corporation (MEDC).

Information is key to today's workforce. Developing a successful regional strategy will require a clear understanding of the scope of the regional economy, as well as the ability to identify key industries or clusters of industries with real significance to the regional economy. Healthcare and tourism/hospitality are two industries which have been identified as growth, core and/or competitive advantage industries for Northeast Michigan. Both of these industries are the focus of two on-going Regional Skills Alliance projects designed to retain local talent by providing some training opportunities to meet the industry needs.

1) Overall Availability of Current and Projected Employment Opportunities by Occupation.

Caution must be used when examining regional data for an eight-county, 5,200 square mile area, in that generalizations and conclusions reached are just that--regional in nature and not necessarily reflective of individual communities' labor force situations. That said, however, the aggregated

data can be very useful in identification of employment trends across the area.

The simplest method of envisioning the current and projected employment trends for purposes of this regional analysis is in a tabular format, which moves from a general summary/forecast by major occupational categories to a focus on high growth, high wage occupations. The latter is divided by level of training required.

The region is expected to add 2,555 new jobs between 2008 and 2018, for an increase of 4.7 percent, which is reduced from the estimates for 2006 to 2016 for which detailed information is available (see Figures I and II). Based on the 2006-2016 data the major occupational groups that are projected to add the largest number of jobs are in service (+905), health care (+890 jobs), and professional occupations (+610 jobs). Increased needs in the health care and service occupations are continuing to be addressed in our region in part through partnerships with the community colleges and efforts started through the Regional Skills Alliances for healthcare.

Figure I

Employment Forecast by Major Occupational Category

2008-2018

Northeast Michigan Area

Occupational Category	2008	2018	Employment Growth	
			Number	Percent
Total, All Occupations	54,655	57,210	2,555	4.7%
Management	3,780	3,770	-10	-0.3%
Professional	7,790	8,415	625	8.0%
Health Care	4,170	5,000	830	19.9%
Service	9,950	10,485	535	5.4%
Sales	6,440	6,635	195	3.0%
Administrative Support	8,945	9,225	310	3.5%
Farming, Forestry and Fishing	1,195	1,160	-35	-2.9%
Construction and Repair	5,475	5,725	250	4.6%
Production	3,100	2,995	-105	-3.4%
Transportation	3,805	3,750	-55	-1.4%

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

Figure II

Annual Job Openings by Major Occupational Category
 2008-2018
 Northeast Michigan Area

Occupations	Total Openings	Growth	Replacement
Total, All Occupations	1,571	326	1,245
Management	69	8	61
Professional	238	67	171
Health Care	157	84	73
Service	344	56	288
Sales	221	25	196
Administrative Support	219	43	176
Farming, Forestry and Fishing	33	1	32
Construction and Repair	129	28	101
Production	68	6	62
Transportation	96	10	86

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

Data in Figure III shows, in greater detail, the occupations most likely to have openings through 2016 within Northeast Michigan. The fastest growing occupations by percent are ones that tend to be high wage occupations requiring some post secondary education. These occupations mostly revolve around computers, medical professions, and some in social and human services. While it seems to be good news that this Region is going to need more highly skilled workers in the near future, the actual numbers of job openings to be created in these occupations is generally small (from 20 to 45 new jobs per occupation listed).

Figure III

Fastest Growing Occupations
 2008-2018
 Northeast Michigan Area

Occupations	Employment Change	
	2008 to 2018	
	Number	Percent
Home Health Aides	135	39.2%
Dental Assistants	35	34.7%
Personal and Home Care Aides	135	32.9%

Medical Assistants	45	32.8%
Pharmacy Technicians	40	23.4%
Public Relations Specialists	25	21.9%
Heating, Air Conditioning, Refrigeration Mechanics & Installers	20	21.5%
Registered Nurses	150	20.6%
Social and Human Service Assistants	110	20.1%
Accountants and Auditors	55	19.2%

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

Data in Figure IV reveals where the largest numeric job growth is expected to be found within the region, by occupation. The occupations listed are those that reflect the region's continued reliance on healthcare, retail and service industries as the major drivers of the area's economy. Within these industries, there are a few occupations listed that require some higher education and/or skill levels, including registered nurses.

Figure IV

Occupations with Largest Numeric Growth
 2008-2018
 Northeast Michigan Area

Occupations	Employment Change	
	Number	Percent
Registered Nurses	150	20.6%
Retail Salespersons	150	7.3%
Home Health Aides	135	39.2%
Personal and Home Care Aides	135	32.9%
Office Clerks, General	130	7.0%
Nursing Aids, Orderlies and Attendants	115	17.5%
Social and Human Service Assistants	110	20.1%
Licensed Practical and Licensed Vocational Nurses	60	18.6%
Accountants and Auditors	55	19.2%
Customer Service Representatives	50	8.5%

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

Note: N/A = Not applicable/available, the occupation was not in "top 10" for the given planning years.

High Growth Jobs with at Least a Bachelor's Degree
 2008-2018
 Northeast Michigan Area

Occupations	Numeric Job Growth	Percent Job Growth	Hourly Wage
Accountants and Auditors	55	19.2%	\$25.45
Family and General Practitioners	35	21.0%	\$94.32
Physical Therapists	25	32.4%	\$33.01
Public Relations Specialists	25	21.9%	\$15.49
Pharmacists	15	13.7%	\$55.47
Physicians Assistants	10	42.4%	\$40.99
Training and Development Specialists	10	26.7%	\$31.87
Civil Engineers	10	16.7%	\$35.94
Management Analysts	10	15.09%	\$38.43
Chiropractors	10	14.1%	\$31.93

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

High Growth Jobs with an Associate's Degree or Work Experience
 2008-2018
 Northeast Michigan Area

Occupations	Numeric Job Growth	Percent Job Growth	Hourly Wage
Registered Nurses	150	20.0%	\$27.00
Nursing Aides, Orderlies, & Attendants	115	17.5%	\$11.39
Licensed Practical and licensed Vocational Nurses	60	18.6%	\$17.17
Aircraft Mechanics and Service Technicians	30	15.1%	\$20.37
Heating, Air Conditioning, Refrigeration Mechanics & Installers	20	21.5%	\$19.56
Fitness Trainers and Aerobics Instructors	15	23.3%	\$10.99
Paralegals and Legal Assistants	15	22.9%	\$23.80
Physical Therapist Assistants	10	35.5%	\$21.46
Dental Hygienists	10	30.0%	\$31.91
Court Reporters	5	19.4%	\$21.80

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

High Growth Jobs with at Least Moderate On-the-Job Training
 2008-2018
 Northeast Michigan Area

Occupations	Numeric Job Growth	Percent Job Growth	Hourly Wage
Social and Human Service Assistants	110	20.1%	\$11.84
Medical Assistants	45	32.8%	\$11.76
Pharmacy Technicians	40	23.4%	\$13.24
Dental Assistants	35	34.7%	\$14.50
Aircraft Structure, Surfaces, Rigging, and Systems Assemblers	15	30.4%	\$21.40
Compliance Officers, Ex Agric, Constr., Health, Safety and Transportation	15	25.5%	\$25.96
Industrial Machinery Mechanics	15	10.7%	\$21.98
Police, Fire, and Ambulance Dispatchers	10	14.9%	\$15.72
Operating Engineers and Other Construction Equipment Operators	10	9.2%	\$18.98
Water and Liquid Waste Treatment Plant and System Operators	5	11.9%	\$18.91

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

The total of 3,225 jobs expected to be added through 2016 represent a regional growth rate of 5.6%, a decline from the previously projected 3,890 jobs (or 7.1% increase), expected through 2014. In reviewing the above tables, an observation can be made which is somewhat problematic as compared to national or even state trends. The largest numerical growth will be in the service industries, many of which have not been particularly high-wage. Also, the high growth, high wage occupations as a result of significant training are expected to have only limited annual openings, when considered across the eight-county area. Hopefully, ongoing local economic development efforts, coupled with those of high schools, colleges and the M-TEC center in Gaylord will cause expansion of existing businesses or attraction of new ones which will create more demand for these higher-paying technical jobs. In addition, some of the partnerships forged as part of the healthcare Regional Skills Alliance on healthcare continue to help to meet the growing workforce needs in the healthcare industry in the region.

In recognizing that employment opportunities as noted above realistically need to be based upon an evaluation of each job seeker's individual abilities and competencies, customers will be matched with available job openings. In addressing the training needs of individual clients, investments will encourage, where possible, that clients consider those occupations and types of training which result in high-skill, high-opening, high-wage occupations.

2) Job Skills Necessary to Obtain Such Opportunities.

The occupational demand section above lists high-growth, high-wage jobs in three different educational categories, ranging from a bachelor's degree to on-the-job training. The types of skill requirements for jobs through 2016 calls for information on the key skills required for these jobs in an ever-changing workplace. The Occupational Information Network, or O*NET, provides an excellent detail on the occupational characteristics and worker needs to attain the four levels of training.

The most important basic skills required are listed below for occupations noted, by educational requirement level:

- a. Key Skills for Occupations Requiring at Least a Bachelor's Degree: Reading Comprehension, Speaking, Critical Thinking, Information Gathering, Judgment and Decision Making, Problem Identification, Active Listening, Writing, Active Learning, Solution Appraisal
- b. Key Skills for Occupations Requiring an Associate's Degree or Work Experience: Reading Comprehension, Information Gathering, Science, Writing, Mathematics, Problem Identification, Critical Thinking, Active Listening, Speaking, Information Organization, Operation and Control, Equipment Selection, Operation Monitoring, Judgment and Decision Making.
- c. Key Skills for Occupations Requiring Moderate-Term On-the-Job Training: Operation and Control, Speaking, Product Inspection, Reading, Comprehension, Problem Identification, Active Listening, Equipment Selection, Mathematics, Information Gathering, Information Organization

The Workforce Development Board and staff continue to develop and refine assessment tools and testing devices to match customers' needs with jobs and training. Skill levels and competencies will be identified, in conjunction with one-stop partners, colleges, schools and program deliverers, to identify employment needs of customers, and efforts then made to answer deficiencies with existing or new training resources. As we move to a demand driven system, It is anticipated that in the next five years a systematic approach will be developed across the entire region whereby a network of organizations will integrate assessment and tailored-training resources, ensuring maximum potentials for both job seeker and employer customers. Obviously, this will take time to develop, but utilizing the MICA we will strive to meet the employer's needs.

In addition, past surveying of businesses revealed, that employers have a high need for employee training in customer service, basic skills (math, reading and writing), technical skills, information/computer technology, office and managerial skills. NEMC's Education Advisory Group (EAG) expressed an interest in clustering data by career pathway so it may be integrated into EDP development at the high school level and schools could incorporate more customer service skills into their curriculum. The strong partnerships with the community colleges and trainers in the region, including but not limited to Alpena Community College, Kirtland Community College, North Central Michigan College and the M-TEC at Gaylord, allows for the rapid response to the identified training needs to meet the industry needs through degree programs, certificate program, innovative collaborative offerings to meet specialized training with limited job openings, and customized business training programs. Additionally, based on the limited number of high wage jobs, the region is also trying to 'grow jobs' through the entrepreneurial efforts of some of young retirees moving to the region and by providing supportive training or seminars on topics such as marketing, business plan writing, and profitability.

II. Michigan Works! System

- Michigan Works! Service Center and Satellite Offices

- 1) Michigan Works! Service Center One Stop

Alpena County
315 West Chisholm, Alpena, MI 49707
Phone: (989) 356-3339, Fax: (989) 354-8479
M, T, W, F – 8:00 a.m. to 5:00 p.m.
Th – 9:00 a.m. to 5:00 p.m.

- 2) Michigan Works! Satellite Offices

Alcona County
202 South Second Street, Suite B, P.O. Box 316, Lincoln, MI 48742
Phone: (989) 736-6082, Fax: (989) 736-3260
W, Th – 9:00 a.m. to 4:00 p.m.
Closed for Lunch 12 p.m -1 p.m.

Cheboygan County
11153 N. Straits Hwy, Cheboygan, MI 49721
Phone: (231) 627-4303, Fax: (231) 627-6111
M, T, W, F – 8:30 a.m. to 4:30 p.m.
Th – 9:00 a.m. to 4:30 p.m.
Closed for Lunch 12 p.m -1 p.m.

Crawford County

4595 Salling Street, Grayling, MI 49738
Phone: (989) 348-8709, Fax: (989) 348-4998
M, T, W, F – 8:30 a.m. to 4:30 p.m.
Th – 9:00 a.m. to 4:30 p.m.
Closed for Lunch 12 p.m -1 p.m.

Oscoda County

1329 S. Mount Tom Road, Mio, MI 48647
Phone: (989) 826-6107, Fax: (989) 826-2191
W, TH – 9:00 a.m. to 4:00 p.m.
Closed for Lunch 12 p.m -1 p.m.

Otsego County

2927 D&M Drive, Gaylord, MI 49735
Phone: (989) 732-3886, Fax: (989) 732-6023
M, T, W, F – 8:30 a.m. to 4:30 p.m.
Th – 9:00 a.m. to 4:30 p.m.
Closed for Lunch 12 p.m -1 p.m.

Presque Isle County (This office also serves as the Administrative Office)

20709 State Street, P.O. Box 711, Onaway, MI 49765
Phone: (989) 733-8548, Fax: (989) 733-8069
M-F 8:30 a.m. to 4:30 p.m.
Th – 9:00 a.m. to 4:30 p.m.
Closed for Lunch 12 p.m -1 p.m.

3) Expansion/Improvements of Service Centers

There are no expansions being planned in any of the seven county offices, at this time.

