
Michigan Works! Northeast Consortium

Four-Year WIOA Local Plan

July 1, 2016 through June 30, 2020

Mid-Cycle Update



Approval Request

Approval Request Form

Replace with scanned copy of signed page.

1. MWA Name and Number:

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

3. Policy Issuance Number: 16-02 Change 1

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

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

Signature of Authorized Chief Elected Official	Date:
Printed Name:	

Signature of Authorized Chief Elected Official	Date:
Printed Name:	

Signature of Authorized Chief Elected Official	Date:
Printed Name:	

Signature of Workforce Development Board Chairperson	Date:
Printed Name:	

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Executive Summary

Northeast Michigan Consortium (NEMC) hereinafter may also be referred to as Michigan Works! Northeast Consortium (MW!NC) services 8 counties in northeast Michigan: Alcona, Alpena, Cheboygan, Crawford, Montmorency, Oscoda, Otsego, and Presque Isle.

MW!NC worked collaboratively to create this local plan with input from the Workforce Development Board (WDB), the Talent District Career Council (TDCC), the local elected officials, and the region's core program service providers. A survey was used to gain feedback from all boards, local elected officials, and core partners. Details of the group's input will be described throughout the plan, however, some of the common themes found throughout the planning process are the need for greater collaboration with the private sector, increasing on-the-job training opportunities, and working more closely with core partners. This four-year local plan serves as a guiding document for MW!NC to continually evaluate how services are provided.

MW!NC delivers direct client services for WIOA Adult, Dislocated Worker and Wagner-Peyser programs. As part of our direct delivery model we will coordinate services with core partners and additional partnering agencies.

1. Regional Labor Market Data and Economic Conditions

Section 1: An analysis of regional labor market data and economic conditions including:

- ***The regional analysis prepared as part of the regional plan***

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

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

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

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

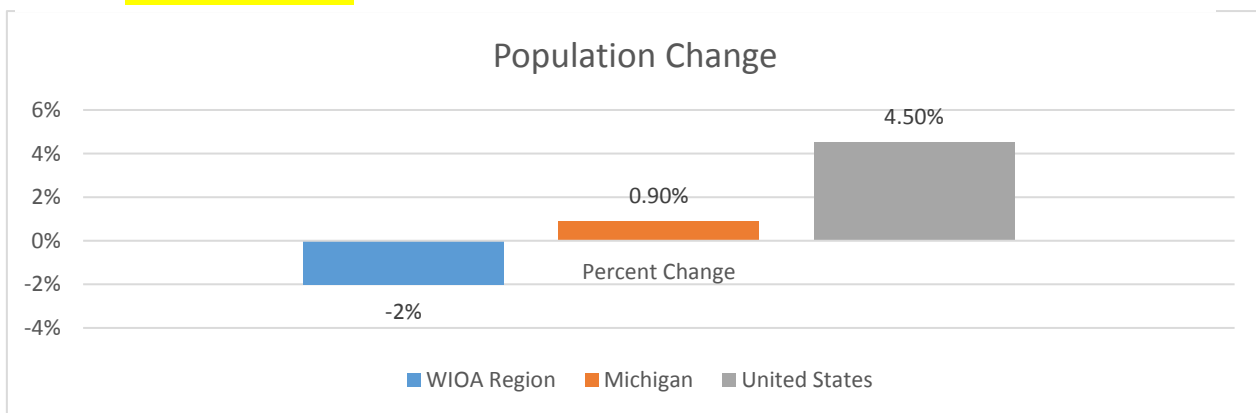
TABLE 1: POPULATION TRENDS 2011-2017 – WIOA REGION

Area	2011	2013	2015	2017	2011 - 2017 Numeric Change	2011 - 2017 Percent Change
WIOA Region	279,356	275,889	274,067	273,925	-5,431	-2.0%
Alcona	10,739	10,550	10,332	10,351	-388	-3.7%
Alpena	29,336	28,953	28,705	28,462	-874	-3.1%
Arenac	15,628	15,409	15,297	15,045	-583	-3.9%
Cheboygan	25,884	25,575	25,392	25,369	-515	-2.0%
Clare	30,997	30,592	30,608	30,653	-344	-1.1%
Crawford	14,033	13,873	13,850	13,907	-126	-0.9%
Gladwin	25,863	25,552	25,206	25,234	-629	-2.5%
Iosco	25,586	25,414	25,325	25,162	-424	-1.7%
Montmorency	9,628	9,382	9,289	9,250	-378	-4.1%
Ogemaw	21,495	21,167	20,883	20,981	-514	-2.4%
Oscoda	8,615	8,371	8,282	8,287	-328	-4.0%
Otsego	24,095	24,046	24,188	24,538	443	1.8%
Presque Isle	13,146	13,003	12,796	12,791	-355	-2.8%
Roscommon	24,311	24,002	23,914	23,895	-416	-1.7%
Michigan	9,876,199	9,899,219	9,918,170	9,962,311	86,112	0.9%
United States	311,644,280	316,234,505	321,039,839	325,719,178	14,074,898	4.5%

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

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

FIGURE 1: POPULATION CHANGE



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

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

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

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

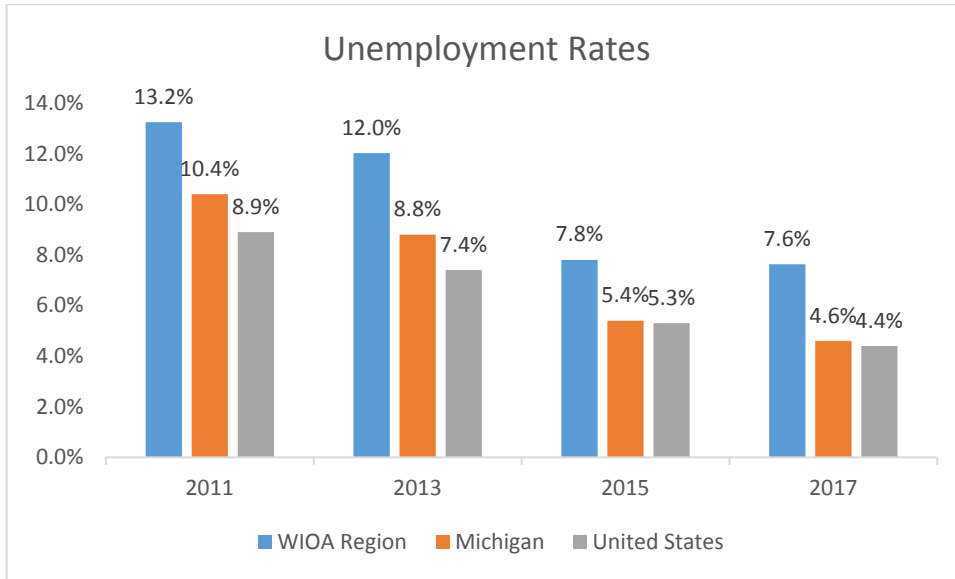
Demographic Group	2007 - 2011 Estimate	2008 - 2012 Estimate	2010 - 2014 Estimate	2012 – 2016 Estimate	2011 - 2016 Numeric Change	2011 - 2016 Percent Change
Total Population	283,834	281,433	277,913	275,331	-8,503	-3.00%
<i>Age</i>						
15-19	17,620	17,293	16,200	15,243	-2,377	-13.49%
20-24	12,769	12,648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

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

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

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

FIGURE 2: UNEMPLOYMENT RATES



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

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

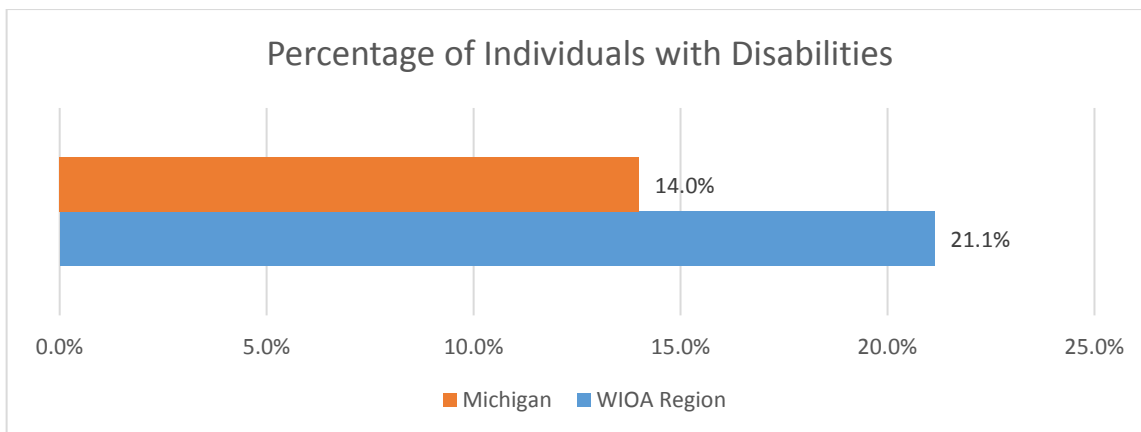
Individuals with Barriers to Employment

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

Individuals with a Disability

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

FIGURE 3: INDIVIDUALS WITH A DISABILITY



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

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

Youth and Young Adults

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

TABLE 3: CIVILIAN LABOR FORCE BY DEMOGRAPHIC GROUP - 2016

Demographic Group	Civilian Labor Force	Total Employment	Total Unemployment	Unemployment Rate
Total Population 16+	114,113	101,875	12,238	10.7%
Sex				
Male 16+	60,272	52,990	7,282	12.1%
16-19	2,641	1,950	691	26.2%
20-24	5,648	4,557	1,091	19.3%
25-54	36,172	32,101	4,071	11.3%
55-64	12,007	10,869	1,138	9.5%
65 Plus	3,804	3,513	291	7.6%
Female 16+	53,841	48,885	4,956	9.2%
16-19	2,512	1,858	654	26.0%
20-24	4,983	4,231	752	15.1%
25-54	32,075	29,363	2,712	8.5%
55-64	11,199	10,536	663	5.9%
65 Plus	3,072	2,897	175	5.7%
Race				
White	110,854	99,129	11,583	10.4%
Black / African American	412	258	151	36.7%
Native American	912	756	156	17.1%
Asian	437	406	25	5.7%
Native Hawaiian / Pacific Islander	18	18	0	0.0%
Some Other Race	243	227	16	6.6%
Two or More Races	1,447	1,102	340	23.5%
Ethnicity				
Hispanic	1,750	1,495	238	13.6%

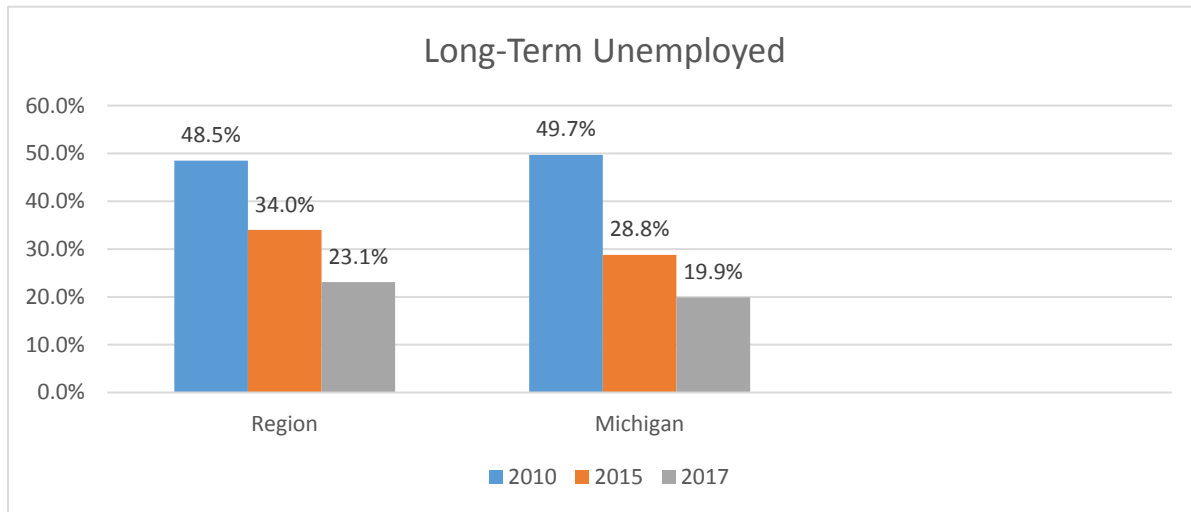
Required: WIOA Act, Section 108, (b), (1), (C)

Source: U.S. Bureau of the Census, 2010-2014 American Community Survey Five-Year Estimates

Long-term Unemployed

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

FIGURE 4: LONG-TERM UNEMPLOYED



Individuals Living in poverty

The number of individuals in the region who are living at or below the poverty level is 49,661, or 18.3%. This is well above the state’s poverty rate of 16.3%. A higher proportion of females live in poverty, with 20.3% of the population below the poverty threshold, compared to 16.5% for males. In addition, there is a disproportionate number of racial minorities living in poverty in the region: 27.5% of Latinos, 46.9% of African Americans, and 34.2% of Native Americans are below the poverty threshold.