4) Direct Deliver of Client Services:

During the September 26, 2012, Northeast Michigan Consortium (NEMC) Workforce Development Board meeting it was decided that they would request to deliver all state and federally funded programs in-house, with the exception of the Workforce Investment Act (WIA) Youth program. This decision was made because of financial reasons. Consideration was given to several different designs and methods, but in the end the Board felt that, financially, the best way to effectively serve both employers and job seekers would be to take these programs back in-house. The Workforce Development Agency, State of Michigan approved NEMC's request effective January 1, 2013.

As a condition of receiving this waiver, NEMC is revising our local 5-year Plan, by including the following information:

- A. A description of all programs that the local workforce development board has received approval to provide and identification of those programs where direct delivery has been implemented:

Effective January 1, 2013, NEMC provided direct delivery of the following state and federal programs core services and intensive services as outlined in the WIA Section 134(d)(2) and Section 134(d)(3) respectively:

Workforce Investment Act (WIA) Adult, and Dislocated Worker,

National Emergency Grant/On-the-Job Training (NEG/OJT),
Job Driven/National Emergency Grant, (JD-NEG)

Dislocated Worker Training – National Emergency Grant (DWT-NEG)

Skilled Trades Training Fund (STTF)

Wagner-Peyser,

Trade Adjustment Assistance (TAA)

Temporary Assistance for Needy Families (TANF), and

Food Assistance Employment and Training (FAE&T)

- B. A description of the key reasons why the local workforce development board implemented direct delivery of service:

The goal of this change will reduce overhead costs, so that more funds can go into job seeker and business services. We will see financial saving in the areas of contract reductions, flexibility and stability in staffing, and by streamlining supervision.

1. Contract Reductions: With full in-house delivery of services we expect to see a reduction in administrative work required to manage contracts. Functions and costs such as contract development, contract modifications and external contract monitoring will be eliminated. The elimination of duties associated with contracts would impact many positions, including those of the Program and MIS Coordinator, Program Supervisors, Executive Director and Fiscal Staff. Significant reduction of tasks and redeployment of staff time could amount to more than 2.5 FTEs (2 Area Managers, ½ Employment Services Supervisor plus contractor overhead and indirect costs).

2. Flexibility and Stability in Staffing: Since NEMC is merit based, staff may spread their time between Wagner-Peyser and other applicable program funds, allowing for more flexibility than is the case currently. Structural constraints on the assignment of staff will be completely eliminated under the single entity approach. This will allow for continuity of customer service during the transition to in-house delivery of the WIA Core and Intensive Services, NEG/OJT, DWT-NEG, STTF Wagner-Peyser, TAA, TANF, and FAE&T services.

3. Streamlined Supervision: As noted above, under the single entity approach redundancy would be eliminated. The elimination of costs associated with one Program Manager, two Area Managers, the Employment Services Supervisor, and contractor overhead and indirect costs. The NEMC Operating Programs Annual Cost Savings by Grant document provides detail on the savings (Attachment I).

C. A description of the revised business model that the local workforce development board implemented to deliver direct client services:

NEMC implemented the following business model to ensure accountability for federal funds through appropriate fiscal and programmatic monitoring of the direct delivery of program services.

NEMC has Fiscal and Program Monitoring processes in place. We have included a copy of both our Oversight and Monitor Guide (Attachment L) and the Financial Procedures Manual (Attachment M) to this Plan. These documents reflect sound monitoring processes consistent with the key reform principles of the WIA as outlined in Section 661.400 of the WIA Final Regulations.

In addition, WIA Program participant eligibility will remain as documentation at time of intake. Participant enrollments will be tracked to ensure numbers of customers served and cost per participant levels are maintained at satisfactory levels.

NEMC will monitor programs and procedures through a review of data, observation of operations, peer-to-peer reviews and examination of records to ensure compliance with the pertinent Acts and Regulations. Program reviews will be conducted to ensure compliance with all applicable rules and regulations, progress and achievement of goals, eligibility, budget item justification, accuracy of reported information, data validation

and linkages with other agencies and resources. Monitoring will be an ongoing and consistent part of the regular management cycle.

NEMC agrees to make available for examination any and all relevant information, writings, documents, and records, and shall permit those entities to audit, examine and make copies, excerpts, and transcripts, in whole or in part from the information, writings, documents, and records. NEMC will allow the funding source's duly authorized representatives, access to its personnel and students for the purpose of interviews and discussions related to any monitoring, inspection, audit or investigation.

- D. A revised organizational chart reflecting the new staffing structure and business model has been attached to this plan. Please see Attachment K.
- E. The following is a description of the local workforce development board's program and fiscal controls that clearly separates and defines the role of the local workforce development board as the oversight body for the local service delivery system, from the role of direct service provider:

The Board will consider all aspects of programs affecting workforce development, as appropriate with other organizations and agencies with related missions.

The Board will have planning and oversight responsibilities for programs funded through the WIA, Core and Intensive Services, JD-NEG, NEG/OJT, DWT-NEG, STTF, Wagner-Peyser, TAA, TANF, and FAE&T and related or similar programs, including various replacement legislations for current funding sources. It is understood that the Board, in conjunction with the Northeast Michigan Consortium shall have broad authorities to apply for funds related to its mission, at its discretion. It is further understood that the federal or state government(s) may award other funds and responsibilities in the future related to its programs. The Board will also have significant input into related plans, and understands that in the future, the State of Michigan or federal government may determine to award other funds to the Board including subsequent legislation to the Workforce Investment Act. The Board is also responsible for implementation of an area-wide minimum standards as established by the Governor federal government, state government or other funding sources. This system will be designed to provide both employers and job seekers access to a full range of employment-related services.

F. Impact on available services and participant numbers as a result of the direct delivery of services:

Had NEMC not made the decision to direct deliver services, the impact on available services and participant numbers would have suffered greatly. NEMC was facing some hard decisions regarding contractor staffing levels and wages, keeping all eight offices open, or reducing some offices to part-time, due to the reduction of funding. All of these actions would have reduced the availability of services and the number of participants we could have served. By making the decision to direct deliver the services, we were able to reduce the cost of middle management, and use those funds to maintain services and participant numbers. Unfortunately we did have to close one of our satellite offices but customers are within a reasonable traveling distance to another location for a full array of services.

G. The following is a description of achieved process efficiencies for our Human Resources, Fiscal, and Participant reporting functions:

When Michigan Works! Northeast Consortium moved to a direct client services model it was primarily for financial savings. We continue to use the same Fiscal, and participant reporting systems and functions as before. If any reporting efficiencies have been achieved it would be that by not contracting services we are more hands on with the system and staff, also more closely informed of what is happening with customers and/or problems with the system.

H. A description of achieved quality improvements and performance outcomes, both short-term and long-term, as a result of the direct delivery of client services:

In the year and a half since we have moved to a direct client service model, we have not noticed any significant quality improvements or performance outcomes. However, while we did have a dip in performance achievement levels immediately following the transition, we still maintained a met or exceeded rating for the performance measures.

I. The change to communications and messaging to staff, participants, and employers as a result of the direct delivery of services are stated in "G" above. As a result of the transition, we are more hands on with the system and staff, also more closely informed of what is happening with customers and/or issues that may arise.

Selection of Eligible Providers:

Due to the fact that the Workforce Development Agency, State of Michigan approved NEMC's request to take programs back in-house,

effective January 1, 2013, there will be no selection of service providers for these programs.

5) Ensuring Employment Needs of Local Employers and Job Seekers Consistent with the Michigan Industry Cluster Approach (MICA)

This MWA has made the commitment to adopt the MICA. An Administrative staff has been identified to take the lead to develop industry clusters across our eight counties and work with surrounding MWA's to meet the employment needs of local employers. It is our intent to combine Clusters, Marketing, Rapid Response activities, Employer Outreach and any other activities that will help us reach our MICA goals.

Although only one Commitment to Cluster Approach has been submitted, we are working with several employer groups with short term goals. As the goals have been met, the groups have dispersed and no Commitment to Cluster Approach was submitted. We are utilizing the process and will submit Commitment to Cluster Approach paperwork as necessary. This MWA will include WIA Youth contractors when needed; however, we may have two different methods to ensure that the employment needs of local employers and job seekers are met, Adult programs vs Youth Programs.

Since the Adult programs were taken back-in house effective 1-1-13, administrative staff will monitor front-line staff and provide guidance via internal policy. For contracted WIA Youth services, technical assistance will be available by request or as a result of monitoring. To ensure that such providers meet the employment needs of local employers and participants, and are eligible to continue receiving funds for a program, the local Board will require NEMC staff to do a performance measure evaluation quarterly (at a minimum) of each contractor. In addition, each contractor will be required to submit an annual year-end summary of services, activities and a final expenditure report.

1. This MWA recognizes the importance of requiring that all Business Services Professionals (BSP) become certified as Business Solution Professionals (BSP). Currently 3 or the 4 BL's are Certified Business Solutions Professionals (CBSP). The 4th BSP is currently in CBSP training, and we have an administrative staff taking the course, too. The CBSP follows a five phase process designed to bring key stakeholders together to assist businesses with identifying and proposing solutions for their needs. The steps are entry, fact finding, solution design, implementation, and follow up.

The framework of the CBSP process requires collaboration and team work to tap into the resources available in our communities. The lead BSP in a

project gathers information and coordinates the services provided by the experts in the specific area of need.

Following is an example of a Business Solutions Process:

The local BSP meets with a manufacturing company to check employment retention on a client. In discussion with the plant manager, the BSP discovers that the company is pursuing an expansion project. The BSP asks for permission, and once granted, bring in the local economic development professional to assist with property acquisition, and then brings in the zoning officer. The local ED contacts the State economic developer, to assist with tax abatements. The BSP prepares a hiring plan. All partners work closely together all the way through the implementation and follow up stages, to best serve the business customer. The final result will be jobs created, and a more stable and thriving business in the community.

6) Program Coordination

Since this MWA has been approved to bring all Adult programs in-house, we will be able to ensure that there will be no duplication between programs and services. NEMC will monitor programs and procedures, both in-house and WIA Youth, through a review of data, observation of operations, and examination of records to ensure compliance with the pertinent Acts and Regulations. Program reviews will be conducted to ensure compliance with all applicable rules and regulations, progress and achievement of goals, eligibility, budget item justification, accuracy of reported information, data validation and linkages with other agencies and resources. Monitoring will be an ongoing and consistent part of the regular management cycle.

We continue to enjoy a great partnership with the Small Business Development Center (sbdc) which has increased then number of businesses visiting the Michigan Works county offices. This MWA provides itinerant space for the sbdc professionals to provide a full range of services for small businesses emerging and growing throughout our area, including new venture companies, existing businesses, expanding businesses, technology companies and innovators. An electronic calendar has been set –up for MWA staff to schedule appointments for the sbdc to help expedite the meeting date between the employer and sbdc.

The Procurement Technical Assistance Center (PTAC) housed by NEMC, is a local resource available at no cost that can provide assistance to business firms in marketing products and services to the Federal, state and local governments. The PTAC office is located in the Presque Isle

County Michigan Works office; however, the PTAC staff helps businesses in an eleven county area. Due to the Governor's Prosperity Region Initiative, beginning August 1, 2014, the PTAC will serve **11** counties instead of **15**. The counties are: Alcona, Alpena, Cheboygan, Crawford, Iosco, Montmorency, Ogemaw, Oscoda, Otsego, Presque Isle and Roscommon.

They provide services that range from one-on-one consulting sessions to automated Bid Matching to identifying and bidding on contracting opportunities. Reciprocal referrals between the PTAC staff and the Business Services Professionals, provides win-win situations for the business customers served by both organizations.

7) Job Order Acquisitions

This MWA has issued policy to all Service Center staff regarding the delivery of services to employers via WDB 03-23, that addresses the following topics:

- Employer application forms
- Sorting of employer application forms
- Application screening
- Adverse impact
- Testing and adverse impact
- Veterans' preference
- Job orders
- Employer databases
- Business opportunity job listings
- Federal Contractor Job Listings (FCJL)
- Third-party employers
- Out-of-state employers

NOTE: Although this policy identifies the Michigan Talent Bank as the labor exchange system through the Michigan, staff understands that MITalent Connect is now the name of the system.

In addition, a Job Order Acquisition/New Employer Registration form has been developed to obtain the pertinent Employer information (Attachment J).

8) Referrals

Referrals will be made to employers based on the criteria they have supplied for a particular position. In addition, we continue to utilize WDB 99-22 policy, which is based on MJC 99-30, dated August 2, 1999. This policy was issued to clarify the existing policy relating to job orders. An excerpt from that policy states:

*If a job order is developed for a specific target group (ie. Work First, JTPA), service providers will be given two business days to get referrals to the employer. If referrals are not made to all job openings in this two business day time period, the job order must be posted to Michigan Job Bank. In addition, if any job order is **not filled** by the specific target group, it must be posted to Michigan Job Bank. Job orders originated locally, not for a specific target group, must be posted to the job bank prior to any other publication.*

NOTE: Although references are made above to out-dated programs, the policy is still current, per our Wagner-Peyser coordinator.

9) Demand Occupation's

This MWA's Demand Occupation list is currently undergoing a transformation as we develop our Demand Driven System, and we are currently categorizing the Demand Occupations by Industry Clusters. In addition, based on information gathered at Chamber meetings, Business Services Professionals' meeting with employers to identify their Talent needs and reviewing local Labor Market Information, we have made several changes to our Demand Occupation list.

Industry cluster focus group meetings may be utilized to hear directly from employers ways in which we can help facilitate and bridge the gap between educational entities and employee skills gaps. It is our hope that the Cluster Group meetings will continue to shape our Demand Occupation list.

One final thought, although the WIA requires us to have a Demand Occupation list, we are finding that to best way to serve the Employers needs are to write OJT's.

B. Memorandum of Understanding (MOU)

Memorandums of Understanding are reviewed annually on July 1, and updated where necessary. The original copies of these MOU's have been retained at the MWA; however, copies were forwarded to our WIA Coordinator in the fall of 2012. Assurance of coordination is outlined in the Memorandum of Understandings (MOU) with each required partner listed in the Minimum Standards. A copy of the template of the MOU is attached (See Attachment A).

III. Local Performance Measures

This MWA will continue to strive to meet or exceed local performance measure levels, as identified by the State.

PY 2014 PY2015 Performance Measures

Performance Measure

Adult Program

Dislocated Worker Program

Entered Employment Rate	92%	95%
Employment Retention Rate	93%	95%
Average Earnings	\$15,000	\$13,200
Employment & Credential Rate	82%	84%
<u>Performance Measure</u>	<u>Older Youth</u>	<u>Younger Youth</u>
Entered Employment Rate	83%	N/A
Skill Attainment Rate	N/A	96%
Diploma Rate	N/A	91%
Retention Rate	90%	86%
Average Earnings Change	\$4,100	N/A
Credential Rate	80%	N/A

Customer Satisfaction Performance Levels:

Participant Score– 93%
 Employer Score– 86%

IV. Adult and Dislocated Worker Employment and Training Activities

NOTE: With the delivery services being delivered in-house, there are numerous references to WDB policies throughout this Plan that will contain language such as; “Contractor will”, “Contractor Staff”, etc. Due to time restriction, NEMC will not update WDB policies at this time, but will modify policy language when a SOMWDA policy or policy change is issued.

A. Alignment and Implementation of the Michigan Industry Cluster approach (MICA)

Since this MWA has taken the WIA Adult and Dislocated Worker, Partnership Accountability Training and Hope (PATH) Program, Wagner-Peyser, and the Trade programs back in house, we have done some reorganizing of Staff. Duties have been reassigned and the Program Coordinator will be the lead staff person on the implementation of MICA. We are very early in our efforts to transition totally to a Demand Driven System, and are moving to align our WIA Adult and Dislocated Worker programs, services and funding to industries identified in our assessment of potential clusters in our region.

B. Workforce Investment Act (WIA) Program Design

- 1) In this document NEMC, in accordance with the requirements of 20 CFR Section 661.350(5), will provide a description of the type and availability of the Adult and Dislocated Worker employment and training activities in our local area.

Our WIA program provides for three levels of services: core, intensive, and training. The “work first” approach promotes work by assuring that the most job-ready individuals must use Level I Core Services (non-registered or registered) before accessing Level II Intensive Services or Level III Training Services. Utilizing the States’ Management Information System list of allowable activities, each of the three level’s activities has been described in this plan.

Self Serve Core Services – Resource Room

- *Program Information and Basic Assessment:* Eligibility determination, outreach, general career counseling, referrals to other resources/programs, financial aid information for training and initial assessment of skill level, ability and needs.
 - WIA eligibility determination
 - Outreach/Intake (including Worker Profiling)
 - General career counseling
 - Work First/JET Eligibility Assistance
 - Financial assistance for training (non-WIA)
 - Initial assessment of skill level, abilities, needs
- *General Information:* Explanation of services available at One-Stop including employment statistics, training provider and One-Stop performance, demand occupations and Unemployment Insurance information.
 - Services available through One-Stop
 - Employment statistics
 - Training provider performance
 - One-Stop system performance
 - Unemployment compensation claims filing
 - Resource room usage
 - Available support services
- *Group Activities:* Provide “How to” workshops, such as resume writing, interviewing skills, communication skills, punctuality, personal maintenance skills and professional conduct skills, in each of the eight counties a minimum of once a week to provide general employment and training information.
 - Workshop referral/attendance
 - Job club referral/attendance

- *Job Search:* General Internet assistance related to employment and training services. Customer initiated job/talent referrals and development of employment plan.
 - Resume assistance
 - Internet browsing Job Bank
 - Job referral
 - Internet browsing training services
 - Individual job development
 - Internet accounts (e.g. Career Kit, Personnel Kit)
 - Talent referrals

Staff Assisted Core Services

- *Individual Job Development:* Staff assisted job development working with job seekers and employers.
 - Resume sent
 - Will file application
 - Interview scheduled
- *Advanced Job Club:* Individualized staff assisted workshop. Customer may have been referred from the “How To” classes.
- *Advanced Screened Referrals:* Screened referrals for employers.
- *Follow-up Services:* An individual active in WIA who obtains employment is entitled to a minimum of 12 months of follow-up services from the date of employment. Follow-up services include, but are not limited to:
 - Additional career planning and counseling;
 - Contact with the participants employer, including assistance with work-related problems that may arise;
 - Peer support groups;
 - Information about additional educational opportunities, and referral to support services available in the community.
 - Pre-exit follow-up
 - Post exit follow-up

Intensive Services

- *Comprehensive/Specialized Assessment:* To understand the skill levels and service needs, which may include: diagnostic testing and use of other assessment tools; and in-depth interviewing and evaluation to identify employment barriers and appropriate employment goals.
- *Individual Employment Planning:* On the MIS, develop an individual employment plan, to identify employment goals, appropriate achievement objectives, and appropriate combination of services for the participant to achieve the employment goals.
- *Group Counseling:* Individual or group career/employment counseling, using such tools as MOIS, Open Options, or other assessment tools.
- *Short-term pre-vocational skills:* In depth, employability skills training; including communication skills, interviewing skills, resume writing; punctuality, personal maintenance skills, and professional conduct skills. It also includes financial assistance (non-ITA) for job readiness skill upgrade classes (there must be actual classroom seat time). This activity should prepare individuals for unsubsidized employment or training.
- *Case Management:* To maintain a relationship and continue to provide career and employment related counseling for participants seeking and/or receiving training services.
- *Literacy Activities:* Literacy activities are provided for basic workforce readiness. Participants may be enrolled in adult education, high school or GED completion and academic improvement as long as it is a stand-alone activity.
- *Out-of-Area Job Search Assistance:* Services such as Internet job search, use of office equipment such as fax, which may lead to, upon staff approval, support services. These may include mileage reimbursement, or others.
- *Relocation Assistance:* Upon staff approval and proof of out-of-area employment, this activity may include services that would support relocation for employment.
- *Internship and Work Experience:* Paid or unpaid work experience, which would increase the skill level of the customer.

Training Services

- *Occupational Skills Training*: A program of training services is one or more courses or classes, or a structured regimen, that upon successful completion leads to:
 - A certificate, an associate degree, baccalaureate degree, or
 - The skills or competencies needed for a specific job or jobs, an occupation, occupational group, or generally, for many types of jobs or occupations, as recognized by employers and determined prior to training.

- *On-the-Job Training (OJT)*: An On-the-Job training contract is provided under a contract with an employer in the public, private non-profit, or private sector. Through the OJT contract, occupational training is provided for the participant in exchange for the reimbursement of up to 50 percent of the wage rate to compensate for the employer's costs. The OJT contract must be limited in duration as appropriate to the occupation for which the participant is being trained. In determining the appropriate length of the contract, consideration should be given to the skill requirements of the occupation, the academic and occupational skill level of the participant, prior work experience, and the participants individual employment plan. *OJTs are not restricted to the demand occupation list.*

NOTE: This MWA has received a waiver to use a sliding scale for reimbursement of OJT contracts based on the size of the company. See page 36, Section VI. B. (4) for more details. A copy of our OJT Policy is attached to this plan. (Attachment I)

- *Skill Upgrading*: This activity is just like an OJT but should be used for employed workers. However, reimbursement is based on wages not training costs as in customized training.
- *Workplace Training*: Combination of workplace training with related instruction, which may include cooperative education programs.
- *Classroom Training*: NOTE: This type of training is available within Pre-vocational intensive services.
- *Entrepreneurial Training*: This will be a referral service only.
- *Job Readiness Training*: At this time, the Contractor is not utilizing this activity.

- *Adult Education:* Currently providing this as an Intensive Service.
- *Literacy:* Participants may be enrolled in adult education, high school or GED completion and academic improvement as long as it is in combination with other training level services.

**Customized Training cannot be used in conjunction with the Literacy activity.

- *Customized Training:* Designed to meet the special requirements of an employer or group of employers. The employer, to employ an individual on successful completion of the training, conducts it with a commitment. The employer pays for not less than 50 percent of the cost of the training.

2) Individual Training Accounts

For participants who have been determined to need training, the local policy for accessing training with an Individual Training Account (ITA) is as follows:

The State will maintain an annual list of eligible training providers - public and private training organizations - that meet specific performance criteria. Unemployed or underemployed adults and dislocated workers may choose to attend any training institution in Michigan that is on the list. Our MWA works with our local Educational entities, which includes the area Community Colleges and local High Schools, in addition to those on our Educational Advisory Group (EAG).

In general, the following priority ranking will be used to distribute ITAs to customers with:

- Few or no marketable occupational skills;
- A need for some enhancement to skills for financial self-sufficiency.

Before receiving an ITA, a participant must demonstrate, through various assessment tools and processes, and through the counseling process, that they have:

- A reasonable likelihood of success in training;
- A reasonable likelihood of obtaining employment in the chosen occupation;

- Attained appropriate life skills and job retention skills to be successful on the job.

In general, ITAs will have an annual limit and a maximum lifetime limit for tuition, books and fees for each participant funded by WIA. This MWA is currently reviewing these limits, in light of the rescission of the Tuition Cap as cited in WDASOM Policy Issuance 07-07, change 3 for the No Worker Left Behind program. However, all customers are required to apply for federal PELL grants.

3) Exceptions to the Use of ITAs

Training services authorized under this paragraph may be provided pursuant to a contract for services if the requirements above are met and if:

- Such services are on-the-job training provided by an employer or customized training;
- The Workforce Development Board (WDB) determines that there are an insufficient number of eligible providers of training services in the local area involved (such as in a rural area) to accomplish the purposes of a system of ITAs; or
- The WDB determines that there is a training services program of demonstrated effectiveness offered in the local area by a community-based organization or another private organization to serve special participant populations that face multiple barriers to employment.

C. Determining Eligibility for Adults and DW's

The MWA's Staff will be responsible for assuring that each participant, prior to their enrollment, has met all eligibility and certification requirements.

1) Adults.

To be an eligible adult in the adult program an individual must be a citizen of the United States or an eligible non-citizen; registered with selective service (if applicable) and 18 years of age or older.

2) Dislocated Worker.

To be eligible for the Dislocated Worker program, an individual must be 18 years of age or older, a US citizen, a Selective Service registrant (if applicable), and meet the following criteria:

Lay-off:

- Proof of lay-off or termination in the form of an employer letter, notification from a collective bargaining unit, documentation from the Workforce Development

Agency/State of Michigan, or Unemployment Agency verification, *and*

- Verification of eligibility for, or exhaustion of, unemployment benefits, *and*
- Documentation is taken from the most recent Northeast Lower Michigan Occupational Employment Forecasts, showing that the Total for Annual Average Openings is 30 or below.

Lay-off or termination/not eligible for unemployment benefits:

(Must have all three pieces of documentation)

- Proof of lay-off or termination is provided in the form of an employer letter, Unemployment Agency verification, or documentation from the Workforce Development Agency/State of Michigan. (The customer is not eligible for unemployment compensation due to insufficient earnings, or because they performed services for an employer that was not covered under a State unemployment compensation law), *and*
- Documentation showing that employment was for duration sufficient to demonstrate attachment to the workforce, *and*
- Documentation is taken from the Northeast Lower Michigan Occupational Employment Forecasts 2006-16, showing that the Total for Annual Average Openings is 30 or below.

Closure:

(Documentation must state that closure is the reason for the dislocation)

- Proof of worker attachment to a plant, enterprise or facility that has closed or has given notice to close within 180 days. Proof can be in the form of an employer letter, Unemployment Agency verification, public announcement, documentation from the Workforce Development Agency/State of Michigan or collective bargaining unit. Note: individuals receiving notice their plant/enterprise/facility is scheduled to close within 180 days but is still employed by said employer is limited to unregistered and registered core services only and is not eligible to receive supportive services.

Substantial lay-off:

- Proof that worker is unemployed due to attachment to a plant, enterprise, or facility that has been involved in a substantial lay-off which is defined as at least 33% of employees (excluding employees regularly working less than

20 hours per week), and totaling at least 50 employees or at least 500 employees (excluding employees regularly working less than 20 hours per week).

Self-employed:

- Proof is provided of unemployment due to economic conditions or natural disaster.

Displaced homemaker:

- Proof that an individual has been providing unpaid services to own family, and has been dependent on the income of another, is no longer supported by that income, is unemployed or under-employed and is experiencing difficulty obtaining or upgrading employment.

Exception for Military Spouses

- As outlined in TEGl No. 22-04, a military spouse who leaves his/her job to follow his/her spouse to a new duty assignment can be served with WIA Dislocated Worker formula grant funds in certain circumstances. When the spouse is unable to continue an employment relationship due to the service member's permanent change of military station, or the military spouse loses employment as a result of the spouse's discharge from the military, then the cessation of employment can be considered to meet the termination component of the WIA definition of dislocated worker (WIA Section 101(9)(A)(i). As provided in TEGl No. 22-04, military spouses in such circumstances must still be determined to be "unlikely to return to a previous industry or occupation" in order to qualify as a dislocated worker.

Staff will interview the potential customer regarding these qualifications, and appropriate documentation will be maintained and kept on file or entered on MIS as advised. A locally created eligibility documentation checklist for Adults and Dislocated Workers will be utilized (See Attachments B & C).

D. **Coordination with Migrant Services**

Migrant Services will be available in this MWA. While we don't have many migrant workers in our region, our WIA staff will work with appropriate agencies, including Migrant Services and others to assist applicants interested in Registered Core, Intensive and Training Services to obtain the eligibility documentation required. Referrals to appropriate assistance agencies will be a part of this process.