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

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

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

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

Individuals Receiving Public Assistance

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

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

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

* Clients are serviced in adjacent counties

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

Source: Michigan Department of Health & Human Services

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

Labor Market Trends

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

TABLE 6: LABOR FORCE TRENDS - 2011 - 2016

Area	2011	2013	2015	2016	2011 - 2016 Numeric Change	2011 - 2016 Percent Change
WIOA Region	113,654	111,745	110,870	110,961	-6,698	-5.69%
Alcona	3,808	3,817	3,823	3,842	-38	-0.98%
Alpena	13,688	13,435	13,656	13,705	-568	-3.98%
Arenac	6,690	6,526	6,372	6,117	-841	-12.09%
Cheboygan	10,841	10,548	10,695	10,850	-508	-4.47%
Clare	12,174	11,943	11,775	11,927	-615	-4.90%

Crawford	5,499	5,405	5,350	5,348	-283	-5.03%
Gladwin	10,120	10,073	10,007	9,837	-576	-5.53%
Iosco	10,134	10,251	10,285	10,052	-325	-3.13%
Montmorency	3,348	3,220	3,169	3,101	-451	-12.70%
Ogemaw	8,786	8,645	8,487	8,283	-799	-8.80%
Oscoda	3,151	2,980	2,895	2,907	-409	-12.33%
Otsego	11,456	11,279	11,171	11,722	-148	-1.25%
Presque Isle	5,572	5,495	5,296	5,342	-413	-7.18%
Roscommon	8,387	8,128	7,889	7,928	-724	-8.37%
Michigan	4,685,000	4,730,000	4,751,000	4,837,000	38,000	0.79%
United States	153,617,000	155,389,000	157,130,000	159,187,000	5,298,000	3.44%

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

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

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

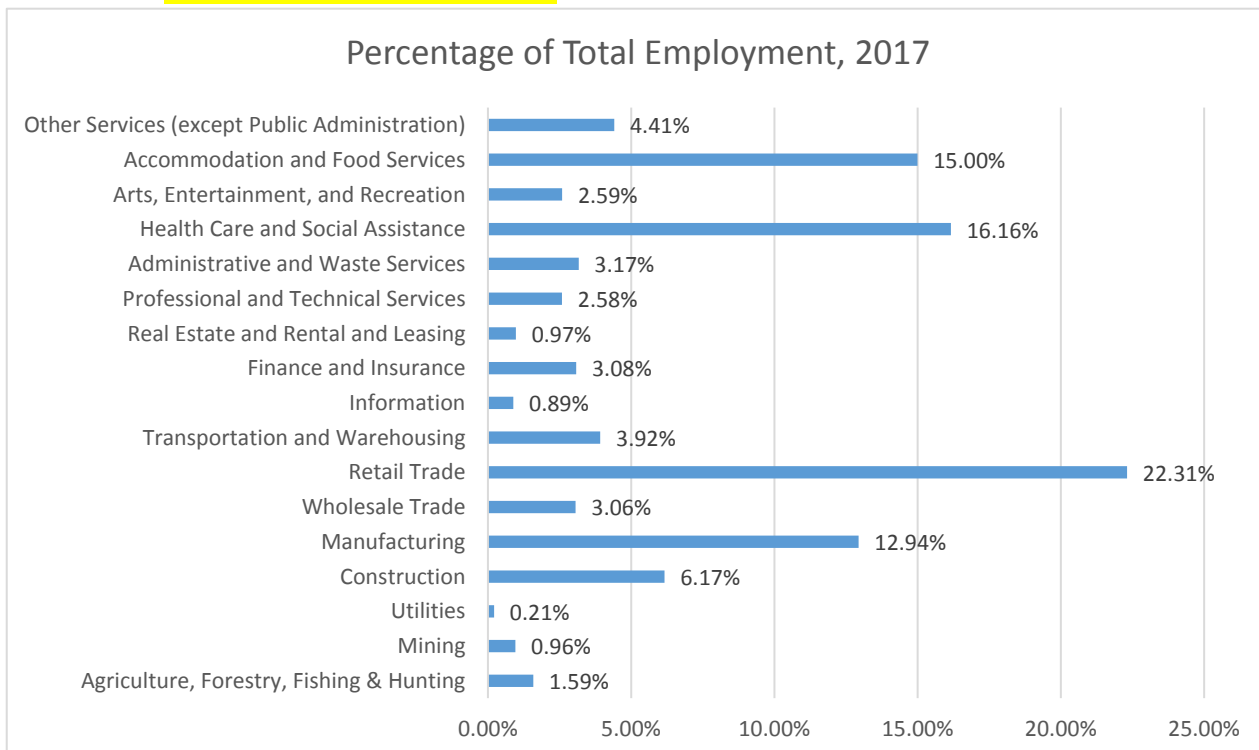
AND

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

Private Sector Employment

The *Retail Trade* industry is by far the region's leading employer, at 22.31%. Healthcare and Social Assistance holds second place at 16.16% with Accommodations and Food Service in third at 15.00%. Seasonality has a significant impact on the region's employment, due to heavy tourism resulting in many jobs in Leisure and Hospitality during summer, and higher unemployment rates in winter.

FIGURE 5: PERCENTAGE OF TOTAL EMPLOYMENT



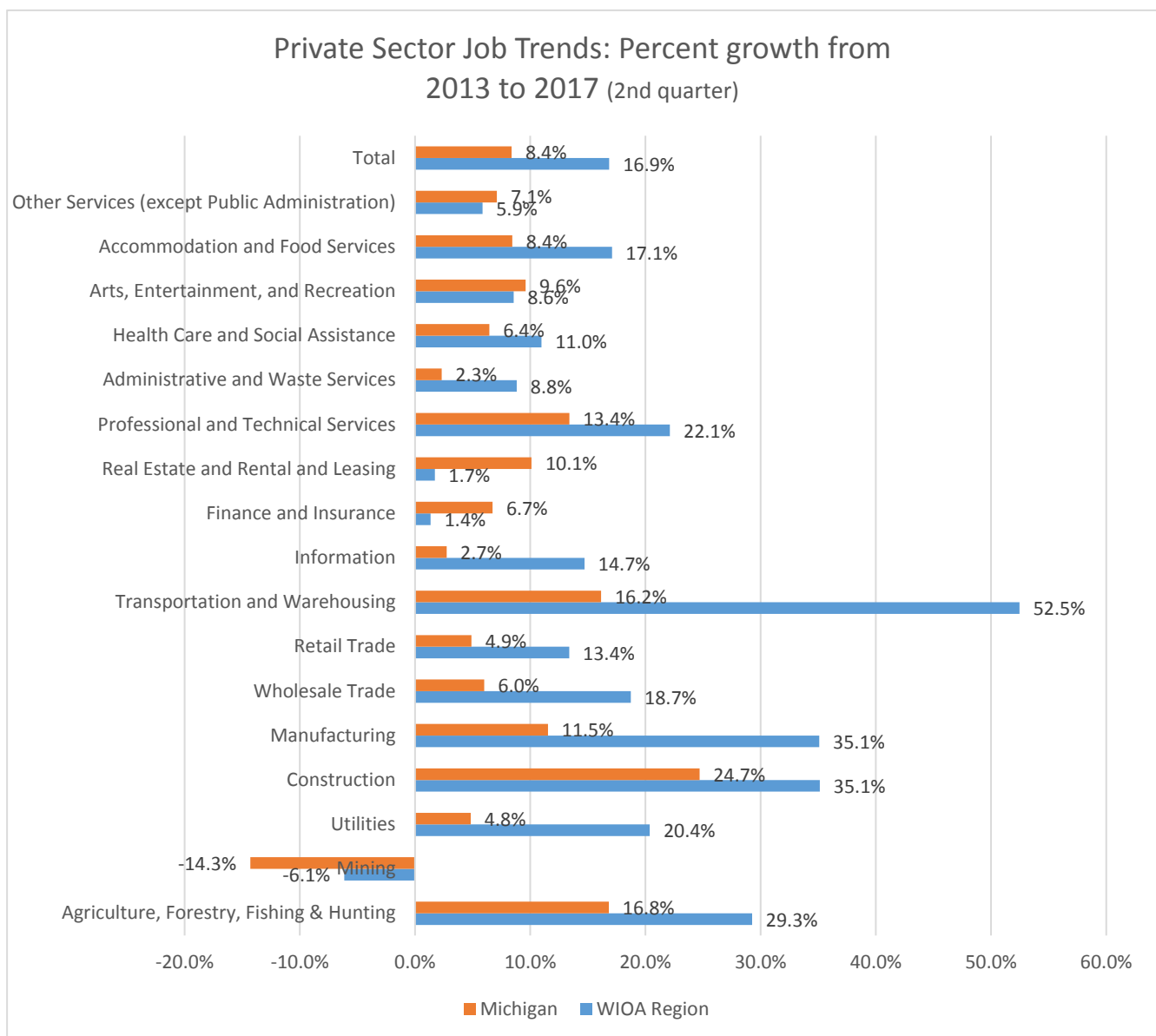
Source: DTMB, Bureau of Labor Market Information and Strategic Initiatives, Quarterly Census of Employment and Wages (QCEW)

Private Sector Job Growth

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

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

FIGURE 6: PRIVATE SECTOR JOB TRENDS



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

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

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

TABLE 7: 3-YEAR PROJECTED INDUSTRY GROWTH

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

Source: JobsEQ®

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

Projected growth based on occupation is shown in Table 8. Over the next 3 years, the fastest growing occupation group in the region is projected to be Healthcare Support Occupations with an increase of 0.9% (year-over-year). The strongest forecast by number of jobs over this period is expected for Personal Care and Service Occupations, with a growth of 98 jobs, and Healthcare Support Occupations with a growth of 64 jobs. The highest separation demand (occupation demand due to retirements and workers moving from one occupation to another) is projected in Sales and Related Occupations by 4,324 jobs and Food Preparation and Serving Related Occupations by 4,285 jobs.

TABLE 8: 3-YEAR PROJECTED OCCUPATIONAL GROWTH

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

Source: JobsEQ®

Data as of 2017Q4 unless noted otherwise

Note: Figures may not sum due to rounding.

Knowledge and Skills Necessary

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

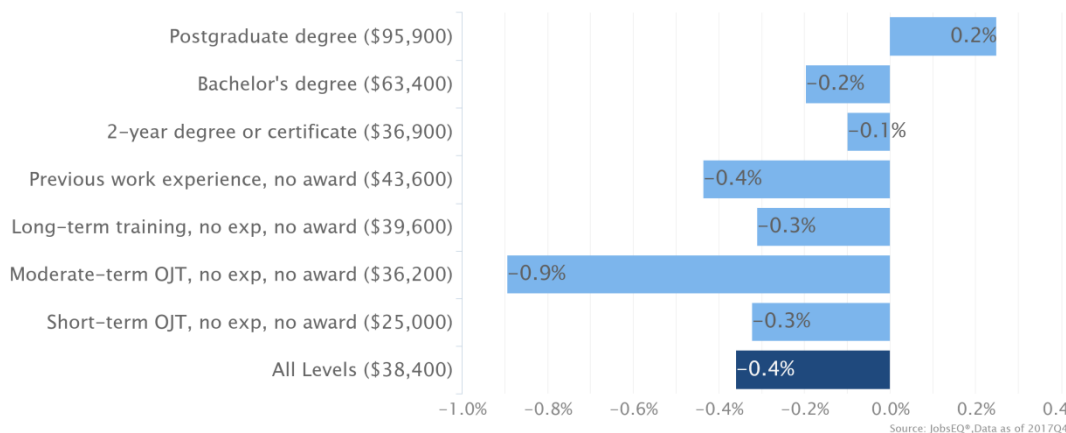
customer service skills, employers are seeking higher levels of digital literacy, basic academics, and occupational skills specific to the job.

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

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

FIGURE 7: PROJECTED JOB GROWTH

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



Source: JobsEQ®

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

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

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

Tourism/Hospitality is consistently one of the key sectors driving the region’s economies and considered a mature sector. The region is home to hundreds of indoor and outdoor activities that draw significant tourism to the regions throughout all seasons. Many communities are seeing growth in this sector with new restaurants, breweries, and wineries opening in 2015 and 2016. Gift shops and art galleries are also starting to

emerge with two newly opened establishments last year in the City of Grayling. The city would also like to bring in more specialty shops to appeal to the local residents and also tourists.

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

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

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

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

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

Forestry and wood products manufacturing are complementary industries that are growing in the region, thanks in part to the opening of ARAUCO Worldwide, a particle board manufacturing company that is opening

in Grayling. Their presence not only adds hundreds of new jobs, it also spurs a growing cluster of related companies that harvest and grade lumber, transport it to manufacturing facilities, and transform it into usable products.

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

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

Emerging industries throughout the 14-county region include:

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

Employer Needs

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

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

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

The **construction** industry is growing in the region and follows the same seasonality as that of Leisure and Hospitality. However, there is more potential for year-round employment for workers with a diverse set of

skills. For instance, a construction worker who builds houses can do outside building in the summer, and indoor work such as drywall and carpentry in the winter. Skills needed include HVAC and electrical, measuring and cutting, framing and finish carpentry, and safety.

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

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

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

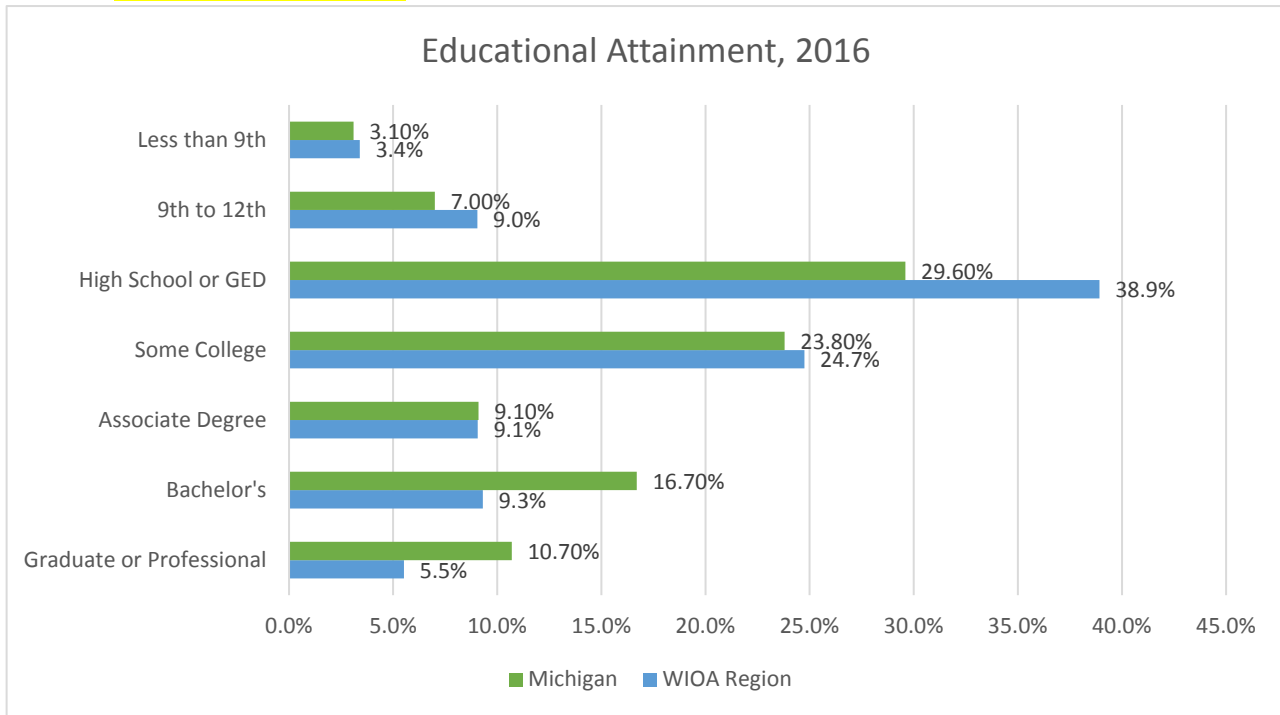
Another important need for the region to improve the labor force is increased daycare. Although this may not show up in the data, affordable daycare is a significant need in the region, especially for children under the age of 2 as there is limited space available to care for these young children. Additionally,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

Educational Attainment

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

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

FIGURE 8: EDUCATIONAL ATTAINMENT



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

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

TABLE 9: COLLEGE ENROLLMENT RATE BY ISD

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

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

The rate of college enrollment among area students is 64.45%, not far behind the statewide average of 68.8%. However, completion rates are low by comparison. Table 10 shows that although enrollment rates are fairly

high, completion may be lacking. The regional attainment rate of Associate’s Degree or higher is only 23.9%. Northeast Michigan also falls well below the state’s attainment rate of 36.5%.

TABLE 10: EDUCATIONAL ATTAINMENT RATES: ASSOCIATES DEGREE OR HIGHER

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

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

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

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

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

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

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

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

- ***An analysis of workforce development activities in the region, including available education and training opportunities. This analysis must include the strengths and weaknesses of workforce development activities in the region and the region's capacity to provide the workforce development activities necessary to address the education and skill needs of the workforce, including individuals with barriers to employment, and the employment needs of employers in the region.***

Postsecondary Occupational Training - Description and Analysis

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

Postsecondary opportunities are offered through four community colleges:

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

- Mid-Michigan Community College

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

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

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

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

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

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

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

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

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

While the region has programming to address the in-demand industry sectors, most educational institutions, including career and technical education programs, face declining enrollment and therefore loss of revenue. The region's capacity to provide training to meet employer demand is challenged by the diminished population

base; schools need a critical mass of students in order to run a program. In addition, some programs are limited by the lack of qualified instructors and/or limitations on clinical rotations or internships. One example is the RN programs; they are at max capacity yet are still not able to train enough nurses to fill vacancies in the area.

Career and Technical Education - Description and Analysis

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

- Iosco Regional Educational Service Agency (IRESA) provides CTE to Oscoda County in the Northeast region. Their programs include: Aircraft Maintenance, Automotive Technology, Culinary Arts & Restaurant Management, Health Science, and Power Mechanics. The IRESA Superintendent serves on the **workforce board and CEAC for both Michigan Works! areas**, providing leadership through active participation in discussion and planning.
- Cheboygan Public Schools offers CTE programming to its communities. Their programs include: Automotive Technology, Business Applications Technology, Construction Trades, Cooking and Culinary Arts, Drafting and Design, Finance, Intro to Teaching Elementary Education, Intro to Teaching General Education, Marketing, TV and Radio Broadcasting, Welding, and Woodworking.
- Alpena Public Schools offers CTE programming to its district and surrounding communities. Their programs include: Arts and Communications, Business and Technology, Engineering and Industrial Technology, Healthcare, Cosmetology (Human Services), Agriscience and Natural Resources, Geometry in Construction.
- Gaylord Community Schools provides CTE programming. Their programs include: Accounting, Automotive Technology, Computer Applications, Culinary Arts, Agricultural Sciences, Medical Occupations, and Marketing.
- **Crawford Ogemaw Oscoda Roscommon (COOR) ISD offers a variety of programs and services to assist students with career preparation, skill development and transition planning to assure life-long successes. They offer Vocational Programs at our Career Tech Center on Kirtland Community College's Campus. Programs include Automotive Technology, Computer Generated Images, Cosmetology, Medical Occupations, Welding, Public Safety, and Recreational Engines & Marine Technology.**
- Crawford-AuSable School District, which encompasses Grayling schools, has a cooperative agreement with Wexford-Missaukee Career Technical Center for delivery of CTE programming to its students. Programs available are: Agriscience and Natural Resources, Automotive Technology, Business Management Administration, CNET (Computers, Networking and Electronics Technology), Digital Media Production, Health Science Careers, Heavy Equipment Mechanics, Hospitality, Retailing and Entrepreneurship, Introduction to Healthcare, Metal Fabrication and Equipment, Power Sports and Equipment, and Public Safety.
- Clare/Gladwin RESD provides CTE programming. These programs include: Auto Technology, Business Management, Construction Trades, Criminal Justice, Culinary Arts, Digital Media, Education Occupations, Health Occupations, and Welding Technology
- Bay/ Arenac ISD provides CTE programming. These programs include several different groupings under: Graphics and Printing communication; Business, Management, Marketing, & Technology;

Health Technology/ Medical Science; Human Services; Manufacturing & Industrial Technology; and Natural Resources & Agriscience.

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

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

Adult Education and Literacy Programs

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

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

IRESA currently partners with Michigan Works! Region 7B to offer alternative and adult education in Iosco and Ogemaw counties offering participants a one-stop place they can access education and employment services simultaneously. IRESA is also working with MW!NC to expand services to Otsego county. At this time, GED testing is also offered in Arenac, Clare, Gladwin, Iosco, Ogemaw and Roscommon counties, making testing and funding resources more accessible for the community. Expansion of adult education preparation to two other MW!NC offices is being discussed for the 2016-2017 school year.

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

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

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

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

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

Adult and Dislocated Worker Activities

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

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

Basic Career Services:

- a. Determinations of whether the individuals are eligible to receive assistance under this subtitle;
- b. Outreach, intake (which may include worker profiling), and orientation to the information and other services available through the one-stop delivery system;
- c. Initial assessment of skill levels (including literacy, numeracy, and English language proficiency), aptitudes, abilities (including skills gaps), and supportive service needs;
- d. Labor exchange services, including job search and placement assistance and, in appropriate cases, career counseling, including— provision of information on in-demand industry sectors and occupations; and provision of information on nontraditional employment and appropriate recruitment and other business services on behalf of employers, including small employers, in the local area, which services may include services described in this subsection, such as providing information and referral to specialized business services not traditionally offered through the one-stop delivery system;
- e. Provision of referrals to and coordination of activities with other programs and services, including programs and services within the one-stop delivery system and, in appropriate cases, other workforce development programs;
- f. Provision of workforce and labor market employment statistics information, including the provision of accurate information relating to local, regional, and national labor market areas, including—job vacancy listings in such labor market areas information on job skills necessary to obtain the vacant jobs listed and information relating to local occupations in demand and the earnings, skill requirements, and opportunities for advancement for such occupations.
- g. Provision of performance information and program cost information on eligible providers of training services by program and type of providers.
- h. Provision of information, in formats that are usable and understandable regarding how the local area is performing on the local performance accountability measures, as well as any additional performance information relating to the area's one-stop delivery system.
- i. Provision of information, in formats that are usable by and understandable to one-stop center customers, relating to the availability of supportive services or assistance, and, referral to these services and assistance, including child care, child support, medical or child health assistance through the State's Medicaid program and under title XIX or XXI of the Social Security Act (42 U.S.C. 1396 et seq. and 1397aa et seq.), benefits under the supplemental nutrition assistance program established under Children's Health Insurance Programs, benefits under SNAP.

- j. Provision of information and assistance regarding filing claims for unemployment compensation, by which the one-stop must provide meaningful assistance to individuals seeking assistance in filing a claim for unemployment compensation.
- k. Assistance in establishing eligibility for programs of financial aid assistance for training and education programs that are not funded under WIOA;

Individualized Career Services:

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

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

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

showing up on time, and work place attitudes and behaviors. Job readiness training usually does not include an associated work component, but it may.

- n. Adult education and literacy activities – means, programs, activities, and services that include adult education, literacy, workplace adult education and literacy activities, family literacy activities, English language acquisition activities, integrated English literacy and civics education, workforce preparation activities, or integrated education and training.