E. Authorization to Work

Citizenship or authorization to work in the United States is required for WIA registered Core, Intensive and Training services. All persons may access unregistered Core Services for Adults and Dislocated Workers. These include referral to other services and agencies, assessments, use of the Pure Michigan Talent Connect and resource rooms. Enrollment into Intensive Services as a prelude to Training and Training Services will require appropriate documentation. Persons who are unable to demonstrate, for example, authorization to work in the United States, or citizenship, would not be enrolled in Intensive or Training Services. However, the MWA staff may help persons attain the necessary documentation to receive additional WIA services. This may include direction to the proper agency or office awarding the eligibility documentation in question and assist with written communication and telecommunications to persons seeking to acquire Authorization to Work documentation.

This MWA has issued policy WDB 11-05 (See Attachment H) to convey this info to all staff. The new policy required staff and Youth Contractors to update all eligibility check lists.

F. Support Services

This MWA has developed a Support Service policy that encompasses both the WIA and PATH programs. (See Attachment F) Even though the programs have different sets of rules and guidelines, each have been addressed in the policy. The following is an excerpt from our support service policy:

When providing support services to customers, staff will be responsible for:

- 1) determining that the provision of supportive services are appropriate, consistent, and allowable,
- 2) ensuring that the provision of supportive services is documented in the participant's Individual Service Strategy (ISS).
- 3) responding and submitting Support Service requests to the Fiscal department in a timely manner, according to Fiscal's AP schedule, when supportive services are needed, and
- 4) including the proper documentation necessary to issue participant payments, budgeting, allowable costs.

Specific WIA program Supportive Services are services such as transportation, child care, dependent care, housing, and needs-related payments that are necessary to enable an individual to participate in activities authorized under the WIA Title I, consistent with the provisions of the WIA Title I.

NOTE: This is a policy that will be revised in the future to remove any "Contractor" language.

V. Wagner Peyser Employment Services

NOTE: The entire Wagner Peyser Employment Services section has been updated to include the 2014 Plan.

Provision of Services to be Provided.

This MWA will provide direct demand driven services to bring job seekers and employers together to meet their individual needs. We will adhere to the Wagner-Peyser Act and related regulations as describe in the Employment Service (ES) labor exchange manual. Resource Rooms in our offices will be the point of entry to provide these services. They will be staffed to best accommodate the needs of area job seekers and employers. Since the Alpena Michigan Works! Service Center is the one state-recognized One-Stop Center in our region, that Resource Room will be staffed 44 hours/week.

The larger satellite offices in Grayling, Cheboygan, Gaylord and Presque Isle will be staffed 5 days per week throughout the year. The remaining satellite offices will be staffed 2 days a week as advertised. (See Attachment A)

When mediated services are required, customers will make an appointment to see ES staff.

A. All Wagner-Peyser funded services in this MWA will be provided at no cost to both employers and job seekers.

This MWA has set the following demand driven Employment Service Objectives which include, but are not limited to:

- 1) Assisting Job Seekers in preparation for finding employment,
- 2) Assisting Employers to fill their job openings,
- 3) Facilitating the match between Job Seekers and Employers,
- 4) Participating in a system for clearing labor between the states,
- 5) Providing the work test as required by the State unemployment compensation system, and
- 6) All other required services described in the ES Manual.

B. Access to the Pure Michigan Talent Connect (PMTTC) Internet-Based System.

The MWA has seven Fiber cables installed on the Wide Area Network (WAN). This MWA uses Enterprise for the WAN, and Internet Explorer and Firefox as the preferred browsers. The system has a Content Filter which is a tool to control the users' access to the Internet, and only allows the workstations in the Resource Rooms to have access to the Pure Michigan Talent Connect Web pages and other appropriate sites.

	<u>Number of Computers at Each Location</u>	<u>Projected Daily Number of Customers</u>	<u>Projected Number of FTE Staff Available¹</u>
	Resource Room	Computer Lab	
Alcona ²	2	3	8 included in Alpena FTE
Alpena ^{3, 4}	8	12	54 1.5
Cheboygan ⁴	5	11	38 1
Crawford ⁴	6	12	25 1
Oscoda ²	5	6	20 included in Crawford FTE
Otsego ⁴	7	12	28 1
Presque Isle	5	3	10 .5

- ¹ NEMC has 15 full-time and 2 part-time staff. Staff cover four of the seven offices anywhere from 7 to 44 hours per week. These levels are subject to change due to funding levels and customer demand.
- ² Due to funding reduction in both the Wagner-Peyser and Workforce Investment Act programs, effective July 1, 2010, two of our satellite offices, Alcona, and Oscoda, were reduced from five days a week to two days per week. Hours of operation are 9:00 AM to 12 noon and 1:00 PM to 4:00 PM in those offices. Due to budget constraints the Montmorency county office was closed November 2013.
- ³ Alpena is the one designated office with staff scheduled from 8 a.m. to 5 p.m. Monday through Friday, for a total of 44 hours per week.
- ⁴ Computer labs can handle ES customer overflow.

In the event that all of the workstations in the Resources Rooms and/or Computer Labs are occupied during peak times for ES registrations, customers will have the option of either returning to the office at a later date and time, or have the ES staff (based on the staff time availability) enter their information for them. In the event of a mass layoff or other high volume customer times, the ES Staff will shift staff from other offices as necessary to assist with ES Registrations. In addition, we have in the past utilized the M-TEC of Gaylord to hold informational sessions and utilize the computer labs to serve large number of customers at one time.

C. Labor Exchange.

Labor Exchange service will be provided using the following tiers of services:

1. Standard-CORE/Self Service

Resource Room personnel will greet and instruct new customers on all services available in the Resource Room. Customers will receive information by telephone or in person on all services available.

Job Seekers. Staff will introduce customers to the variety of employment related resources in the Resource Room. These include printed resources, bulletin board, computer-based job search and job posting programs, career development software, resume writing software and others. Staff will inform customers on use of these resources, provide demonstrations and assistance to acquaint customers with computer-based services and/or printed material, including but not limited to: Pure Michigan Talent Connect, Internet Explorer, Firefox, O*NET, and Work Inventories.

Employers. Staff will provide information on the Pure Michigan Talent Connect to help employers self-search for appropriate applicants and post job orders.

This program design assist in meeting Employment Service Objectives:

- **Assisting Job Seekers in preparation for finding employment, and**
- **Assisting Employer's to fill their job openings**

2. Staff Assisted/Facilitated Services (in addition to above services).

Staff will assist job seekers and employers who cannot use the Pure Michigan Talent Connect or Resource Rooms unaided, due to lack of computer familiarity, literacy, a disability, lack of access to the system or some other barrier.

Job Seekers. If a customer is not capable of using the resources without assistance (due to lack of computers skills, literacy level or other barriers), staff will input information on the Pure Michigan Talent Connect, print out information, read information and assist in the customer's job search. They will also: answer questions regarding job search and resume entry, provide support and additional job search assistance, refer customer to appropriate agencies/staff for training, support services, and other program services. They will schedule

appointments for use of Resource Room or employment assistance as needed.

All job seekers will be encouraged to refresh their profile information every 30-days to keep it accessible for employer searches. The refreshing process is designed to be convenient, user-friendly and meets the Employment Service Objective “3” “Facilitate the match between Job Seekers and Employers.”

Employers. Staff will provide technical support for employers to access Pure Michigan Talent Connect. They will enter information on job orders at the employer’s request, take information by phone or in person and print out or read information to employers as needed. They will also refer employers to the Business Services Professionals for additional services.

All Customers. All Michigan Works!/Employment Services offices are barrier free. Equipment and resources are provided to aid any customers needing additional assistance to access employment information or services. Staff will provide necessary computer, print and telephone assistance to all customers to ensure they are successful in using the services needed to connect employers with potential employees.

This program design assists in meeting the Employment Service Objectives:

- Assisting Job Seeker in finding employment,
- Assisting Employers to fill their job openings, and
- Facilitating the match between Job Seekers and Employers.

3. Staff Assisted Intensive Services (in addition to the above services).

a). Services for Job Seekers, including all TRADE Participants

Job seeker customers requiring more intensive assistance in resume preparation, job interviewing skills and job search techniques will be enrolled in Mediated Services. At a minimum, mediated services for job seekers will be available in at least one location within the MWA, and offered on a reasonable schedule.

The ES schedule for all counties will be posted in every Resource Room, and distributed to partner agencies.

Intensive services include, but are not limited to, career guidance, specific LMI, job search workshops, resume writing assistance and

other job search assistance activities. Staff will monitor and assist with:

3. Registrations.

A registration will be comprised of demographic information about a job seeker and is collected for the Employment & Training Administration (ETA) 9002 report. Demographic information collected includes, contact information, social security number, sex, date of birth, ethnicity, education, and their employment/economic status.

Registrations in the Michigan Works! offices can be generated by either the System or by staff. Registrations are only counted only once per quarter, and a maximum of four times annually.

4. Labor Market Information (LMI).

A LMI service is automatically generated each time a self-service registration is completed. Additionally, LMI service will be reported in the mediated services component of the One-Stop MIS when staff gives information about the Labor Market to a job seeker. This information may include statistics about the supply and demand for workers in a particular occupation, hiring patterns, working conditions, wages for a certain job, and the percentage of unemployed workers in a defined area.

5. Resume Assistance.

Staff will assist job seekers in creating a profile and resume on the Pure Michigan Talent Connect. They will help the customer develop a resume, discuss the benefits of various types of resumes, and help customers improve existing resumes. They will also assist customers in writing, editing and printing cover letters, thank-you notes, letters of inquiry, or letters of introduction to help customers develop and submit a quality resume. Staff may also assist customers in using the resume writing reference materials in the Resource Rooms. Staff will record this service under the services group Job Search and is titled Resume Assistance/Preparation. The service will be reported in the Mediated Services component of the One-Stop MIS for a count to occur.

6. Job Search Planning.

The Job Search Plan is a tool for helping customers achieve their career goals and may serve as a basis for evaluating other services or referrals for the customer. Staff may assist customers in creating an informal written or oral employability plan. The goals and objectives are loosely defined and flexible. This plan includes timelines for the job seeker to explore various options such as types of training, career exploration, selection and relocation. The service is reported in the Mediated Services component of the One-Stop MIS for a count to occur.

f) Job Search Workshops.

Staff may schedule short seminars on topics to assist job seekers with resume writing, completing job applications, labor market information, interviewing techniques and investigating job leads, as an organized group activity. These seminars will be offered to unemployed persons identified by the state, to TAA customers, and others. The service will be reported in the Mediated Services component of the One-Stop MIS for a count to occur.

g) Job Development.

Due to funding reductions resulting in staff hours being reduced, Job Development by staff has been discontinued.

4. Services for Employers.

Staff will provide information on the Pure Michigan Talent Connect to help employers search for appropriate applicants and post job orders. Staff may take employer requests for postings by telephone, and post them on the Pure Michigan Talent Connect and office Job board.

Other services for employers include:

- Utilizing the Business Solutions Professional model to identify employer's needs, develop and implement solutions, and follow-up to ensure employer satisfaction,
- Develop, coordinate, and facilitate Michigan Industry Cluster Approach (MICA) groups,
- Organize Talent Tours with local schools and employers for occupational awareness,
- Invite employers to participant in Career Fairs, both virtually and locally,
- Conducting talent searches, utilizing a variety of sources, to assist employers in filling their job openings.

- Resume screening of job seekers to locate qualified applicants for posted positions,
- Scheduling interview appointments for selected job seekers, and
- Additional screening and testing of applicants will be scheduled as requested by the employer and as time and resources permit.

5. Services Available to Both Job Seekers and Employers.

Staff will make available the following services to both job seekers and employers:

- Maintaining confidentiality of job seekers and employers.
- Providing an adequate numbers of computers.
- Providing technical assistance in using the programs.
- Maintaining posted procedures in all Resource Rooms.
- Ensuring that job opportunities are entered on the Pure Michigan Talent Connect.
- Providing instructions on how to access the Pure Michigan Talent Connect from other sites will be provided allowing access to on-line information before and after normal business hours.

Staff will provide necessary computer, print and telephone assistance to all customers to ensure that they are successful in using the services needed to connect employers with potential employees.

All mediated services will be reported in the One-Stop Management Information System (OSMIS).

D. Unemployment Insurance (UI) Work Test.

The MWA is prepared to handle an abundant of UI claimants requiring services at one time. All staff meet the merit-staff requirements. As needed, staff may be assigned to assist in the Resource Room. When the MWA is informed of a mass layoff or business closure Rapid Response sessions would be scheduled at the facility or other identified location. Services would be provided on-site and/or customers would be referred to any of the MWA offices for continued services.

The Contractor will be responsible for meeting the work test requirements of Michigan's Unemployment Insurance (UI) System as described in the ES Manual. In Michigan, the Employment Service Program is responsible for the following two requirements:

1. ES Registration of Unemployment Insurance (UI) Claimants.

The Unemployment Agency (UA) requires UI claimants to personally register for ES through the Michigan Works! Agencies using the Pure Michigan Talent Connect. Completion and activation of a profile in the Pure Michigan Talent Connect meets the registration requirement and they are encouraged to complete a resume. Claimants may enter the registration at any Michigan Works! location. However, if a claimant chooses to enter the ES registration at a location other than at a MWA service center, the claimant must still come to a service center to have the registration verified.

UA will provide claimants with forms instructing them to register for work and listing the locations where they may register for work. Staff will view and verify that the claimant's profile is in the Pure Michigan Talent Connect before certifying claimants' registration.

If the claimant(s) did not create a profile at a Michigan Works! Agency and/or have not yet completed the Confidential Information pages, they will be required to fill in the confidential information to access their profile on the Pure Michigan Talent Connect. When the Confidential Information page is completed, a mediated services registration will be created for them in the OSMIS. This will ensure that any subsequent services that the claimants receive can be reported correctly in OSMIS. Staff will be responsible for verifying that the profile is in the Pure Michigan Talent Connect.