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

Training Services

- a. Occupational skills training, including training for nontraditional employment - an organized program of study that provides specific vocational skills that lead to proficiency in performing actual tasks and technical functions required by certain occupational fields at entry, intermediate, or advanced levels. Priority consideration will be given to training programs that lead to recognized post-secondary credentials that align with in-demand industry sectors or occupations in local areas.
- b. On-the-job training with an employer in the public, private non-profit or private sector. Training is provided in exchange for the reimbursement of typically up to 50 percent of the wage rate of the participant, for the extraordinary costs of providing training and supervision.
- c. Incumbent worker training – designed to ensure that employees of a company are able to gain the skills necessary to retain employment or avert a layoff, and must increase both the participant’s and company’s competitiveness. An ideal incumbent worker training is one where a participant acquires new skills allowing the participant to move into a higher skilled and higher paid job within the company, thus allowing the company to hire a jobseeker to backfill the incumbent worker’s position. Incumbent worker training is designed to meet the special requirements of an employer (including a group of employers in partnership with other entities) to retain a skilled workforce, or to avert the need to lay off employees by assisting the worker in obtaining the skills necessary to retain employment.
- d. Programs that combine workplace training with related instruction, which may include cooperative education programs;
- e. Training programs operated by the private sector;
- f. Skill upgrading and retraining (Non-Regulatory Definition) – training that will upgrade current skills of the participant or may also include retaining in a new area.
- g. Entrepreneurial training - Entrepreneurial skills training provides the basics of starting and operating a small business. Such training must develop the skills associated with entrepreneurship. Such skills include, but are not limited to, the ability to: take initiative; creatively seek out and identify business opportunities; develop budgets and forecast resource needs; understand various options for acquiring capital and the trade-offs associated with each option; and communicate effectively and market oneself and one’s ideas.
- h. Customized training is designed to provide local areas with the flexibility to ensure that training meets the unique needs of jobseekers and employers or groups of employers. Customized training is to be used to meet the special requirements of an employer or group of employers and conducted with a commitment by an employer to employ an individual upon successful completion of the training.

Apprenticeships: Registered Apprenticeships is a national training system that combines paid learning on-the-job and related technical and theoretical instruction in a skilled occupation. Like stand-alone On-the-Job Training (OJT), Registered Apprenticeship is an important component of education and training services that

the workforce system can provide to its customers and should be used as a strategy to train and employ job seekers. Registered Apprenticeships offer job seekers immediate employment opportunities that usually pay higher wages and offer continued career growth.

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

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

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

Youth Activities

- a. Tutoring, study skills training, instruction, and evidence-based dropout prevention and recovery strategies that lead to completion of the requirements for a secondary school diploma or its recognized equivalent (including a recognized certificate of attendance or similar document for individuals with disabilities) or for a recognized postsecondary credential;
- b. Alternative secondary school services, or dropout recovery services designed for students who can be better served in an alternative delivery system. Students served include those who have specific needs and are often at risk of not graduating and/or have individual needs not being met in a traditional setting.
- c. Alternative education programs seek to provide added flexibility and alternative instructional models. These often include expanded services from the traditional setting such as online learning, institutional programs, counseling, childcare, and transportation in an effort to help students overcome barriers and meet the goals of the Michigan Merit Curriculum.
- d. Paid and unpaid work experiences that have as a component academic and occupational education;

- Summer employment opportunities and other employment opportunities available throughout the school year in the private or public sector;
 - Pre-apprenticeship – programs or asset of strategies designed to prepare individuals to enter and succeed in a registered apprenticeship program and has a documented partnership with at least one, if not more, registered apprenticeship programs;
 - Internships and job shadowing – work-based learning programs for students and completed through arrangements with employers. The work-based learning must be under actual working conditions and be designed to enhance the employability, responsibility, and confidence of the students. Work-based learning usually occurs in tandem with students’ career and technical training, and is intended to develop a further understanding of career opportunities, employer expectations, and the impact of post-secondary education in the workplace. Work-based learning can include structured, hands-on experiences, as well as workplace tours, employer presentations, job shadowing, and internships to help students refine their career objectives.
 - On-the-Job Training (OJT) opportunities – training with an employer in the public, private non-profit or private sector. Training is provided in exchange for the reimbursement of typically up to 50 percent of the wage rate of the participant, for the extraordinary costs of providing training and supervision.
 - Occupational skill training - An organized program of study that provides specific vocational skills lead to proficiency in performing actual tasks and technical functions required by certain occupation fields at entry, intermediate or advanced levels. Priority consideration must be given to training programs that lead to recognized postsecondary credentials that are aligned with in demand industry sectors or occupations in the local area.
- e. Education offered concurrently with and in the same context as workforce preparation activities and training for a specific occupation or occupational cluster – an integrated education and training model where workforce preparation activities, basic academic skills, and hands-on occupational skills training are taught with the same time frame and connected to training in a specific occupation, occupation cluster or career pathway.
- f. Leadership development opportunities - opportunities that encourage responsibility, confidence, employability, self-determination and other positive social behaviors, which may include exposure to post-secondary education possibilities, community service and peer-centered activities, decision making, team work, and citizenship training etc.
- g. Supportive services – services that enable an individual to participate in WIOA activities. These services include, but are not limited to, the following: Linkages to community services, assistance with transportation, assistance with child care and dependent care, assistance with housing, needs related payment, assistance with educational testing, reasonable accommodations for youth with disabilities, referrals to health care and assistance with uniforms or other appropriate work attire and work related tools.
- h. Adult mentoring – A formal relationship between a youth and an adult mentor that includes structured activities where the mentor offers guidance, support and encouragement to develop the competence and character of the mentee. Mentoring may include workplace mentoring where a youth is matched with an employer or employee of a company. Mentoring must last for a total of not less than 12 months.
- i. Follow-up services – following a youth’s exit from the program to help ensure the youth is successful in employment and/or post-secondary education and training for not less than 12 months after the completion of participation. Services may include; leadership development and supportive services activities, regular contact with a youth participant’s employer, including assistance in addressing work-related problems, assistance in securing better paying jobs, career pathway development and further education or training, work-related peer support groups, adult

- mentoring, and/or services necessary to ensure the success of youth in employment and/or post-secondary education.
- j. Comprehensive guidance and counseling – individualized counseling that includes career and academic counseling, drug and alcohol abuse counseling, mental health counseling and referral to partner programs, as appropriate.
 - k. Financial literacy education – activities that support the ability of participants to create budgets, initiate checking and savings accounts at banks, and make informed financial decisions. Supports how to effectively manage spending, credit, and debit, including student loans, consumer credit and credit cards. Teaching about the significance of credit reports and credit scores; what their rights are regarding credit and financial information; how to determine the accuracy of a credit report and how to correct inaccuracies and how to improve or maintain good credit. Support an individual’s ability to understand, evaluate and compare financial products, services and opportunities. Inform individuals about identity theft. Support activities that address the financial literacy needs of non-English speakers.
 - l. Entrepreneurial skills training - Entrepreneurial skills training provides the basics of starting and operating a small business. Such training must develop the skills associated with entrepreneurship. Such skills include, but are not limited to, the ability to: take initiative; creatively seek out and identify business opportunities; develop budgets and forecast resource needs; understand various options for acquiring capital and the trade-offs associated with each option; and communicate effectively and market oneself and one’s ideas.
 - m. Services that provide labor market and employment information about in-demand industry sectors or occupations available in the local area, such as career awareness, career counseling, and career exploration services; and
 - n. Activities that help youth prepare for and transition to postsecondary education and training.

Wagner Peyser Activities

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

Employment Services

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

Fidelity Bonding:

The program assists high risk job seekers in obtaining employment by providing an incentive for employers to hire job seekers who are qualified, but may be considered high-risk. A fidelity bond is available to any job seeker who has a bona-fide offer of employment. Those eligible include people with poor credit records including bankruptcies, economically disadvantaged youth and adults who lack a work history, welfare assistance recipients, recovering substance abusers, ex-offenders, dishonorably discharged from military

service, youth in apprenticeships, and those who cannot be commercially bonded.

Foreign Labor Certification:

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

Migrant and Seasonal Farmworkers:

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

Reemployment Services and Eligibility Assessment (RESEA):

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

All seven of the RESEA activities listed below are provided:

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

Employment Service Professional Development:

The Michigan Works! Association coordinates professional development activities for Employment Service front line-staff. The training provided is designed to enable staff to provide high-quality services to job seekers and employers. The activities sponsored by the Michigan Works! Association educates, inspires and trains staff to meet the demands of Michigan's demand driven system. Two certifications that are utilized throughout the Michigan Works! agencies are the Business Solution Professional (BSP) and the Global Career Development Facilitator (GCDF). The BSP training provides employment service staff with a level of knowledge and expertise required to support job creators in the areas of training grants, business consultation, tax-related incentives, Lean or Six-Sigma and educational programs. Business Solution Professionals are trained to make use of a vast array of business and economic assets. The GCDF training assists employment service staff in helping job seekers meet their career goals. This training provides basic career facilitating skills, including productive interpersonal relationships; labor market and occupational information and trends; formal and informal career development assessments; job search strategies and placement techniques.

Vocational Rehabilitation Services

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

reliable and dependable workforce. Vocational Rehabilitation collaborates with, and participates in, strategic partnerships with:

- Michigan Department of Health and Human Services to support and promote competitive and integrated employment and coordination of services for individuals that receive Medicaid as well as to coordinate and improve services to customers with cognitive impairments and mental illness, including those requiring supported employment,
- Michigan Departments of Education, Health and Human Services, Community Rehabilitation Organizations and Centers for Independent Living and host businesses to lead expansion activities related to Project Search;
- Michigan Developmental Disabilities Council related to the U.S. Department of Labor's Office of Disability Employment Policy's "Employment First Initiative";
- Colleges and Universities to target career services to students with disabilities, and to conduct university-based research and evaluation. The research and evaluation projects address the Bureau's need for comprehensive needs assessments and continuous improvement measures and for the management of an on-line learning and knowledge system (E-Learn) to provide staff with training and development;
- The Workforce Recruitment Program is a recruitment and referral program for college students with disabilities that connects federal and private sector employers nationwide with highly motivated college students and recent graduates with disabilities who are eager to prove their abilities in the workplace through summer or permanent jobs;
- The U.S. Department of Labor's Office of Disability Employment Policy and the U.S. Department of Defense's Office of Diversity Management and Equal Opportunity related to the Workforce Recruitment Program for college students with disabilities. Office of Disability Employment Policy and the Office of Diversity Management and Equal Opportunity manage the program, which continues to be successful with the participation of many other federal agencies and sub-agencies. Since the program's expansion in 1995, over 6,000 students and recent graduates nationwide have received temporary and permanent employment opportunities through the Workforce Recruitment Program;
- Disability Network of Michigan (representing Centers for Independent Living), Michigan Council for Rehabilitation Services, and the Michigan Statewide Rehabilitation Council for activities related to transformation of service delivery systems into a holistic approach for the employment and the independence of individuals with disabilities throughout Michigan;
- Michigan Department of Education Office of Special Education to support the seamless transition of students from school to adult life that facilitates the development and completion of their Individualized Education Program under Section 614(d) of the Individuals with Disabilities Education Act. The agreement addresses key items identified in Individuals with Disabilities Education Act and the Rehabilitation Act and includes information about the purpose, the authority, and scope, foundations of the partnership, roles and responsibilities, confidentiality, student documentation, student eligibility, Michigan Rehabilitation Services attendance at Individualized Education Program team meetings, seamless transition services, coordination of resources, resolution of differences, data reporting, 504 students and termination and changes;
- MRS has an existing Interagency Agreement with the U.S. Department of Veteran Affairs. Michigan Rehabilitation Services has been collaborating with Michigan Veterans Affairs Agency and other statewide veteran support agencies. The Michigan Veterans Affairs Agency implemented Veteran Community Action Teams, which is a community specific collaboration with local support. Veteran Community Action Teams is comprised of multiple organizations to assist veterans from a holistic perspective: quality of life, education, healthcare, and employment. Through this relationship with Veteran Community Action Teams, Michigan Rehabilitation Services provides vocational rehabilitation services to veterans with disabilities;
- MRS has entered into an Interagency Agreement with Department of Corrections and the State Court

Administrative Offices to provide rehabilitation services to high-risk felony offenders with a history of probation violations or failures. The Swift and Sure Sanctions Probation Program participants are primarily individuals with intellectual disabilities and substance abuse issues. Michigan Rehabilitation Services works closely with the Department of Corrections to develop programming to best serve this population. Judges in Michigan's Swift and Sure Sanctions Probation Program courts have reported a reduction in positive drug tests and failures to appear at scheduled meetings with probation officers among their Swift and Sure Sanctions Probation Program participant population;

- The Michigan Chamber of Commerce and external (national) resources, such as the National Employment Team to identify labor market areas where skill shortages occur;
- Michigan Works! agencies as a One-Stop System partner. Vocational Rehabilitation maintains a memorandum of understanding with each local Michigan Works! Service Center. The memorandum of understanding defines the manner in which Vocational Rehabilitation participates in the One-Stop delivery system,
- Michigan Career and Technical Institute to provide short-term training and supports. The Michigan Career and Technical Institute is a state-sponsored, Department of Education approved, nationally accredited post-secondary school, known for customized training. Vocational Rehabilitation will continue to utilize training as a strategy for closing skills gaps. The Michigan Career and Technical Institute has an excellent model for both short term technical training and the proper supports for people to be successful. Vocational Rehabilitation is continuing to develop methodologies to expand and export services to students with disabilities across the state. Vocational Rehabilitation is also exploring ways to develop staff skills and vendor skills in customized employment and to export appropriate training across the state. For example, the Michigan Career and Technical Institute Certified Nurse Assistant training program in Benton Harbor, Michigan is just the first of many Michigan Career and Technical Institute Certified Nurses Aid projects being exported to communities;
- Both MRS and the Bureau of Services for Blind Persons have excellent working relationships with colleges and universities. Michigan Rehabilitation Services is currently partnering with Michigan State University to develop a match/funding agreement to place a vocational rehabilitation counselor on campus who will provide wrap-around services to eligible students with disabilities. Western Michigan University and Eastern Michigan University have also expressed strong interest in this model. Michigan Rehabilitation Services hopes to expand these agreements with these and other Michigan colleges and universities and develop metrics to determine the success of this program;
- The Social Security Administration to assist joint customers receiving disability benefits in the use of Social Security work incentives and return to work efforts. Each Michigan Rehabilitation Services office has a dedicated champion to assist staff for addressing the unique needs of Social Security Administration recipients, including Michigan Rehabilitation Services internal (online) E-Learn system, which contains a plethora of information regarding the Social Security Administration's Ticket to Work program and work incentives; resources and referral available through the Social Security Administration's Work Incentive Planning and Assistance project serving Michigan communities; referral to Beneficiary Access and Support Services as contracted with the Social Security Administration, Social Security Administration Work Incentive Liaisons available through local Social Security Administration offices, and Michigan Rehabilitation Services fee-for-service vendors; and
- Hannahville Indian Community Vocational Rehabilitation Program's Project Vision and the Consortia of Administrators for Native American Rehabilitation to create effective service delivery partnerships to increase employment opportunities. Michigan Rehabilitation Services continues the memorandum of understanding with the Hannahville Indian Community Vocational Rehabilitation Program's Project Vision for rehabilitation services under Section 121 of Title I of the Rehabilitation Act of 1973 as amended, and Title I of the Rehabilitation Act of 1973 as amended respectively. The memorandum of understanding represents cooperation, coordination, and collaboration necessary to create an effective service delivery partnership designed to increase employment opportunities for those served by both programs. Michigan Rehabilitation Services expects to continue to collaborate with the

Consortia of Administrators for Native American Rehabilitation to promote this memorandum of understanding as a best practice.

Bureau of Services for Blind Persons

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

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

Other Workforce Development Activities

Partnership. Accountability. Training. Hope. (PATH): Provides job assistance and training to parents receiving cash assistance. PATH is designed to establish and maintain a connection to the labor market for individuals referred from the Michigan Department of Health & Human Services (DHHS), while offering educational and training opportunities and Job Search and Job Readiness activities to increase the individual's income; therefore, reducing or eliminating a family's need for public assistance. PATH is a robust, results-oriented work participation program designed to identify barriers and help families seeking cash assistance through the Michigan Family Independence Program (FIP) connect to the resources they will need to obtain employment. The program features a 21-day Applicant Eligibility Period (AEP). The State of Michigan has determined a 21-day time frame will allow for staff to assess, evaluate, and more effectively prepare FIP applicants to attain employment, meet federal work participation requirements, and work toward self-sufficiency through PATH. The 21-Day AEP consists of three weeks' worth of assignments individualized for each applicant's needs. Week one begins the day the applicant attends PATH orientation at Michigan Works!. Assignments during weeks one and two are for barrier identification and resolution activities, work readiness instruction, and allowable activities appropriate to the applicant's circumstances. Week three assignments are allowable activities, plus any further barrier resolution activities and work readiness instruction which applicants may still need. FIP applicants need to complete all weekly assignments in order to fulfill the requirements of the AEP and as a condition for Temporary Assistance for Needy Families (TANF) and moving them into the PATH program.

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

Trade Act

Trade Adjustment Assistance (TAA) – TAA helps affected workers who have lost their jobs as a result of increased imports or shifts in production out of the United States. To obtain TAA services and benefits, a

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

Veterans

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

Jobs for Veterans' State Grant

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

Offender Success Initiative (OSI)

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

Analysis of workforce development Activities

When asked which workforce activities should be highest priority for the region, the local boards ranked On-the-Job Training, Adult Education, and Short-term Pre-Vocational skills as the top three areas. High School dropout prevention and youth work experiences were also noted in the top 5 in order to ensure that young workers are well educated and have experience prior to entering the workforce. Below is a review of some of the strengths, weaknesses, and obstacles of the 14-county region's workforce development offerings.

Strengths of Workforce Development Activities:

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

Weaknesses of Workforce Development Activities:

- Inability to train nurses in large quantities: community colleges have limited number of spaces available in nursing programs

- Seasonal employment drives employer needs. Our region experiences significant layoffs in off-season.
- Limited apprenticeship opportunities in non-union positions
- Transportation and limited availability of public transportation
- Low wages
- Aging population

Obstacles/Threats

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

Workforce Development Summary and Action Items

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

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

- *Mid-cycle Update:* The workforce system has focused on work-based learning activities through STTF, OJT, and Apprenticeships. These have been very successful in supporting the upskilling of individuals to meet specific employer needs. Adult Education programming continues to be a significant need, and referrals have increased due to co-location at American Job Centers. However, enrollments are still low due to the many job opportunities available. Workforce development program clients are encouraged to pursue their high school equivalency if needed, and joint marketing efforts between Michigan Works and adult education are occurring across the region. Soft skills are developed through work-based learning experiences such as the above, and Work Experience Programs for PATH and Youth. In addition, MWA staff partner with local high schools to conduct mock interviews between local employers and graduating seniors. A recent partnership with credit unions brings financial literacy programming to high school students in the region, emphasizing budgeting based on expected income for the student's career of choice. High school dropout prevention is targeted through the WIOA In-School youth program and Jobs for Michigan's Graduates. These strategies continue to be refined through ongoing evaluation of their effectiveness; they will continue as strategic priorities for the coming two years.

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

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

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

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

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

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

Capacity of the Workforce System

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

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

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

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

- *Mid-cycle Update:* Communication with partners who are tasked with employer engagement has been a priority in the last two years, especially with Veterans Services and MRS, who have recently begun to conduct outreach to local businesses on behalf of their job seeker customers. Coordination of

employer visits and contacts is beneficial to all programs and reduces duplicative meetings for the employer. This will continue to be a focus for business services teams; improved communication will also greatly enhance connections to multiple resources that assist companies with various needs.

- ***A description of the local board’s strategic vision and goals for preparing an educated and skilled workforce (including youth and individuals with barriers to employment).***

The local workforce development board sets policy for local workforce development activities carried about by Michigan Works, and also provides strategic direction for the entire system in the 8-county region. The mission of the board, and therefore the system, is as follows:

To enhance the productivity of people and business by providing a demand-driven, world-class workforce.

The board has also developed a strategic vision:

To unite job seekers and employers towards a prosperous future.

In early 2017, the workforce development board went through a facilitated strategic planning process. Through multiple focus sessions with agency leadership, a SWOT analysis, and full day all-staff meeting, a new strategic plan was developed. The process involved board members, agency leadership, and frontline staff.

One of the primary purposes of conducting this process was to help the agency develop new Strategic Priorities for the workforce system. Along with those priorities are specific goals and activities. These are as follows:

Strategic Priority		Goal
Demand-Driven	<ul style="list-style-type: none"> • Deliver services that meet employer needs. 	<ul style="list-style-type: none"> • Commit resources to activities that support dedicated connections to employers.
Career Pathways	<ul style="list-style-type: none"> • Support job seekers in developing career pathways for high demand jobs. 	<ul style="list-style-type: none"> • Dedicate a staff position to support utilization of apprenticeships throughout the region.
Soft Skills	<ul style="list-style-type: none"> • Provide soft skills development for the current and future workforce. 	<ul style="list-style-type: none"> • Increase the organization’s delivery of soft skills development and ensure quality.
Occupational Awareness	<ul style="list-style-type: none"> • Be the leaders and the go-to resource in the region for occupational awareness. 	<ul style="list-style-type: none"> • Increase career awareness programming across staff teams and throughout the region.
Sector Focus	<ul style="list-style-type: none"> • Work with partners to facilitate sector-based strategies based on employer need. 	<ul style="list-style-type: none"> • Integrate sector-based approaches into all Michigan Works! programming, and educate partners on this effective strategy.
Barriers to Employment	<ul style="list-style-type: none"> • Participate in partnerships and initiatives that seek to address barriers to employment. 	<ul style="list-style-type: none"> • Ensure appropriate representation and participation in community partnerships that address significant barriers to employment.

Activities for achieving the above strategic priorities include the following:

- Ensure that appropriate connections between Business Services and Talent teams are occurring throughout the system and on a regular basis. Evaluate these linkages once per year.
- Ensure Talent Development staff are well-trained on Career Pathways, specifically apprenticeship, by March 31, 2018.
- Provide training to Talent services team in job coaching and soft skills development, by March 31, 2018.
- Incorporate career awareness into marketing and public relations efforts as a regular feature, by June 30, 2018.
- Assign members of the Business Services Team to participate in industry associations and sector groups across the region, by December 31, 2017.
- Coordinate two sector-focused activities per year, based on employer need, such as a customized training, industry-focused career fair, or talent attraction activity.
- Assist other partners in sector-focused activities on an ongoing basis.
- Decide which community partnerships and activities are most effective and relevant to MW!NC's strategic priorities and assign representatives of the organization to attend.
- Develop and implement performance metrics for individual staff members that will support achievement of program performance measures, including WIOA, PATH, Trade Act, Employment Service, and others. Roll out metrics by April 2017.
- Emphasize conservation and efficiency for organizational purchasing as well as providing services.
- Ensure ongoing connections to partner service providers through coordinated interaction and joint planning that results in sharing of resources and maximum efficiency.
 - Conduct Roundtables with partners by December 31, 2017
 - Connect frontline staff with partner providers through regular networking activities

In addition to the service-based Strategic Priorities listed above, the entity set several priorities related to organizational effectiveness. Included in these is the following:

Strategic Priority		Goal
Resources	<ul style="list-style-type: none"> • We will conserve resources to protect our fiscal integrity. 	<ul style="list-style-type: none"> • Maintain a culture of efficiency and increase collaborative relationships with partner agencies.

Activities to achieve the Resources Strategic priority include strategies for enhanced engagement with partners, such as conducting Roundtables with all partners, developing specific and productive MOUs, and ensuring enhanced engagement at the frontline through dedicated time at staff meetings for partner presentations and ongoing participation in human services collaboratives.

Mid-cycle Update: All of the strategic activities outlined above are proceeding, with some delays in timeframes. All strategies remain current and appropriate, so will be maintained for the foreseeable future.

- ***Expected levels of performance for Adult, Dislocated Worker, Youth, Adult Education and Literacy, and Wagner-Peyser***

Performance measures for Michigan Works! Northeast Consortium were negotiated with and approved by the Talent Investment Agency and communicated to the Michigan Works! Director via letter dated November 18, 2016. These are included in this plan as Attachment B.

- ***A description of the local board's strategy to align local resources, required partners, and entities that carry out core programs to achieve the strategic vision and goals***

In an effort to achieve the mission and vision of the board, Michigan Works! Northeast Consortium established Strategic Priorities for improving organizational effectiveness (see above). This includes comprehensive service alignment with required partners and entities that carry out core programs. By working collaboratively with all partners, the board will take the lead in ensuring that the local area is preparing a skilled workforce, responding to employer needs, and providing opportunities for a prosperous future.