Staff will apply a unique stamp and initial each claimant's work verification card and electronically log the name and social security number of each claimant after ES registration has been verified.

Failure to register may result in the customer having their UI benefits suspended or denied. If a person refuses to supply the needed information for Pure Michigan Talent Connect registration or will not enter the necessary information a registration will not be created and staff will not be able to certify them.

If a customer is unable to complete the required information (due to lack of computer, basic reading skills, or other difficulties) and the customer has come to the Resource Room, staff will assist the customer in entering the required information and then certify their work verification card.

No matter how the customer registers for work, the staff will verify that the information is entered on the Pure Michigan Talent Connect, stamp the work verification card and/or mail it back to the customer. Staff will enter information into the MIS to verify to the

Unemployment Insurance Agency (UIA) that the work test was completed.

Staff will encourage and assist customer to create a Michigan Web Account Manager (MIWAM) account for possible on-line MARVIN certification, job search submission and completion of necessary documents to address unemployment issues as they arise.

2. Reporting Claimant Non-Compliance with the “Available and Seeking Work Requirement”.

It is the responsibility of the MWA to report to the UIA any incident of claimant non-compliance. Claimant non-compliance includes not being able to work, not being available to work, not seeking work, or refusing offers of suitable work.

If an MWA provides a job referral for a claimant and the claimant fails to respond to the referral or to report for a job interview, or if it otherwise comes to the attention of the MWA that a UI claimant is in violation of work test requirements, the MWA must report the non-compliance to the UIA using form DELEG BWT 303, the Claimant Advice Slip.

It is solely the responsibility of the UIA to advise UI claimants regarding Unemployment Insurance benefits eligibility. The MWA will not to attempt to explain the UIA work test requirements to claimants. Claimants are to be advised to address all inquiries about the work test and UIA eligibility requirements to the UIA and be provided referral to UIA-written materials.

E. Memorandum of Understanding (MOU) between One-Stop Operator and Employment Service Provider.

This MWA will comply with the contents of BWP PI 07-29.

MOU discussions are in progress and will be completed by the end of the calendar year 2014. MOUs will be available for monitoring.

F. Profiling Requirement.

Profiling identifies UI claimants considered most likely to have an extended duration of unemployment or to exhaust their benefits before finding a job. These claimants will be referred to as “mandatory-profiled claimants”. Early intervention can help claimants find suitable employment before their UI benefits are exhausted. Profiling focuses on claimants who will receive an UI check within five weeks of filing. As staff and facility resources allow, this MWA will provide reemployment services to those

individuals identified as voluntary on the profiling list. As resources allow, those identified as “voluntary” will be invited to attend the profiling sessions. This MWA will comply with the Profiling requirements and information in Workforce Development Agency, State of Michigan (WDASOM)-BWP Policy Issuance 12-37 and subsequent changes and the ES Manual. In addition, we have issued our own policy WDB 12-10 to inform contractor staff of the following requirements:

1. Profiling Lists.

MWAs will receive a weekly profiling list spreadsheet from the UIA each Monday (or the next business day if Monday is a legal holiday). Claimants marked with an asterisk on the profiling list are considered “mandatory-profiled claimants” and will be scheduled to attend a profiling information session. This MWA will enter scheduling information, including the date, time, and location of the profiling information session that each claimant (mandatory and voluntary) is to attend, and email the list back to the UIA profiling coordinator by the end of the week in which the list is received.

The Claimants will be scheduled to attend a profiling session within ten business days after the list is returned to the UIA. The UIA sends a letter to each mandatory-profiled claimant informing the claimant to attend. If we wish to invite voluntary-profiled claimants to attend, we will compose a letter to invite these claimants.

NOTE: In the future this process will change when the MWA becomes a joint participant in the Michigan Integrated Data Automated System (MiDAS).

2. Profiling Information Sessions:

Under no circumstances will this MWA excuse a mandatory-profiled claimant from a profiling information session. Mandatory-profiled claimants with schedule conflicts will not be rescheduled but will be instructed to contact the UIA regarding their scheduling conflict. Those who are working but under-employed will still be obligated to participate in profiling information sessions. For all mandatory-profiled claimants, failure to attend the session will be noted on the Profiling Services screen in the One-Stop Management Information System (OSMIS) and reported to the UIA. If a claimant does not attend the session, only the UIA can determine whether the claimant had good cause for failure to attend.

a) Individual Service Strategy (ISS).

Following the information session, staff will use professional judgment to identify claimants who could benefit from employment services and to assist these claimants in creating an Individual Services Strategy (ISS). In accordance with UI Program Letter 41-94, which advises states of the actions that must be undertaken in order to meet the requirements of Sections 303 (a) (10) and 303 (j) of the Social Security Act, a claimant who can benefit is scheduled for employment services that will be the most useful. A claimant who cannot benefit from those services is excused.

The ISS will codify the employment services identified and agreed to by the claimant (ex. resume writing assistance, job search planning, or job search workshops). Services are usually short-term (one to three days/sessions) and do not involve extensive case management or follow-up requirements.

Claimants selected to receive services must participate in the agreed upon services. Any failure on the part of the claimant to participate in the scheduled services will be documented in the OSMIS. If no employment services will be offered in a particular county, mandatory-profiled claimants from that county are to be included in the services at another location. We will ensure that travel to another location will not exceed fifty miles or one hour one-way.

b) Reporting Requirements.

1. Initial Reporting-Mediated Service Registration

This MWA will ensure that a Mediated Service Registration will be created for all mandatory-profiled claimants, as well as, voluntary-profiled claimants who attend a profiling information session. It is our understanding that failure to create a Mediated Services Registration and report services may constitute noncompliance with UIA requirements.

To create a Mediated Service Registration, claimants must access their Pure Michigan Talent Connect profile. This will bring up the Confidential Information page. Completion of this page results in the creation of a Mediated Services Registration.

We will verify that claimants have a Mediated Service Registration entered in the OSMIS and will update each

registration by entering the correct profiling membership code, from the Membership Code Maintenance page. The Mandatory-Profiled membership code will be entered for all mandatory-profiled claimants. The Voluntary-Profiled membership code will be used for voluntary-profiled claimants who choose to participate.

The staff will report attendance to UIA on the original profiling list spreadsheet by marking "Attended" or "Did Not Attend" for each mandatory-profiled claimant. The spreadsheet will then be returned to the UIA profiling coordinator within three days of the profiling information session.

NOTE: In the future this process will change when the MWA becomes a joint participant in the Michigan Integrated Data Automated System (MiDAS).

2. Entering Services

For mandatory-profiled claimants who will benefit from employment services, this MWA will enter the ISS into the OSMIS. For mandatory-profiled claimants who will not benefit from employment services, the staff will note in the OSMIS that the claimant is excused.

We will enter all employment services provided using the Assistance box on the Enter Wagner-Peyser Services page in the OSMIS within three days of the time of the service, along with the actual date that the services are provided.

3. Completion of ISS

Once the ISS has been completed, the staff will use the Profiling Services screen in the OSMIS to report completion and must update the ISS to indicate when the plan was completed.

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

The MWA will participate in the Michigan component of the national labor exchange system by providing access to the Pure Michigan Talent Connect labor exchange system and receiving and forwarding to central ES staff for processing certain interstate and intrastate job orders.

Note: The MWA will follow the process for Clearing Labor between the States as defined in the Employment Service Manual.

H. Services to Veterans.

This MWA will provide core employment services, received by the universal population, to all Veterans. Eligible veterans and eligible spouses who meet the definition of an individual with a Significant Barrier to Employment (SBE) as described in TEGL 19-13 and veterans ages 18 to 24 requiring additional intensive services, or requesting to see a veterans' representative will be referred to our local Disabled Veterans Outreach Program Specialist (DVOPS) utilizing the Veteran Services Division Eligibility Assessment form.

Also, in accordance with Section 410 of Public Act 354 of 2004, place within each MWA office a notice advising veterans that a Veteran Representative is available to assist him or her.

Veterans Gold Card Initiative

The Veterans Gold Card Initiative provides unemployed post-9/11 era veterans with services to assist them in getting back into the labor market as quickly as possible. They will be eligible for a "supplement" of six months of intensive service. These Veterans will initially be referred to core service in the resource rooms and those who require services beyond core services may be referred for intensive services.

This program does not change priority of services describe above; a Post-9/11 veteran is the same as any other covered person for priority of service.

This MWA will provide the appropriate services to a Gold Card Post-9/11 as with any other Veteran. A tracking system has been developed to count the number of Post-9/11 Veterans seeking services in the Michigan Works offices.

I. Ensuring Veterans Priority and Preference.

We will ensure that this MWA is in compliance with ES Manual, WDASOM Policies and the Jobs for Veterans Act Public Law 107-288 of 2002, Title 38 of the U.S. Code, which states that veterans must be given priority of service over non-veterans for the receipt of employment, training, and placement services provided under any covered program, as long as the individual otherwise meets the requirements for participation in the program.

As provided by the Jobs for Veterans Act (JVA), and as specified by the Veterans' Benefits, Health Care, and Information Technology Act of 2006, the JVA calls for priority of service to be implemented by all "qualified job

training programs,” defined as “any workforce preparation, development or delivery program or service that is directly funded, in whole or in part, by the Department of Labor.” Since enactment of the JVA in 2002, priority of service has been implemented under policy guidance issued by the Employment and Training Administration.

Priority of service will be implemented for those participants who meet the covered person eligibility criteria. The JVA provides that veterans and eligible spouses of veterans are identified as covered persons and are entitled to priority over non-covered persons for the receipt of employment, training, and placement services. Covered persons will be made aware of: (1) their entitlement to priority of service; (2) the full array of employment, training, and placement services available under priority of service; and (3) any applicable eligibility requirements for those programs and/or services. Veterans’ priority does not change the requirement that participants must qualify as eligible under existing and new USDOL funded programs and does not change local ability to budget funding among Core, Intensive, Training, and Supportive Services in the WIA programs. To ensure a covered person recognizes their status, we will post proper signage at the point of entry in each office.

The regulations define priority of service as the right of eligible covered persons to take precedence over eligible non-covered persons in obtaining services. Implementation of priority of service applies both to physical in-house services, as well as virtual/electronic points of entry (several Michigan One-Stop Centers have virtual or electronic classes and/or presentations which have electronic sign-up and class capacity).

Taking precedence means:

- The covered person receives access to the service or resource earlier in time than the non-covered person; or
- If the service or resource is limited, the covered person receives access to the service or resource instead of or before the non-covered person.

Key Definitions

- Covered person – the regulations adopt and apply this statutory term which includes eligible spouses, as defined by the statute, and veteran, as defined by the regulations.
- Eligible Spouses – the regulation specifies spouses of any of the following veterans:
 - Any veteran who died of a service-connected disability;
 - Any member of the Armed Forces serving on active duty who, at the time of application for the priority, is listed in one or more of the

following categories and has been so listed for a total of more than 90 days;

- 1) Missing in action
 - 2) Captured in line of duty by a hostile force; or
 - 3) Forcibly detained or interned in line of duty by a foreign government or power;
- Any veteran who has a total disability resulting from service-connected disability, as evaluated by the Department of Veterans Affairs; or
 - Any veteran who died while a disability was in existence. A spouse whose eligibility is derived from a living veteran or service member (ie. categories listed above) would lose his or her eligibility if the veteran or service member were to lose the status that is the basis for the eligibility (eg. If a veteran with a total service-connected disability were to receive a revised disability rating at a lower level). Similarly, for a spouse whose eligibility is derived from living veteran or service member, that eligibility would be lost upon divorce from the veteran or service member.

- Veteran – the regulations specify that the definition for veteran specified at 38 U.S.C. 101(2) applies across all qualified job training programs for the purpose of priority of service. That definition includes two key criteria:
 - Service in the active army, marines, naval including coast guard, or air service; and
 - Discharge under conditions other than dishonorable.
- The definition of veteran specified by the regulations for priority of service is functionally equivalent to the definition enacted by the WIA and codified at 29 U.S.C. 2801(49)(A). Under this definition, the term “veteran” means a person who served at least one day in active military, naval, or air service, and who was discharged or released under conditions other than dishonorable, as specified in 38 U.S.C. 101(2). Active service includes full-time Federal service in the National Guard or a Reserve component. This definition of “active serve” does not include full-time duty performed strictly for training purposes (ie, that which often is referred to as “weekend” or “annual” training), nor does it include full-time active duty performed by National Guard personnel who are mobilized by State rather than Federal authorities (State mobilizations usually occur in response to events such as natural disasters).

Priority of service will be applied across three different types of qualified job training programs:

1. Core services that are prepared through universal access programs that do not target specific groups (e.g., Wagner-Peyser services)

First level of priority – Veterans and eligible spouses

Second level of priority- Non-covered persons

Staff will have the primary responsibility for assisting with core services

2. Discretionary targeted programs (*a “discretionary targeted programs” is one where there is a general qualification. For example, to qualify for WIA training it must be demonstrated that the training is both necessary and appropriate; any person who satisfies this requirement may receive training*) that focus on certain groups but are not mandated to serve target group members before other eligible individuals; and,

First priority level - Veterans and eligible spouses who meet the program eligibility criteria

Second priority level – Non-covered persons who meet the program eligibility criteria

3. Statutory targeted programs (*A “statutory targeted programs” targets a specific population. For example, to qualify for senior employment an individual must be at least 55 years old and have an income below a certain level*) that are mandated by federal law to provide priority or preference to certain groups.

For persons who meet the statutory priority:

First level of priority - Veterans and eligible spouses who also meet the statutory priority

Second level of priority - Non-covered persons who meet the statutory priority

Third level of priority - Veterans and eligible spouses who do not meet the program’s mandatory priority

Fourth level of priority - Non-covered persons who do not meet the programs mandatory priority

When and if we determine that a limitation in program funding exists, and priority of service will be provided to recipients of public assistance and other low-income individuals, veterans’ services priority will be applied as follows:

1. Veterans meeting income eligibility
2. Non-veterans meeting income eligibility
3. Veterans not meeting income eligibility

In addition, this MWA will follow the instructions as outlined in TEGL No. 22-04, for a military spouse who leaves his/her job to follow his/her spouse to a new duty assignment. These spouses will be served with WIA Dislocated Worker formula grant funds in certain circumstances. When the spouse is unable to continue an employment relationship due to the service members permanent change of military station, or the military spouse loses employment as a result of the spouse's discharge from the military, then the cessation of employment can be considered to meet the termination component of the WIA definition of dislocated worker (WIA Section 101(9)(A)(i). As provided in TEGL No. 22-04, military spouses in such circumstances will be determined to be "unlikely to return to a previous industry or occupation" in order to qualify as a dislocated worker.

That policy guidance further clarifies that the spouse's cessation of employment, due to the service member's permanent change of military station or his/her discharge from the military, can also be considered to meet the "unlikely to return to a previous industry or occupation" criterion of the WIA definition of dislocated worker outlined in Section 101(9)(A)(iii). This portion of the definition of a dislocated worker recognizes the breadth of job types and considers whether the individual is likely to return to either his/her prior industry or (not "and") occupation. Furthermore, the phrase specifically uses the term "unlikely" to return; thus, the standard for determining the likelihood of return is not absolute, but rather a matter of judgment based on relevant circumstances. In the majority of cases, the circumstances in which military spouses are required to leave a job/occupation as a result of the military member's transfer do not position the spouse to return immediately to his/her previous occupation or industry, particularly at the same level for the following reasons:

- Spouses are generally not resuming employment with the same employer.
- Even if a spouse resumes employment with the same employer, the employment is in a new location, and occupations/jobs will generally not be the same structurally or organizationally as in the prior location.
- When military spouses do obtain jobs in their new locations, it is likely as new employees that they will start at lower levels of seniority than the levels of their positions in their prior locations.
- There is frequently a gap in employment as spouses make the move and search for new employment, which may lessen their likelihood of returning to the same level of occupation or type of job.
- Based upon the totality of these circumstances, we will conclude that in the vast majority of cases, military spouses impacted by a service member's duty reassignment or discharge will meet the "unlikely to return to a previous industry or occupation" criterion of WIA Section 101(9)(A)(iii)

and could thus be served as dislocated workers under WIA Section 101(9).

While the exact manner in which the veterans' priority is applied will vary depending upon the services offered, the law requires that the individual receiving priority must first meet the program's existing eligibility requirements. For all programs, veterans must meet the program eligibility requirements in order to obtain priority of service.

For programs with existing targeting provisions, veterans' priority will be applied by assessing a person's status in light of both the veterans' priority and the existing provisions. Veterans' priority is a statutory mandate, but one that is not intended to displace the core function of the program. For example, certain targeting provisions are derived from a statutory mandate that requires a priority or preference for a particular group of participants or requires spending a certain portion of program funds on a particular group of participants. These are mandatory priorities. For these programs, veterans' priority is applied as follows:

- An individual meeting both the veterans' and the mandatory priorities or spending requirement or limitation would obtain the highest preference for the program.
- Non-veterans within the program's mandatory priority would receive a preference over eligible veterans outside the program-specific mandatory priority or spending requirement or limitation.
- Eligible veterans outside the program-specific mandatory priority or spending requirement or limitation would receive priority over non-veterans outside the priority or spending requirement or limitation once the spending requirement or limitation is met.

Other targeting provisions may require the program to focus on a particular group of participants, or efforts to provide a certain level of service to such a group, but do not specifically mandate that the favored group be served before other eligible individuals. These are discretionary or optional priorities. In the case of all such discretionary priorities, veterans' priority takes precedence over them. Veterans priority must be implemented in advance of the opportunities and services provided to the population group covered by the optional priority.

In the case of the Worker Profiling and Reemployment Services Program, veterans' priority of service will be applied as follows: Claimants with the highest probabilities of exhaustion, including veterans, will still be referred to services first. However, in cases where the statistical model produces identical probabilities for a number of claimants, veterans will receive priority in referral to service.

The Pure Michigan Talent Connect also suppresses posted job orders from access by the general public for 24 hours to allow staff to refer only qualified veterans during this time period. Within this time frame, no non-veterans may be referred.

In addition, this MWA will reference the Veterans priority/preference and other veteran's issues as further described in the ES Manual.

J. Providing Services to Migrant and Seasonal Farm Workers (MSFWs).

Currently the only WDASOM-BWP employees we have located in our region are the Veterans Representatives. WDASOM-BWP staff works closely with WIA, Welfare Reform Programs, Michigan Rehabilitation Services and other agencies to ensure that the needs of MSFWs are addressed. Staff will ensure delivery of the same employment services, benefits, protections, counseling, testing, and job and training referral services received by the universal population are provided to any migrant seasonal farm worker. Based on customer needs, referrals will be made to any applicable MWA partner agency and to the closest Agricultural Employment Specialist who is located at the Northwest Michigan Works! Office, 1209 S. Garfield Ave., Suite C, Traverse City, MI 49686.

K. Additional Services

This MWA is also providing the following services utilizing ES funds.

A. Prisoner Re-entry (PR)

MWA Staff will provide all ES services to Prisoner Re-entry (PR) customers, including core self-serve, facilitated and intensive services.

B. Fidelity Bonding.

The MWA staff will assist job seekers and employers in instances where job seekers need assistance in obtaining a fidelity bond required as a condition of employment, as described in the ES Manual. The DLEG/BWT sponsors this program and will provide Fidelity Bonding for job seekers who have a bona fide offer of employment. When a client visits a Resource Room and is unable to obtain employment because they are not bondable, staff will obtain a letter from the employer offering bona fide employment, then complete bonding form DLEG/BWT #100-150 and send it to BWT's Program Development and Special Projects Unit. The staff will notify both the employer and the job seeker in writing that the form has been processed and that written acknowledgment will come from the McLaughlin Company. The Fidelity Bonding program allows employers to obtain workers without taking a risk and allows high-risk job seekers to find work.

Note: Fidelity Bonding program is further described in the ES Manual.

a. Functional Coordination

Functional coordination is a partnership between WDA and MWA leadership to engage and ensure the success of the workforce system. It provides a mechanism to allow for a more effective means for WDA and MWA staff to work closely to integrate WDA field staff into the system. Functional coordination will occur between three groups; Veterans' Services, Agricultural and Seasonal Employment, and Trade Adjustment Assistance.

Common elements of functional coordination across the three WDA field staff include:

- a) MWA Functional Coordinator and WDA Management will maintain a high level of communication to ensure successful integration of field staff.
- b) MWA Functional Coordinator will ensure that WDA field staff are included in MWA meetings and communications.
- c) WDA field staff will share weekly schedules with appropriate MWA staff.

VI. Trade Program Requirements (TRADE) & Service Delivery.

Staff will deploy and manage the TRADE program in a manner that complies with TRADE Manuals and all current and future instructions/guidelines issued by the State of Michigan. The TRADE program will provide adjustment assistance (i.e. counseling, testing, training, placement, training, job search allowances, relocation allowances, reemployment services and other supportive services) for individuals adversely affected by foreign competition. As part of the registration process all TRADE participants (all laws) will complete an initial comprehensive assessment and a MAT test to determine eligibility for Training or training waivers. Any participant interested in classroom training will need to pass the three Work Keys tests with a bronze level score or higher.

Allowable services/activities, may include, but are not limited to:

1. Classroom Training
2. Re-employment Services,
 - Career Guidance
 - Staff-Assisted Job Search
 - Job Development
 - Vocational/ Testing/Assessments
 - Supportive Services (if applicable)
3. Job Search Allowances,
4. On-the-Job Training,
5. Relocation Allowances,

6. Waivers,
7. Alternative Trade Adjustment Assistance (ATAA), and
8. Training Related Costs (transportation, subsistence, supplies, books, fees, tools).

The primary objective for the TRADE Program will be to assist adversely affected workers in returning to suitable employment as soon as possible. While the TRADE program provides a variety of training and supportive services, every effort will be made by staff to place the individuals in jobs before spending Transitional Adjustment Assistance funds for training. Additionally, staff will adhere to the Jobs for Veterans Act. P.L. 107-288, which requires that veterans be afforded priority in the provision of training, job search allowances, and relocation allowances.

The TRADE program will be administered from two office locations – Alpena and Otsego Counties by two part-time TRADE Specialists.

The Otsego office will be responsible for customers from the following counties:

Cheboygan
Crawford
Oscoda
Otsego

The Alpena office will be responsible for customers from the following counties;

Alcona
Alpena
Montmorency
Presque Isle

Each TRADE staff member will be responsible for the employer/employee from petition initiation and registration through program exit. Staff will provide the full range of allowable reemployment and/or case management services listed below to applicable TRADE Program workers adversely affected by foreign competition.

A. Reporting.

Staff will be required to enter all required information as defined in the TRADE Management Information Guide on the OSMIS. Within two business days of the time information become available for entry, all information pertaining to TRADE participants, including registration, activities, beginning and end dates, participant status, participant outcome data, and any other information required to be reported for all individuals who received TRADE.

NOTE: MIS case notes must include, at a minimum, all contact with a participant by telephone, unscheduled visit, appointment or letter detailing what is occurring with the participant programmatically.

Staff will provide follow-up activities/monthly case note entry and quarterly enter outcome information in MIS for all stand alone TRADE customers and all dual enrolled DW/TRADE customers.

B. TRADE Program Goals

The Contractor will be responsible for achievement of the TRADE Performance Goals. They are defined as follows:

- 1) Reemployment Rate 95%: Of those who are not employed at the date of participation: The number of participants who are employed in the first quarter after the exit quarter divided by the number of participant who exit during the quarter.
- 2) Retention Rate 93%: Of those who are employed in the first quarter after the exit quarter: the number of participant who are employed in both the second and third quarters after the exit quarter divided by the number of participant who exit during the quarter
- 3) Earnings Rate \$13,000: Of those who are employed in the first, second and third quarters after the exit quarter: Total earnings in the second quarter plus total earnings in the third quarter after the exit quarter divided by the number of participants who exit during the quarter.

VII. Employment Service Complaint System

Federal Employment Service regulations mandate that the Employment Service establish and maintain a complaint system. This system is the formal mechanism for processing complaints from a customer who believes that his/her employment related rights have been denied, or that he/she has been unjustly treated in an employment-related instance.

Staff will participate in the Michigan component of the national labor exchange system by providing access to the PMTC labor exchange system and receiving and forwarding to central ES staff for processing certain interstate and intrastate job orders.

Note: Staff will follow the process for Clearing Labor between the States as defined in Section 106 of the Employment Service Manual.

VIII. Fidelity Bonding.

Staff will aid in instances where job seekers need assistance in obtaining a fidelity bond required as a condition of employment, as described in the ES Manual. The WDASOM sponsors this program and will provide Fidelity Bonding

for job seekers who have a bona fide offer of employment. When a client visits a Resource Room and is unable to obtain employment because they are not bondable, the staff will obtain a letter from the employer offering bona fide employment, then complete bonding form DLEG/BWT #100-150 and send it to WDASOM's Program Development and Special Projects Unit. The staff will notify both the employer and the job seeker in writing that the form has been processed and that written acknowledgment will come from the McLaughlin Company. The Fidelity Bonding program allows employers to obtain workers without taking a risk and allows high-risk job seekers to find work.

Note: Fidelity Bonding program is further described in the ES Manual.

IX. Rapid Response Activities

The central purpose of Rapid Response will be to help laid-off workers quickly transition to new employment. Rapid Response acts as both a provider of direct reemployment services and as a facilitator of additional services and resources. It will be the primary gateway to the workforce system for both dislocated workers and employers and is a component of a demand driven system.

A. Rapid Response Process and Procedures for Responding to Notification of Plant closings and mass layoffs

1. This MWA will coordinate with WDASOM WIA staff, along with other key partners, for company closings and permanent worker layoff situations in our region regardless of the size of the event. This MWA has issued WDB 12-08, based on WDASOM Policy Issuance 12-23, dated December 12, 2012 (See Attachment G) to provide direction to our staff on how to coordinate Rapid Response activities (b below). However, this plan will serve as the location to describe (a), (c), (d), and (e) below.
2. A listing of the name of the person, title, mailing address, E-mail address, and telephone number primarily responsible for (1) JACs, (2) SAGs, and (3) NEGAs,
3. The steps to be taken to include layoff aversion as a component of Rapid Response,
4. A description of the coordination of layoff aversion with IWT,
5. A description of the MWA's role in the function of JACs, and
6. A description of the local circumstances which would activate a request for a SAG.

B. Joint Adjustment Committees (JAC)

If a JAC is requested, it will be made up of workers and managers who will arrange to provide adjustment services on behalf of the employees who are about to lose their jobs due to a plant closure or mass layoff. The MWA will assist in facilitating the establishment of the JAC and make appropriate

service providers available. However, the JAC is the workers committee and will select a facilitator, unless other arrangements are approved. The MWA staff will serve as resources to the JAC. The staff that is primarily responsible for the JAC is:

Jerilyn Hyde, MIS Coordinator
P.O. Box 711
Onaway, MI 49765
989-733-8548, x 2319
hydej@nemcworks.org

C. Layoff Aversion Incumbent Worker Training (IWT)

Layoff aversion is the prevention or minimizing of unemployment for employees of companies that have announced layoffs, or are struggling and at risk, for layoffs. Layoff aversion focuses on saving jobs, putting people back to work, shortening the length of layoff, and revitalizing communities.