- ***Mid-Cycle Update:*** In order to best leverage limited resources and ensure high quality of services, MW!NC will begin delivering WIOA Youth and JMG services as of July 1, 2018. This will allow the board to better align services that meet the needs of local employers with a long-term, talent pipeline development strategy.
- In order to better collaborate and review how resources are being used, as well as opportunities for avoiding duplication of services, MW!NC will conduct Roundtables with core and required partners, to be established and implemented within one year of this plan. Continuation of the Roundtables beyond that timeline may occur dependent upon resources and interest level of the partners. These sessions will involve working on innovative service delivery, measuring progress, and aligning resources. The goals for these Roundtables will be the following:
 - Identify more collaborative intersections in service delivery, i.e. what mechanisms on the frontline will help us to streamline services and better assist our customers? How can we avoid duplication? How can we learn more about each other for enhanced collaboration?
 - Find better ways to reach groups who are currently not engaging with our systems, i.e. long-term unemployed, veterans, and out-of-school youth.
 - Determine effective referral systems, ensuring that follow-up occurs and customers aren't lost in the transition from one partner to another.
 - ***Mid-cycle Update:*** Numerous conversations and strategic discussions have occurred with partners at the local level, as well as regionally and statewide. Development of MOUs with required WIOA partners provided an opportunity to fulfill the strategies identified above. As a result, referral systems have been streamlined and formalized, joint marketing activities have occurred, and more partners are providing services – either in-person or via technology – through the service centers. Regional conversations have been held through Regional Prosperity Initiative Collaboratives and sector partnerships. MW!NC staff, including the Director and other administrative staff, participate on statewide committees and user groups, learning from others MWAs about their approaches to partnership improvement.
- Other goals as identified by the groups. Utilize MOUs with One-Stop partners and core program providers.
 - Development of an MOU with each partner provides the local board with the opportunity to strengthen and/or create relationships. This is the foundation for the

- board’s ability to lead the region in strategic advancement of its workforce development priorities. MOUs will specify each partner’s role in implementing the strategic priorities.
 - While outreach and relationship building has been occurring already, MOUs will be developed upon release of final state policy.
 - *Mid-cycle Update:* MOUs with all required partners have been developed and implemented.
- Use sector partnerships as the framework for engaging employers and offering training services.
 - Sector partnerships are a proven method for implementing employment and training activities, involving all stakeholders and benefitting entire communities. NEMC is seeking to contract with an entity that will assist in better establishing sector partnerships and implementing activities that more effectively connect employers, education, workforce, and job seekers. Our goal is to establish two well-defined sector partnerships within three years.
 - *Mid-Cycle Update:* MW!NC has worked with a contracted entity to provide input and support in development of policies for business services that align with sector strategies. This entity will continue to support program development efforts that enable sector-based approaches.
 - Through sector partnerships, the local board will begin developing career pathways in priority industry sectors. This will provide guidance for all partners in developing new opportunities for advancement among the local workforce.
 - Through sector partnerships, the local board will lead the way in increasing apprenticeship opportunities and utilization of existing apprenticeship programs. The USDOL Registered Apprenticeship model is the ideal form of employment and training, offering both earning and learning for the worker and a long-term, highly skilled workforce for the employer. Developing apprenticeships requires collaboration among business and industry, education, and workforce development. The process will assist in assuring service alignment among these partners.
 - *Mid-cycle Update:* The sector approach has been integrated into our services for local employers. Local policies relating to work-based training focus resources on in-demand sectors. BSPs work with industry associations and groups of employers to identify common workforce needs. They connect employers with training partners in order to fill gaps in skill development through work-based training programs. Not all of our sector groups have a formal structure but are effective in collaborating and communicating with the workforce system.
- Use the **Career & Educational Advisory Council (CEAC)** to promote service alignment and cooperation among educational entities, including K-12, postsecondary and adult education. The membership base of the **CEAC** makes this group the perfect forum for planning and discussion. Its role as advisory to the workforce development board also positions the **CEAC** to impact strategy for the workforce system, ensuring that educational opportunities are a primary goal for the workforce system.

2. Workforce Development System

Section 2. A description of the workforce development system in the local area including:

- **The programs that are included in that system:**

The services available to businesses and job seekers include:

- The Wagner-Peyser Employment Service: Services that connect employers with talent and job seekers with employment. This includes Pure Michigan Talent Connect (labor exchange), Migrant and Seasonal Farmworker programs, Reemployment Services and Eligibility Assessment, Fidelity Bonding, and universal access to job search assistance.
- WIOA Adult, Dislocated Worker and Youth programs: Career and Training Services for eligible individuals, especially those with barriers to employment.
- Adult Education and Literacy programs: programs that support basic academic education, high school completion, and workplace literacy.
- Michigan Rehabilitation Services: programs that assist individuals with disabilities to access employment opportunities, and helps employers with finding talent and providing accommodations.
- The Bureau of Services for Blind Persons: programs that provide opportunities to individuals who are blind or visually impaired to achieve employment, and/or achieve maximum and meaningful independence in life through comprehensive rehabilitative services.
- The Senior Community Service Employment program: services that help older workers get back on the path to employment by providing subsidized work experience and transitional job readiness activities.
- Trade Act programs: assists workers who have been dislocated due to foreign trade (at certified companies) with retraining and reemployment.
- Veterans' Employment and Training programs: services that provide intensive case management to veterans most in need of assistance.
- Unemployment Compensation programs: provides a safety net of income for individuals who have become unemployed and meet qualification criteria.
- Offender Success Initiative (formerly Prisoner Re-Entry program): a public safety strategy based on 20 years of research on what works to help prisoners succeed when they return home and to reduce recidivism.
 - *Mid-cycle Update: As of October 1, 2017, MW!NC no longer operates this program, but continues to provide guidance and direction for the program by participating on steering team and serving as a voting member of the local advisory group.*
- Temporary Assistance for Needy Families (TANF) Act programs: These programs include nutrition, income, childcare, and other necessary assistance for individuals who qualify. Work search programming accompanies many of these benefits.

Access to services is provided through MW!NC service centers and a network of service providers throughout the local area. Individuals are referred to various programs depending on their needs.

The WIOA core programs are provided through coordinated and/or integrated services in the service centers. Following are the WIOA titles provided, along with current service providers:

- The Adult Program (Title I): Basic and Individualized Career Services assist eligible Adults with overcoming barriers, planning and conducting job search, and accessing resources as needed; Training Services assist eligible Adults with acquiring the marketable skills needed to obtain long-term, sustainable employment. Provided through direct delivery by MW!NC.
- The Dislocated Worker Program (Title I): Basic and Individualized Career Services assist eligible Dislocated Workers with overcoming barriers, planning and conducting job search, and accessing resources as needed; Training Services assist eligible Dislocated Workers with acquiring the marketable skills needed to obtain long-term, sustainable employment. Provided through direct delivery by MW!NC.
- The Youth Program (Title I): Services for in-school youth include drop-out prevention, tutoring,

credit recovering, mentoring, and more. Services for out-of-school youth include enrollment in training that results in a high school diploma and/or industry-recognized credential, as well as the supports needed to be successful.

o *Mid-cycle Update:* This service has been provided by Alpena Public Schools and administered by MW!NC; however, as of July 1, 2018, these services will be provided through direct delivery by MW!NC. In addition, MW!NC will utilize the waiver recently received by TIA from USDOL to expend not less than 50% of WIOA Title I Youth funds on the Out-of-School youth population.

- The Adult Education and Family Literacy Act Program (Title II): educational programs that assist individuals with obtaining high school diploma or equivalency, and/or basic academic, computer, and workplace skills. Provided and administered by Iosco RESA.
- The Wagner-Peyser Act Program (Wagner-Peyser Act, as amended by WIOA Title III): job search assistance for the universal population, and labor exchange services for employers and job seekers. Provided through direct delivery by MW!NC, and in coordination with Talent Investment Agency.
- The Vocational Rehabilitation Program (Title I of the Rehabilitation Act of 1973, as amended by Title IV): Includes services from Michigan Rehabilitation Services and Bureau of Services to Blind Persons. Provided by the state of Michigan.

The major content areas of this plan include strategic and operational planning elements. All strategic and operational planning elements in the plan apply to all of the core programs.

All of the above programs provide employment and/or training services to assist eligible individuals with overcoming barriers, accessing resources, and obtaining long-term, sustainable employment.

- ***A description of the local board's strategy to work with entities carrying out core programs and other workforce development programs to provide service alignment (including programs of study authorized under the Carl D. Perkins Career and Technical Education Act of 2006).***

The local board works closely with the private sector, core program service providers, all educational entities (including K-12, Career and Technical Education, postsecondary, and adult education), MEDC, and agencies to ensure that service alignment is occurring. Referral systems have been put in place between core program providers and MW!NC to better reach clients and connect them with the services they are eligible to receive.

One of the key strategies discussed throughout the planning process was a need to have semi-regular meetings with core program providers and other stakeholders to discuss how to better reach and serve clients. MW!NC will coordinate these meetings, referred to as Roundtables. This will provide the opportunity to identify service alignment improvements among all partners, including career and technical education, vocational rehabilitation, and employment and career services. This strategy will be put in place in the first year of this four-year plan.

Michigan Works! Northeast Consortium has identified Career Pathways as a service-based Strategic Priority. The agency will use this framework as a means to ensure service alignment with Career and Technical Education, by working collaboratively to both identify and develop career pathway opportunities for youth and adults. In addition, the Apprenticeship Success Coordinator will be tasked with developing and maintaining relationships with the area's CTE programs. Together, they will find connections between apprenticeship opportunities and CTE programs, both from the employer's perspective and the student's.

- *Mid-cycle Update:* The work of the Apprenticeship Success Coordinator helped to increase awareness of the benefits of Registered Apprenticeship. The business services team will build on this work to continue promotion of the program, and support employers who wish to pursue the opportunity.

Other strategies that will be used to improve service alignment are:

- Using a common database (being developed by the State of Michigan)
- Sub-committee work of the WDB
- Continuous review and adjustment of strategic plan
- Use of sector initiatives as a framework for implementing employment and training activities
- Use of the **Career & Educational Advisory Council** to align services and facilitate cooperation among education entities, including career and technical education

See the section on “*Local board’s strategy to align local resources, required partners, and entities that carry out core programs to achieve the strategic vision and goals*” for more details on the above strategies.

3. Working with Core Programs

Section 3: A description of how the local board, working with the entities carrying out core programs, will:

- ***Expand access to employment, training, education, and supportive services for eligible individuals, particularly eligible individuals with barriers to employment.***

Accessing services is a challenge in the rural landscape of Northeast Michigan, especially for individuals with barriers such as lack of transportation. We have therefore prioritized maintaining service center locations in most of the counties we serve. MW!NC operates 7 service centers throughout the 8-county local area. The Alpena county service center is the comprehensive one-stop center; all others are affiliate locations. Meaningful access to all programs listed above is available through all locations; career services and business services staff are able to travel in order to connect with customers and develop solutions that meet their workforce needs. Career services staff determine eligibility, conduct intake, develop an individual employment plan (for adults and dislocated workers) or individual service strategy (for youth), and assist with barrier removal. Business services staff develop customized recruitment and training strategies with business customers.

Alcona County

202 S Second Street, Suite B, Box 316
Lincoln, MI 48742

Alpena County

315 West Chisholm
Alpena, MI 49707

Cheboygan County

11153 N Straits Hwy
Cheboygan, MI 49721

Crawford County

4595 Salling Drive
Grayling, MI 49738

Oscoda County

1329 S Mount Tom Rd
Mio, MI 48647

Otsego County

2927 D & M Drive
Gaylord, MI 49735

Presque Isle County

20709 State Street, Box 711

Onaway, MI 49765

In order to increase outreach and expand awareness about services, MW!NC has developed a marketing position within the central staff to help promote the employment opportunities, training, education, and support services offered throughout the local area. The Marketing Coordinator has worked throughout the past year to develop a newsletter, increase outreach through social media, target marketing, and work with local media to highlight career fairs and other important events.

One of the most significant ways in which MW!NC is working to expand access to services is through the new collaborative website with the Regional Prosperity Initiative and the Northeast Council of Governments. This collaborative website was launched in 2016 and is an important tool for the region to use to streamline information and reach more people through a collaborative effort.

Other strategies used to expand access to employment, training, education, and supportive services for eligible individuals include:

- Talent Tours
- Apprenticeships
- Working with alternative high schools to connect with youth
- Career Preparation and Inspiration initiatives are used to ensure that every middle school student participates in a program to introduce them to local in-demand careers. Preparation for those careers may include job shadowing, talent tours and work experience.
- Career and Technical Education (CTE) programs operated through the Michigan Department of Education are also part of our State strategy to introduce students to local in-demand careers. Secondary and postsecondary CTE programs provide work-based learning experiences and support workforce development by prioritizing funding to instructional programs where there are job openings, successful placement of students in those jobs, and wages that are self-sustaining. MW!NC local area has CTE programs in Alpena, Cheboygan, Gaylord, Oscoda (through IRESA), and Grayling (through WMISD). Students not residing in these school districts can participate in a state certified CTE program under the Michigan Department of Education Schools of Choice.
- Participating in Career Expos with local employers and high school students. Students meet with employers and educators to explore local career options and learn about what educational paths would be necessary to pursue those careers.
- The MWA is working towards updating internal policies to broaden the eligibility definitions to expand access to employment, training, education and supportive services.
 - *Mid-cycle Update:* Newly revised local policies reflect a broad view of eligibility, allowing more individuals to qualify for services. Policies that have been broadened include the definition of Self-Sufficiency, Barriers to Employment, Basic Skills Deficient, and Attachment to the Workforce. The policies maintain a high level of integrity for documentation and proof of need for services.
- Utilize the waiver from USDOL to allow expenditures of WIOA Youth Title I funds on out-of-school youth from 75% to 50%. This will increase access for eligible in-school youth.
- Our Business Services staff continues to work directly with employers, economic development, labor unions and local chambers to expand employment opportunities for individuals.
- MWA staff is working with local colleges and universities to improve access and increase the number of industry-recognized postsecondary credential offerings available in the local area.
- Staff throughout the local area attend and participate in human service collaborative councils as a means to connect with potential eligible customers. Referrals and sharing of case

managed customers occurs regularly within these councils. Staff promote services, answer questions, discuss specific cases, and work collaboratively to streamline services. This strategy is especially effective for individuals with barriers to employment, since many customers of other human services agencies are experiencing several barriers. These include lack of adequate transportation, housing, and daycare; experiencing domestic violence; lack of marketable skills; English language deficiencies; and many more.

- MRS provides services throughout the local area, meeting with customers in the one-stop centers, as well as community access points such as libraries and other public spaces. This provides services to individuals with disabilities in their own communities, preventing the need for them to travel to an MRS location.
- Adult education services are now available in all one-stop service centers except Mio; plans are underway to add this location in the future, potentially within one year. Providing adult education services assist individuals with barriers because they do not have to travel to multiple locations. Also, individuals who did not find success in a school environment are reluctant to attend adult education classes in a school building; they are much more receptive to enrollment when the services are provided at Michigan Works.
- *Mid-Cycle Update:* MW!NC has established a significant partnership with ARAUCO, the new particle board manufacturing set to open in Grayling in late 2018. This partnership includes dedicating services from multiple staff to assist in meeting the company's needs by matching and preparing talent, holding assessments, testing, and interviews in the service centers, and coordinating hiring events across the region. We are also collaborating with neighboring MWAs, including Region 7B and Northwest, for hiring events and other recruitment activities.

- ***Facilitate the development of career pathways and co-enrollment as appropriate, in core programs.***

Long-term career planning has always been provided based on individual circumstances for all workforce customers. Career services staff work with customers in any of the WIOA programs to envision educational and/or career advancement, instead of simply focusing on short-term job goals. This is done by assisting customers with identifying long-term goals and determining the multiple steps, including educational programming, necessary to achieve them.

Facilitating career pathways for customers is robust and comprehensive, encompassing coordination with multiple program partners, which often includes co-enrollment in core programs. Adult and Dislocated Worker programs, youth services, MRS, and adult education staff currently co-enroll participants when necessary, based on their identified needs and goals. This co-enrollment is reflected in the OSMIS, and appropriate release of information forms are obtained and filed. Co-enrollment is facilitated among frontline staff across the local area, who have established relationships and work collaboratively to manage shared customers.

MW!NC is working towards strategies to seek input from the CEAC, core program providers, K-12, and postsecondary education to discuss how the local area can continue to promote earning stackable and portable credentials. Promoting the use of career pathways and stackable degrees at an early age is essential to helping individuals get on track early in their career so they can continue to build upon their credentials.

MW!NC will begin delivering WIOA youth services in-house as of July 2018, no longer utilizing a subcontractor. This will improve connections to other in-house programs, such as apprenticeships, WIOA Adult and Dislocated Worker, and use of labor market information to facilitate extended career pathways planning.

Apprenticeships are an effective methodology for designing career pathways. The Apprenticeship Success Coordinator (ASC) position, funded by the ApprenticeshipUSA State Accelerator Grant, has been working on increasing apprenticeship awareness for the past year. The work of the ASC has built a foundation for other staff to build on. Staff at MW!NC are now more knowledgeable about apprenticeships, as are community

partners and local employers. Business Services staff will continue to engage with employers on developing USDOL Registered Apprenticeships and increasing utilization.

In order to have career pathways be truly effective it is important that we work with local high schools and Intermediate School Districts (ISD) to ensure students receive messages about career opportunities that align with career pathways. Career Pathways will include a combination of high quality education and training. The goal is set to have people achieve self-sufficiency, which exceeds finding employment that is a low wage or possibly even meets a fair wage, but offers no room for advancement. Professionals serving these customers will need to have a strong understanding of labor market information in order to drive participants to careers where opportunities are likely.

The local board will begin working with core program providers and the CEAC using the six key elements of Career Pathways.

1. Build cross-agency partnerships and clarify roles
2. Identify industry sectors and engage employers
3. Design education and training programs
4. Identify funding needs and sources
5. Align policies and programs
6. Measure system change and performance

Adult Education provides an opportunity for mature students to achieve education levels equivalent to those of high-school graduates. More than 30,000 students are enrolled in Adult Education programs in Michigan each year. While adult students average 30 years of age, each student must be more than 16 years old with education competencies below the level of high school graduates.

In Michigan, Adult Education and training has been delivered through a decentralized process. This decentralization was put in place to allow local communities to address their specific needs. At the time these programs were established, Michigan's economy was booming, funding was plentiful, and little attention was given to a decentralized process.

Today, funding is limited, the mission of Adult Education has changed, and a greater emphasis is placed on collaboration rather than isolation. There is a need to ensure that Adult Education and training programs provide cost-effective and non-duplicative services designed to prepare workers with the education and training needed to land family sustaining wage jobs and to supply industry with a skilled, flexible workforce that will help move Michigan's economy forward.

As the changing economy presents ever greater challenges to job seekers, adult learners and dislocated workers need a streamlined system that helps them move from basic skills training to relevant credentials and into good jobs. To ensure our state prospers in the changing economy, the Office of Adult Education will require Adult Education services to be delivered through career pathways as a critical step in meeting this goal.

The career pathway approach connects progressive levels of education, training, support services, and credentials for specific occupations in a way that optimizes the progress and success of individuals with varying levels of abilities and needs. This approach is not about implementing a new program or idea, but it is a new way of doing business. It reorients existing education and workforce services from a myriad of disconnected programs to a structure that focuses on the needs of employers and individuals in need of education and training to be successful on their career paths.

The career pathway approach benefits all learners -- traditional and non-traditional -- but is especially beneficial for adult learners that have difficulty navigating the various systems and making the transition from secondary to postsecondary education.

The Office of Adult Education will require eligible providers to:

- Identify regional employer needs through employer engagement, labor market information

and/or real-time data.

- Utilize postsecondary partnerships to clearly define postsecondary education offerings locally and the education and skill level entry requirements.
- Ensure alignment between Adult Education programs exit requirements to postsecondary and workforce program entry requirements.
- Incorporate research and proven strategies for effectively educating adult learners.
- Contextualize curricula for all levels of instruction.
- Utilize dual enrollment and integrated education and training programs when appropriate to accelerate participant learning.

In each Prosperity Region, eligible providers may deliver:

- Adult education and literacy activities;
 - Workplace Adult Education and literacy activities;
 - Family literacy activities;
 - English language acquisition activities;
 - Integrated English literacy and civics education;
 - Workforce preparation activities; or
 - Integrated education and training.
- ***Improve access to activities leading to a recognized postsecondary credential (including a credential that is an industry-recognized certificate or certification, portable, and stackable).***

Another important strategy to expand access to employment is through education and training. One strategy used by MW!NC is to encourage skill-building and the attainment of postsecondary credentials, as those workers have a significantly higher median wage than those with only a high school diploma. The job skills necessary to obtain employment opportunities in high demand areas paying family sustainable wages require this MWA to continue its examination of the incongruity between labor demand and labor supply. One factor that continues to be increasingly an issue is the need for skilled workers. This is of special concern to this highly populated manufacturing region with an aging workforce. In nearly all of the top industries, the desire for a workforce with improved technological, communication, basic academic, and specialty skills is reinforced.

The CEAC is currently discussing strategies that could be established to promote all training and education opportunities throughout the region. The goal is to be able to streamline information being sent to high schools, adult education attendees, and other constituents so that they can learn about all the available education and training through one source.

- ***Mid-cycle Update:*** One example of this strategy in action is the development and distribution of Hot Jobs information. As part of the Northeast Regional Prosperity Initiative, more than 20 high-demand jobs were profiled, with fact sheets, video interviews with workers, occupational projections, and wage information. These profiles were shared via thumb drives with local high schools. In addition, we are promoting use of the Pathfinder tool now available through Pure Michigan Talent Connect. This tool is an opportunity for youth and adult job seekers to refine their career choice based on return on investment, availability of jobs in their local area, and choice of training provider.

One of the barriers to increasing individuals with a recognized credential is the limited availability of such within the local area. While there are many training opportunities available for individuals in high-demand industries they are not all considered a recognized postsecondary credential. The agency's focus on increasing Registered Apprenticeship opportunities is one strategy for assisting individuals with accessing the education they need to obtain a recognized credential, while still earning a living wage. As a region, it is important that we support those non-recognized credentials in some capacity and encourage the education and training

providers of non-recognized certifications to seek being recognized through an accredited postsecondary institution or through industry-recognized programs.

4. Service Strategies

Section 4. A description of the strategies and services that will be used in the local area to:

- **Facilitate engagement of employers, including small employers and employers in in-demand industry sectors and occupations, in workforce development programs.**
 - Organize regional and local job fairs for local employers
 - Encourage and support businesses in Skilled Trades Training Fund program
 - Promote local community college programs at each service center
 - Create industry clusters
 - Utilize Business Solutions Professional (BSP) Model
 - Encourage increased utilization of USDOL Registered Apprenticeships with local employers

- **Support a local workforce development system that meets the needs of businesses in the local area**
 - Provide dedicated workforce services to ARAUCO, a new, large employer in Grayling (funded by a grant from TIA)
 - Look for opportunities to establish a Business Resource Network that supports workers at a group of companies to overcome barriers and thereby reduce turnover
 - Continual discussions with employers about their employment and training needs
 - Utilize collaborative groups to brainstorm new outreach strategies to businesses
 - Monitor local and regional labor market information and trends
 - Inform employers of state and federal resources for talent development including:
 - Encourage the use of WIOA on-the-job training funding
 - Encourage the use of customized training initiatives
 - Registered Apprenticeships
 - Encourage Incumbent Worker Training initiatives
 - Encourage state initiatives including Skilled Trades Training Funds, MAT2, Community Ventures, etc.
 - Continually work with K-12 and postsecondary institutions to build a pipeline of skilled workers
 - Utilize services offered by SBDC to assist individuals wanting to start a business

- **Improve coordination between workforce development programs and economic development**
 - Continue to work collaboratively with MEDC, local economic development entities, neighboring MWAs, and education providers to ensure a highly qualified workforce is available for ARAUCO
 - Attend monthly regional EDC meetings to streamline efforts to improve workforce development programs and economic development for the local area.
 - Participate in the Regional Prosperity Initiative Collaborative
 - Support Rising Tide program in Grayling
 - Coordinate retention visits to businesses with MEDC
 - Use services offered by SBDC to assist individuals in developing business plans, etc.
 - Memberships with active participation with local Chambers of Commerce, ie; host and attend Business After Hours.
 - Promote Small Business Administration (SBA) financial services available to assist in small business growth by referring individuals to Procurement Technical Assistance Centers (PTACs).

- **Strengthen linkages between the one-stop delivery system and unemployment insurance programs.**
 - Providing “register for work” activities to assist persons filing for unemployment compensation
 - Dedicated UIA phone line for UI customers
 - Attend and promote UIA Employer informational seminars
 - Attend MWA Director meetings in Lansing. Share information from the region and provide feedback when necessary
 - House a staffed Problem Resolution Office (PRO) in one-stop in Alpena. Also a PRO in Gaylord, MI within service area
 - Include front-line staff engagement in round-tables to gain their feedback on how to strengthen the linkages between the one-stop delivery system and unemployment insurance programs
 - Promoting and providing adult and dislocated worker re-employment services
 - Participating in Rapid Response Teams to connect laid off workers with UIA
 - Attending and providing jobseeker information at Rapid Response Worker Orientation sessions

5. Workforce Investment and EDCs

Section 5. A description of how the local board will coordinate local workforce investment activities with regional economic development activities that are carried out in the local area and how the local board will promote entrepreneurial skills training and microenterprise services.