This MWA will utilize USDOL TEN 9-12, AND USDOL TEGL 30-09 as guidance for time frames and activities pertinent to layoff aversion IWT. In addition, we will utilize WDASOM PI 12-02, which provides a definition for layoff aversion, the benefits of averting layoffs, information on identifying layoff risks, guidance on the allowable application of WIA funds to conduct layoff aversion services, including IWT with an approved waiver, and outlines the process for requesting an IWT waiver using local DW funds.

Although we have not applied for an IWT waiver at the time of writing this plan, it is our intent to complete this request in the next couple of months.

D. State Adjustment Grants (SAG)

A State Adjustment Grant (SAG) may be requested for additional increments to our local area's DW formula funding award to meet documented funding deficits. We may request additional funding for a single or multiple dislocation event(s) via a SAG, following the application process outlined in the SAG PI, or a SAG may be requested when it becomes apparent that current funding is or will soon be obligated and we have a continued and/or significant request for training from eligible workers. We will comply with WDASOM Policy Issuance 08-01, and all subsequent changes when requesting a SAG. We understand that:

- 1) the process will include a review of the application and supporting documents and may enter into negotiations with us to finalize the award, and WDASOM reserves the right to award SAGs with specific terms and conditions, including demonstration that the SAG aligns with

the MICA, an obligation to spend all or part of the SAG by the end of the PY in which it was granted, or other time period as determined by the WDASOM.

The staff primarily responsible for SAGs is:

Marisue Moreau, Director
P.O. Box 711
Onaway, MI 49765
989-733-8548, x 2322
moreaum@nemcworks.org

E. National Emergency Grants (NEG's)

National Emergency Grants (NEGs) are another form of assistance provided through the RRS. NEGs are discretionary grants awarded by the Secretary of Labor to provide employment-related services for DW in specific circumstances. The RRS and MWA, will work together to develop the application and project design for a NEG in response to a dislocation event.

The staff that primarily responsible for NEGs is:

Marisue Moreau, Director
P.O. Box 711
Onaway, MI 49765
989-733-8548, x 2322
moreaum@nemcworks.org

X. Funding

A. Funding Limitations

This MWA will determine that funds are limited when 75% of our allocated funds are expended or are projected to be expended, and the following process will then be initiated. The prioritization will not be applied if our funding has not been determined to be limited.

In the event that funds become limited for the WIA Adult services, priority will be given to recipients of public assistance, and low income individuals for intensive and training services in occupations that are considered in demand. In the event that several customers are ready to advance into the Intensive level of services at the same time, the staff will be instructed to determine suitability for all of the individuals, and if all things are equal (as eligible according to WIA guidelines), they will give enrollment priority to: recipients of public assistance, low income individuals, veterans and to other eligible individuals.

In addition to WIA eligibility, the regulations of the Jobs for Veterans Act of 2002, will be abided by, which states that veterans must be given priority of service over non-veterans for the receipt of employment, training, and placement services provided under any covered program, as long as the individual first meets the program's existing eligibility requirements.

B. Funding Waivers

- 1.) *Requested Waiver:* To permit a waiver of WIA Section 133(b)(4) to increase the funds transfer limit between the Adult and Dislocated Worker (DW) programs. This waiver would allow for the transfer of up to 75 percent of funds between the two programs.

Projected Outcomes:

Availability of increased transferability between the two programs will:

- Provide flexibility in administration of the WIA program, which ultimately assists Michigan to further develop a demand-driven system, while continuing to align with NEMC's workforce development efforts.
- To meet both employer and customer demands for the Adult and DW programs. This waiver provides the ability to transfer funds between the two programs, based on customers' eligibility.

Accordingly, NEMC was granted a waiver of the funds transfer limitation outlined at WIA Section 133(b)(4) and the WIA Regulations at Section 667.140 allowing the agency to transfer up to 75 percent of funds between the Adult and DW programs, with an effective period of July 1, 2013 through June 30, 2016 (per P13-04 change 2) After that date, unless a new waiver is put in place, your allowable transfer amount will revert to a limit of 50 percent, which extends to June 30, 2017.

- 2.) *Requested Waiver:* To permit a waiver of the restriction outlined at WIA Section 101(31)(B) pertaining to employer reimbursement for On-the-Job Training (OJT) in order to increase the allowable re-imbursement for small and medium-size employers. This waiver would permit reimbursement based on either of the following:

- I. The size of the employer. The following reimbursement amounts will be permitted:
 - i. Up to 90 percent for employers with 50 or fewer employees, and
 - ii. Up to 75 percent for employers with 51-250 employees.
 - iii. The current statutory requirement (50 percent reimbursement) continues to apply for employers with more than 250 employees.

- II. The length of the individual's unemployment. The following reimbursement amounts will be permitted:
- III. Up to 90 percent for individuals who have been unemployed for 52 weeks or more, and
- IV. Up to 75 percent for individuals who have been unemployed for a period of 16 to 51 weeks.
- V. The current statutory requirement (50 percent reimbursement) continues to apply for individuals who have been unemployed for a period of less than 16 weeks.

Subsection b of this waiver allows additional flexibility enabling reimbursement on a participant basis, which may be simultaneously applied with employers qualifying under Subsection a, or it may stand alone.

For example, an employer with 250 employees may receive a maximum of 50 percent reimbursement; however, if that company is providing OJT to a participant who has been unemployed for 52 weeks, the allowable reimbursement amount for that participant is increased to 90 percent.

Projected Outcomes:

Availability of a graduated scale for employer reimbursement for OJT will:

- Provide flexibility in administration of the WIA program, which ultimately assists Michigan to further develop a demand-driven system, while continuing to align with the NEMC's workforce development efforts.
- Allow NEMC more options for OJT's by offering a larger reimbursement to employers who might not normally be able to utilize OJT. Approval of this waiver would enable the NEMC to expand and answer the needs of both employer and job seeker customers.

Accordingly, NEMC was granted a waiver of the employer reimbursement limitation for OJT outlined at WIA Section 101(31)(B), with an effective period of July 1, 2013 through June 30, 2016 (per PI 13-04. Change 2).

NEMC will also adhere to the requirements for OJT outlined in the WIA Regulations at Sections 6663.700(b) and 663.700(c) which define employers who are not eligible to take part in OJT and provide guidance for determining the appropriate length for OJT contracts. When determining the funding source for the OJT, the NEMC must use the appropriate program funds for the appropriate WIA-eligible population. NEMC may provide OJT to individuals' age 18 or older using WIA Adult funds, and must provide priority to low-income individuals when funds are limited. NEMC may provide OJT to dislocated

workers using WIA Dislocated Worker funds. OJT provided with WIA Statewide Activity funds must serve WIA-eligible individuals.

2.) *Requested Waiver:* To permit a waiver of the WIA Regulations at Section 666.100 to exempt from inclusion in the credential performance measure calculations credential attainment outcomes for participants enrolled in on-the-job training (OJT).

Projected Outcomes:

The Northeast Michigan Consortium has identified the following projected outcome:

- Allow the Michigan Works! Agency to meet the demands of local employers

Accordingly, the Northeast Michigan Consortium is granted a waiver of the WIA Regulations at Section 666.100 to exempt from inclusion in the credential performance measure calculations credential attainment outcomes for participants enrolled in OJT, with an expiration date of June 30, 2016. This end date coincides with the anticipated end date of current state and local plans due to the implementation of the Workforce Innovation and Opportunity Act.

C. Competitive Process

The MWA maintains a written procurement guide for all procurements utilizing funds received from the MEDC, a copy has been attached for a complete description of the competitive process (See Attachment E). There is a specific section that applies to the selection of service providers and provides full and open competition. A list of potential bidders consists of local public schools, community colleges, probate courts, community service agencies and others who have expressed interest in operating programs. All bidders on the list receive notice of the release of a Request for Proposal (RFP) and a notice is placed on our website to solicit potential bidders.

Proposals are evaluated to determine the bidder's ability to meet contract requirements and program design, as well as their past performance, cost considerations and administrative capability. Proposals are reviewed by staff and rated according to evaluation criteria established in the RFP. A Reader Committee consisting of Workforce Development Board members and the Chair of the Administrative Board reviews the staff evaluations and presents their recommendations to the Administrative and Workforce Development Boards. The WDB awards contracts to bidders whose proposals meet the program requirements and cost considerations.

D. Funding of Wagner Peyser Employment Services Providers

- 1) As stated earlier in this Plan, NEMC requested and was approved to provide Wagner Peyser Employment Services in-house, effective 1-1-13. Therefore this MWA has no Wagner Peyser Employment Service providers, which includes the delivery of the TRADE program.
- 2) Documentation will be maintained by NEMC regarding the TAA Reform Act of 1974, as amended, in accordance with BWP PI 07-18, issued October 16, 2007, and subsequent changes, BWT PI 09-21, issued November 23, 2009, and subsequent changes, and WDA PI 11-23, issued March 12, 2012, and subsequent changes.
- 3) It is understood that WDASOM will allocate TAA funding to NEMC on a fiscal year basis. The TAA funding will be redistributed, as necessary, on an as-needed basis in accordance with BWP PI 07-30, and subsequent changes, issued January 8, 2008.

E. Chief Elected Official designated as the Grant Recipient

Identify the Chief Elected Official designated as the Grant Recipient for the WDB Area, in accordance with WIA Section 117(d)(3)(B) and Section 118(b)(8):

Grant Recipient Name & Title: Mr. John Wallace, Cheboygan County Commissioner
Administrative Board Chairman
Organization Name: Northeast Michigan Consortium
Address: P.O. Box 711
20709 State Street, Onaway, Michigan 49765
Telephone number: 989-733-8548
E-mail address: general@nemcworks.org

Also, identify the Fiscal Agent if different from the Grant Recipient/Chief Elected Official for the WDB area:

Fiscal Agent Name & Title: Ms. Marisue Moreau, Director
Organization Name: Northeast Michigan Consortium
Address: P.O. Box 711
20709 State Street, Onaway, Michigan 49765
Telephone number: 989-733-8548, ext 2322
E-mail address: general@nemcworks.org

XI. Review, Comment and Publication Documentation

In accordance with Section 118(c) of the Act, which provides the requirements for submission of the local workforce investment plan, the Local 5-Year Plan will be submitted to those indicated below, with at least a 30-day period for comment, prior to the submission to the Workforce Department Agency State Of Michigan WIA Section for approval.

A. The proposed plan will be published; and

- 1) Such plans will be made available for review and comment to:
 - a) Members of the local board and members of the public including representatives of business and labor organizations; and
 - b) The public through such means as public hearings and the MWA website.
- 2) The local board will submit any comments that express disagreement with the plan to WDASOM along with the plan.

The local board will make information about the plan available to the public on a regular basis through open meetings. A copy of the local plan may be obtained at the Northeast Michigan Consortium, 20709 State Street, Onaway, Michigan, Monday through Friday, between the hours of 8:30 a.m. and 12:00 noon and 1:00 p.m. and 4:30 p.m., or by calling (989) 733-8548, ext 2304 or ext 2303.

In accordance with the Americans With Disabilities Act (ADA), availability of the final Local 5-Year Plan is available for special requests in alternate formats, such as large print, audio tape, etc. In addition, public meetings concerning the plan will comply with physical access requirements of the ADA.

SECTION II: Youth

I. Local Vision and Goals

1. Goals for Youth

A broad range of issues that can have an impact on the success of youth in the labor market will be considered prior to assessing what employment related opportunities are available and how effective they are in meeting the needs of local youth.

- 1) Efforts will be made to broaden the youth employment and training focus throughout our eight-county MWA to incorporate a youth development perspective.
- 2) Linkages will be established with other organizations serving youth within our communities.
- 3) Input will be sought from the local employers to determine what skills are in demand, what jobs are available, what career fields are expanding and what types of training programs will best meet their needs.
- 4) Emphasis will be placed on providing a menu of educational options, work-based learning, leadership development, linkages with employers, positive peer group value development, support services and follow-up program services.
- 5) A larger work experience component (coupled with education and training) will allow area youth to build appropriate work habits before being placed in unsubsidized jobs.
- 6) Summer programs will offer opportunities to link academic and occupational learning, and provide other elements and strategies as appropriate to serve the individual economic needs and career goals of the participants.
- 7) Local youth employment and training policies and practices will be developed.

1. Youth Program Vision and Goals

This MWA has developed a regional strategic plan, which includes increasing academic achievement for the youth of Northeast Michigan. It will be the goal of this MWA, along with community partners, to provide the following ten WIA program elements to move our MWA closer to this goal in the next five years:

- a) Tutoring, study skills training, and instruction to secondary school completion, including dropout prevention strategies.
- b) Alternative secondary school offerings.
- c) Summer employment opportunities directly linked to academic and occupational learning.

- d) Paid and unpaid work experiences, including internships and job shadowing.
- e) Occupational skills training.
- f) Leadership development opportunities, which may include such activities as positive social behavior and soft skills, decision making, team work and other activities.
- g) Supportive services.
- h) Adult mentoring for a duration of at least twelve (12) months that may occur both during and after program participation.
- i) Follow-up services.
- j) Comprehensive guidance and counseling, including drug and alcohol abuse counseling, as well as referrals to counseling, as appropriate to the needs of the individual youth.

Service delivery will be streamlined as existing linkages with secondary and post-secondary schools are formed and strengthened. During the next five years this MWA will continue to identify all partner strengths and utilize them to enhance our one-stop workforce investment structure.

All potential Contractors are advised via an RFP process of required program elements and rules. The ability to recruit the eligible target populations will be one of the areas addressed in the RFP. The Contractors will bear the responsibility of informing potential customers of available services and how to access them.

Currently, this MWA has three youth Contractors. Two local school districts and one Community College have been awarded contracts to provide services for both in-school and out-of-school youth. In the Spring of 2013, a RFP will be released to deliver WIA Youth services across our eight county region. We will be seeking contractors to serve older and younger youth.

Another goal of this MWA will be to enhance and expand the program services to the young people of Northeast Michigan. It is our hope to expand the collaboration between educators, business/industry and labor by providing increased opportunities for dual enrollment and articulation agreements. Through these partnerships, we plan to open new doors to work-based learning experiences such as job shadowing, occupational training, apprenticeships and teacher/counselor internships in the private sector. In addition, we will educate the Youth Contractors on incorporating the MICA and a demand driven system into their programs.

The partnerships will also provide leadership development activities, mentoring, training, and the identification of community resources for the youth in our region. Visits by students via field trips to Michigan Works! Service Centers will also familiarize them with community resources, job

search techniques, employer expectations and skill requirements needed to achieve success in today's world of work opportunities.

2. Area Youth Customers

An eligible youth is defined as one who is:

- 1) Age 14 through 21;
- 2) A low income individual, as defined in the WIA section 101(25); and
- 3) Within one or more of the following categories:
 - α. Deficient in basic literacy skills;
 - β. School dropout;
 - χ. Homeless, runaway, or foster child;
 - δ. Pregnant or parenting;
 - ε. Offender; or
 - φ. Is an individual (including a youth with a disability) who requires additional assistance to complete an educational program, or to secure and hold employment.

Although WIA sets a required minimum of 30 percent of the funds to be used to provide youth activities to out-of-school youth who are defined as:

- 1) An eligible youth who is a school dropout;
- 2) An eligible youth, who has either graduated from high school or holds a GED, but is basic skills deficient, unemployed, or underemployed. However, with limited resources the MWA will utilize criteria for selection based on each applicant's assessed needs, this WDB has determined that a greater emphasis needs to be placed on serving out-of-school youth.

This MWA requires contractors to spend a minimum of 50% of their WIA youth funds on out-of-school youth.

3. Competitive/Non-Competitive Bid Processes

The MWA maintains a written procurement guide for all procurements utilizing funds received from the WDASOM, a copy has been attached for a complete description of the competitive process (See Attachment E). There is a specific section that applies to the selection of service providers and provides full and open competition. A list of potential bidders consists of local public schools, community colleges, probate courts, community service agencies and others who have expressed interest in operating programs. All bidders on the list receive notice of the release of a Request for Proposal (RFP) and a notice is placed on our website to solicit potential bidders.

Proposals are evaluated to determine the bidder's ability to meet contract requirements and program design, as well as their past performance, cost

considerations and administrative capability. Proposals are reviewed by staff and rated according to evaluation criteria established in the RFP. A Reader Committee consisting of Workforce Development Board members and the Chair of the Administrative Board reviews the staff evaluations and presents their recommendations to the Administrative and Workforce Development Boards. The WDB awards contracts to bidders whose proposals meet the program requirements and cost considerations.

In addition to the procurement policy of this MWA, the EAG and Youth Council are surveyed for their input on youth programming. The survey asks the members to prioritize the importance of each of the required 10 elements. This prioritization will determine the rating system for the activity section of the RFP. The RFP evaluation sheet also rates the proposals description of outreach, fiscal capability to manage the program funds and other locally determined criteria.

4. One-Stop Service Centers

Northeast Michigan Consortium encourages youth programs to be connected to the one-stop system, allowing them access to community resources. Some of the resources available to youth include typing tutorial software, resume software, brochures on area Women's Resource Centers, local child care providers, the state-wide "Helping Handbook" and program information from local high schools, career centers and community colleges. Each Center has a job board identifying job orders of local and statewide employment opportunities, as well as access to PMTC.

The WDB encourages the Youth Contractors and local educators to utilize the information available in the Michigan Works! Service Centers. These offices provide a wealth of information on community resources available to the youth in our area. The opportunity for youth to understand the needs of local employers, obtain labor market information and have access to the PMTC will provide critical information to this customer group. As stated earlier in the document, the MICA will be interrogated into the Youth programs by educating the Youth program staff. It is a goal of this MWA to provide this to all youth and community college graduates who are ready to enter the labor market.

II. Strategies for Improvement

A. Management of Youth Programs.

The local WDB will utilize the EAG and WDB/Youth Council to the full extent, as they will take a lead role in youth planning for the local area. These groups will be active in the development of the youth portion of the local plan and the promotion of youth services throughout the MWA's service delivery area.

They will also provide input on the youth service providers to the local Administrative Boards. Oversight responsibilities and overall coordination of area youth activities will be a high priority to the group. Their involvement will ensure that youth will connect with a full range of services and community resources that lead to academic and employment success.

B. Comprehensive Services and Coordination.

To ensure that each eligible youth receives the correct mix of elements to meet their goals, the MWA will implement the following strategy through the service providers. Each eligible youth will have a one-on-one interview to review their academic and occupational skill levels, prior work experience, employability, interests, aptitudes (including those for non-traditional jobs), support service needs, and developmental needs.

From this assessment, all participants will have a completed Individual Service Strategy (ISS) prior to entry in any other program activities, which will be a continuation of any participant's current career plan (EDP). The ISS will include achievement objectives, and the appropriate combination of needed elements. Also included will be the identification of an employment goal, steps for preparation for secondary educational opportunities, and unsubsidized employment, if appropriate.

The ISS will be reviewed on a regular basis throughout the course of the program to note accomplishments, or changes to enable the youth to meet their outlined goals.

For those youth who have special needs or barriers to employment, information will be available on a full array of applicable or appropriate services in their community. Referrals will be made to entities that have the capacity to serve the participant, or applicant on a sequential or concurrent basis.

This MW does not have any Job Corps or Youth Opportunity Grants in our area at this time. However, if these resources become available, this MWA will coordinate services.

III. Youth Program Design

In order for this MWA to achieve the program performance standards, the WDB has approved the following program design. Youth programs funded under WIA must include the following for all program participants:

A. Outreach/Recruitment.

The service providers will be responsible for all outreach, recruitment and selection of WIA applicants, utilizing agency resources, as well as developing and maintaining applicant referral linkages with other community agencies. Outreach and recruitment should provide sufficient information to allow applicants to decide whether to apply and what other agencies and services to consider as well as demonstrating the benefits of training.

It is expected that the service providers will implement aggressive outreach and recruitment campaigns to identify applicants. Outreach and recruitment may begin upon receipt of a letter of commitment from NEMC.

B. Youth Eligibility Determination Process

As set forth in the Act, participants served with WIA youth funds must be WIA eligible according to the criteria developed by the U.S. Department of Labor. Citizenship or authorization to work in the United States is required for WIA services; therefore, all youth will be required to present the appropriate documentation before enrollment. Persons who are unable to demonstrate, for example, authorization to work in the United States, or citizenship, will not be enrolled in to the program. However, the MWA contractor staff may help persons attain the necessary documentation to receive additional WIA service. This may include direction to the proper agency or office awarding the eligibility documentation in question and assist with written communication and telecommunications to persons seeking to acquire Authorization to Work documentation.

This MWA has issued a local policy to convey this info to all contracted staff. (See Attachment H)

The MWA Contractors will review eligibility characteristics and obtain supporting documentation for information reported in the MIS to determine if the applicant is eligible for services. They will also be liable for eligibility determination. The applicant's pre-enrollment assessment results will be reviewed to determine the applicant's needs.

The Contractor(s) will process all applicants and document/verify eligibility according to established rules and regulations by utilizing the WIA Eligibility Documentation Check List (Attachment D). Referral services must be provided to all applicants who are not selected for participation in WIA. If an applicant is income-eligible, the Contractor(s) will also maintain documentation of the referral.

C. Individual Service Strategy (ISS)

WIA rules and regulations require an Individual Service Strategy (ISS), for each participant. All participants must have completed an Individualized Service Strategy (ISS) within 30 days following enrollment into the program and prior to entry into components. It is recommended the development of the ISS be held in person with the participant; however, they may take place over the telephone or through the use of other alternative communication methods.

The ISS will be used as a basic instrument for the case manager and participant to document the appropriateness of decisions made about the combination of services/components, including referrals to other programs for specified activities. The purpose of the ISS is to address barriers and assist the participant in achieving employment/training goals and sets forth a mutually developed plan between a participant and the Staff. An ISS contains client characteristics, an employment goal with an action plan and an assessment of educational, work, skill and test history.

The ISS is required to be completed electronically for all participants and must be continuously updated via electronic case notes reflecting all changes in services received and records/documents kept. Additionally, the MIS must accurately reflect when participants meet the goals and objectives of the plan(s) or as changes occur to stated goals and objectives.

There is no requirement to maintain a hard copy formatted ISS in a participant file. However, if a hard copy is maintained, it is recommended that the ISS contain signatures of both the case manager and the participant. The ISS must be continuously updated via electronic case notes reflecting all changes in services received and records/documents kept. Additionally, the OSMIS must accurately reflect when participants meet the goals and objectives of the plan(s) or as changes occur to stated goals and objectives.

An acknowledgement copy of the ISS must be provided to the participant. This will verify that a participant is aware of and understands the details of the mutually developed ISS.

All participants must have completed an ISS prior to entry into components.

D. Case Management

The Contractor(s) will provide case management in a client centered approach in the delivery of services:

- 1) To prepare and coordinate comprehensive employment plans, such as service strategies, for participants to ensure access to necessary workforce investment activities and supportive services, using, where feasible, computer-based technologies; and

- 2) To provide job and career counseling during program participation and after job placement.

MIS case notes must include, at a minimum, all **contacts** by telephone, unscheduled visit, appointment, or letter and **must** detail program participation.

E. Program Elements

Each Contractor must make the following ten program elements available:

- 1) Tutoring, study skills training, and instruction leading to secondary school completion, including dropout prevention strategies;
- 2) Alternative secondary school offerings;
- 3) Summer employment opportunities directly linked to academic and occupational learning;
- 4) Paid and unpaid work experiences, including internships and job shadowing;
- 5) Occupational skills training;
- 6) Leadership development opportunities, which may include such activities as positive social behavior and soft skills, decision making, team work and other activities;
- 7) Supportive services;
- 8) Adult mentoring for a period of at least twelve (12) months that may occur both during and after program participation;
- 9) Follow up services; and
- 10) Comprehensive guidance and counseling, including drug and alcohol abuse counseling, as well as referrals to counseling, as appropriate to the needs of the individual youth.

Services/Activities/Actions Supporting the Program Elements

The following Services and Activities have been developed to support the above ten elements. Each of the youth contractors is required to describe in their contract work statement, the actions they will take for each of the activities that will lead to meeting or exceeding performance measures.

➤ **EDUCATIONAL SERVICES**

Activities

- 1) Tutoring
- 2) Study Skills Training
- 3) Instruction leading to secondary school completion
- 4) Alternative secondary school offerings

➤ **EMPLOYMENT SERVICES**

Activities

1. Unpaid work experience
2. Paid work experience
3. Occupational skills training: At a minimum, 180 hours in a workplace setting, or Enrollment in certified vocational courses at local high schools, vocational centers or community colleges for a minimum duration of one semester (Books and fees are allowable expenses and tuition expenses are not).
4. On-the-Job Training
5. Internship
6. Job shadowing

➤ **SUMMER YOUTH EMPLOYMENT OPPORTUNITIES**

Activities

Paid work experience during the summer (may not overlap the school year, must be directly linked to academic or occupational learning).

➤ **ADDITIONAL SUPPORT SERVICES**

Activities

- 1) Linkages to community services
- 2) Assistance with transportation
- 3) Assistance with child/dependent care
- 4) Assistance with housing
- 5) Referral to medical services
- 6) Assistance with work related needs
- 7) Adult Mentoring
- 8) Guidance and Counseling

➤ **CITIZENSHIP AND LEADERSHIP DEVELOPMENT**

Activities

- 1) Social behavior and soft skills
- 2) Decision-making
- 3) Teamwork
- 4) Adult mentoring
- 5) Exposure to post-secondary educational opportunities
- 6) Community and service learning projects
- 7) Peer centered activities
- 8) Citizenship activities

➤ **FOLLOW-UP SERVICES**

Activities

- Leadership Development
- Social Behavior and Soft Skills
- Decision Making
- Teamwork
- Adult Mentoring
- Exposure to Post-Secondary Educational Opportunities
- Community and Service Learning Projects
- Peer Centered Activities
- Citizenship Activities
- Addressing work related problems
 - Career development
 - Work related support groups
 - Adult mentors
 - Tracking progress in employment
 - Supportive Services

5. Summer Employment Program vs. Year Round Youth Program

This MWA does not run a stand-alone Summer Employment Program. Participants will be enrolled in the Summer Employment Program activity only if the paid work experience is during the summer and is directly linked to academic or occupational classes attended during the school year. If student participants in a paid work experience during the summer and not linked to academic or occupational classes, they will be enrolled in an employment services activity.

IV. Review, Comment and Publication Documentation

In accordance with 20 CFR 661.345, which provides the requirements for submission of the local workforce investment plan, the Local 5-year Plan must be submitted to those indicated below, with at least a 30-day period for comment, prior to the submission to the MDLEG for approval.

The proposed plan will be published on our website; and will be made available for review and comment to:

- 1) Members of the local board and members of the public including representatives of business and labor organizations; and
- 2) The public board must submit any comments that express disagreement with the plan to the WDASOM along with the plan.

The local board will make information about the plan available to the public on a regular basis through open meetings. A copy of the local plan may be obtained at the Northeast Michigan Consortium, 20709 State Street, Onaway, Michigan 49765, Monday through Friday, between the hours of 8:30 a.m. and 12:00 noon and 1:00 p.m. and 4:30 p.m., or by calling (989) 733-8548.

In accordance with the Americans With Disabilities Act (ADA), availability of the final Local 5-Year Plan must include reference to accommodations or special requests of the plan in alternate formats, such as large print, audiotape, etc. In addition, public meetings concerning the plan must comply with physical access requirements of the ADA.