MW!NC understands the importance of coordinating workforce investment activities with local economic development partners. One of the key ways to improve coordination is by utilizing the Regional Prosperity Initiative Collaborative meetings to connect with EDCs. The RPI Collaborative has a sub-committee of EDC professionals throughout the region that meets monthly, and the BSP Coordinator attends those meetings as well.

- **Mid-Cycle Update:** Local Michigan Works centers work with local EDCs on various projects. For example, there is a new particleboard manufacturing company, ARAUCO, that has begun hiring in Grayling. They are anticipating hiring a total of 250 employees in their first year of operation. MW!NC received funding from TIA to dedicate services to working with the local EDC, community college, and the company to develop a plan to ensure the company has enough skilled workers. These efforts will be ongoing as their needs will continue to grow and change once the plant opens in late 2018.

MW!NC also works with the Small Business Development Center (SBDC). The Alpena one-stop center houses the region’s SBDC staff member and referrals are made to SBDC whenever appropriate. SBDC will also refer individuals to MW!NC. SBDC offers a variety of services and seminars that include: Starting a Business, Writing a Business Plan, and Marketing your Business. The SBDC can also work one-on-one with small business owners in planning and growth strategies.

Another important resource to promote entrepreneurs in the area is utilizing the Small Business Administration’s financial assistance programs. SBA provides a number of financial assistance programs for small businesses that have been specifically designed to meet key financing needs, including debt financing, surety bonds, and equity financing.

BSP staff work in a variety of ways to coordinate with economic development activities:

- Partner with MEDC and local EDCs to coordinate retention visits with employers.
- Work with area Chambers
- Use Salesforce database
- Support state initiatives such as Skilled Trade Training Funds and Rising Tide

6. One-Stop Delivery System

Section 6. A description of the one-stop delivery system in the local area, including:

The publicly funded workforce system envisioned by the WIOA is quality-focused, employer-driven, customer-centered and tailored to meet the needs of regional economies. It is designed to increase access to, and opportunities for, the employment, education, training and support services that individuals need to succeed in the labor market, particularly those with barriers to employment. It aligns workforce development, education and economic development programs with regional economic development strategies to meet the needs of local and regional employers, and provide a comprehensive, accessible and high-quality workforce development system. This is accomplished by providing all customers access to high-quality One-Stop Centers that connect them with the full range of services available in their communities, whether they are looking to find jobs, build basic educational or occupational skills, earn a postsecondary certificate or degree, obtain guidance on how to make career choices, or are businesses and employers seeking skilled workers.

Under the WIOA, One-Stop Centers and their partners:

- Provide jobseekers with the skills and credentials necessary to secure and advance in employment with family-sustaining wages;
- Provide access and opportunities to all job seekers, including individuals with barriers to employment such as individuals with disabilities, to prepare for, obtain, retain, and advance in high-quality jobs and high-demand careers;
- Enable businesses and employers to easily identify and hire skilled workers and access other supports, including education and training, for their current workforce;
- Participate in rigorous evaluations that support continuous improvement of One-Stop Centers by identifying which strategies work better for different populations; and
- Ensure that high-quality, integrated data is used to inform decisions made by policy makers, employers and jobseekers.

The One-Stop delivery system includes six core programs, as well as other required and optional partners identified in the WIOA. Access to the services from the following programs will be made available through all service centers in the MW!NC area, or through referral, including intake and registration, eligibility determination (if applicable), enrollment in the program, and referral to program activity:

- Programs authorized under Title I of the WIOA;
- Programs authorized under the Wagner-Peyser Act, as amended;
- Adult education and literacy activities authorized under Title II of the WIOA;
- Programs authorized under Title I of the Rehabilitation Act of 1973 (Other than Section 112 or Part C);
- Activities authorized under Title V of the Older Americans Act of 1965;
- Career and technical education programs at the postsecondary level authorized under the Carl D. Perkins Career and Technical Education Act of 2006;
- Activities authorized under Chapter 2 of Title II of the Trade Act of 1974;
- Activities authorized under Chapter 41 of Title 38, U.S.C.;
- Employment and training activities carried out under the Community Services Block Grant Act;
- Employment and training activities carried out by the Department of Housing and Urban Development (HUD);
- Programs authorized under State unemployment compensation laws (In accordance with applicable Federal law);
- Programs authorized under Section 212 of the Second Chance Act of 2007;
- Programs authorized under Part A of Title IV of the Social Security Act; and
- Programs authorized under Section 6(d)(4) of the Food and Nutrition Act of 2008 (7 U.S.C.

2015(d)(4)) and work programs authorized under Section 6(o) of the Food and Nutrition Act of 2008 (7 U.S.C. 2015(o)).

With the approval of the local WDB and CEO, in addition to the programs and entities described above, other entities that carry out workforce development programs may be incorporated into the local One-Stop delivery system, as well as other programs and services, based on local conditions, available resources and MOUs in place.

- ***How the local board will ensure the continuous improvement of eligible providers of services through the system and that such providers will meet the employment needs of local employers, workers, and jobseekers.***

Our Michigan Workforce System Dashboard provides information on key performance measures, in aggregate and then further broken out by each of our local service delivery areas. The Dashboard assists MW!NC in determining which programs are successful and unsuccessful so that improvements can be made as necessary. Key measures include:

- Jobs filled;
- Percentage of placements prepared for demand jobs;
- Visitors to service centers, (including individuals served, total visits, and employers served);
- Federal performance measures
- Customer satisfaction (broken out by employers and job seekers); and
- Unemployment rate

MW!NC is committed to providing the best services to job seekers and businesses. In order to ensure continuous improvement MW!NC will do the following.

- Employer and customer satisfaction survey from the state under WIA performance measures
- Jobseekers also have a survey that they can complete before they leave Michigan Works! on resource room computers
- A review/revamp of the customer satisfaction surveys is planned for the future
- Monitor performance goals for all programs for success, areas of concern, and continuous improvement
- MW!NC encourages continuous improvement for its entire staff. One strategy MW!NC uses for continuous improvement is the Michigan Works Association. The Association connects local agencies and partners with resources to help the MWA better serve employers and job seekers. The Michigan Works! Association provides training and networking opportunities for MWA staff and service providers through workshops, conferences and webcasts. MW!NC requires its BSPs to attend the Business Solutions Professional Training provided by the Association.
- In addition, staff attend trainings on various topics such as; Veteran Services, Fidelity Bonding, Customer Service Excellence, De-Escalating Conflict, Pure Michigan Talent Connect, Procurement Training and MSFW.
- ***Mid-Cycle Updates:***
 - ***The One-Stop Operator is reviewing customer service through mystery shopper calls and on-site visits.***
 - ***Deliver youth services in-house, beginning July 1, 2018. Continuously evaluate this practice for improvements in efficiency, cost, and quality***

- ***How the local board will facilitate access to services provided through the one-stop delivery system, including in remote areas, through the use of technology and through other means:***

MW!NC has a new website that is a collaborative website with Northeast Michigan Council of Governments and the Regional Prosperity Initiative. This new tool allows all three partners to cross-promote services by sending all clients to a unifying website.

MW!NC is primarily a rural area and promoting services through technology is not always the most reliable outlet. Being creative in posting information at libraries, community centers, faith-based organizations, and other partners is often most effective. However, technology can be one means for reaching new audiences. Below is a list of ways in which MW!NC is using technology to facilitate access to services at the one-stop centers

- Alpena’s one-stop center has a “dedicated UIA claimant phone line.” This is a UI help hotline - calls from this phone get priority
- Video conferencing is being discussed to be utilized in the future for meetings
- Online referral system
- Using the One-stop management information system- facilitates access to services – and has the ability to share notes on clients
- Utilize Google docs to help track employer needs and potential applicants
- Salesforce
- Promote services and events through social media

Uses of technology is ongoing to continually evaluate how to better reach employers, workers, job seekers, partners and staff.

- ***How entities within the one-stop delivery system, including one-stop operators and the one-stop partners, will comply with section 188, if applicable and applicable provisions of the Americans with Disabilities Act of 1990 regarding the physical programmatic accessibility of facilities, including providing staff training and support for addressing the needs of individuals with disabilities.***

The MWA strives to be inclusive for all individuals, including individuals with disabilities, regarding physical and programmatic accessibility of facilities, programs and services, technology, and materials. MW!NC Equal Opportunity Policy Guide ensures compliance within its one-stop delivery system, including one-stop operators and one-stop partners, with WIOA Section 188 and applicable provisions of the Americans with Disabilities Act of 1990, including training and support for addressing the needs of individuals with disabilities. The MW!NC Equal Opportunity Policy Guide was developed utilizing the State of Michigan Workforce Development Agency (TIA) Equal Opportunity Policy Guide as a model. This ensures consistency between the state and local policies in the enforcement of WIOA Section 188 and other federal and state laws and regulations concerning non-discrimination, as well as equal access and support in addressing the needs of individuals with disabilities. MW!NC’s Equal Opportunity Policy Guide is on file at the MWA for review.

- ***Mid-Cycle Update:*** The local EO policy will be updated per the recent Equal Opportunity training, in consultation with the state’s EO officer. The current guide will be replaced with individual policies that address specific components of equal opportunity and access for individuals with disabilities.

Staff training regarding services to individuals with disabilities, including providing reasonable accommodations, is offered on an intermittent basis. A regular schedule of trainings will be developed within the next year. Also, the MWA plans to coordinate on-site training and staff sharing sessions with MRS and the Michigan Bureau for Services to Blind Persons.

- ***Mid-Cycle Update:*** Staff have updated and maintained their knowledge through various

publications and online resources. MRS conducted a walk-through of the comprehensive service center in order to provide input on accessibility. This issue will be addressed at an all-staff training this year.

Current activities include staff participation in webinars when available, such as those provided by the Michigan Works! Association, National Association of Workforce Development Professionals, and the US Department of Labor, Employment and Training Administration. Also, central office staff share information they receive regarding useful techniques for serving individuals with disabilities. These can include how to change font size on the computer screen and using other assistive technology, formal processes for responding to requests for reasonable accommodations, and more.

- ***A description of the roles and resource contribution of the one-stop partners***

The roles and resource contributions of the one-stop partners will be delineated in MOUs that the MW!NC Workforce Development Board and with the one stop partners that are identified in this Plan. These MOUs are currently under negotiation.

- ***Mid-cycle Update:*** All MOUs are currently up to date. Infrastructure Funding Agreements are complete for PY17, and are currently being finalized for PY18. IFAs will be reviewed on an annual basis.

7. Adult and Dislocated Worker Activities

Section 7. A description and assessment of the type and availability of adult and dislocated worker employment and training activities in the local area.

Veterans are a priority population as a result of the Jobs for Veterans Act. When all factors are considered equal a veteran will receive priority of service.

Under WIOA Title 1 “adults” are individuals age 18 and over. The adult funding stream includes a priority of service for public assistance recipients and other low-income individuals, as well as individuals who are basic skills deficient, for receipt of career and training services. “Dislocated Workers (DLW)” include those who, in general, have been laid off or have received notice of termination from employment, are self-employed but unemployed due to general economic conditions, are the spouse of a member of the Armed Forces on active duty who is unemployed due to relocation for permanent duty reassignment, or are displaced homemakers.

Through the Workforce Innovation & Opportunity Act (WIOA) career and training services designed to meet the needs of eligible adult and dislocated workers in preparation of obtaining employment in local in-demand industries and occupations.

Local areas can also use Adult and Dislocated Worker funds to support sector initiatives for in-demand industry sector or occupations in the region. MW!NC is continuously evaluating the labor market data to determine which sectors and occupations are in-demand so that clients are properly advised on appropriate career paths.

Basic Career Services

Basic career services must be made available and, at minimum, must include the following services, as is consistent with allowable program activities. Basic career services include:

- WIOA eligibility determination
- Outreach/intake (including worker profiling)
- Orientation to information and other services available through the One-Stop system
- Initial assessment of skill levels, including literacy, numeracy, and English Language proficiency, as well as aptitudes, abilities (including skill gaps), and supportive service needs
- Labor exchange services including:

- Job search and placement assistance, and when needed by an individual, career counselling including provision of information on in-demand industry sectors and occupations and provision of information on nontraditional employment
- Appropriate recruitment and other business services on behalf of employers, including information and referrals to specialized business services other than those traditionally offered through the One-Stop delivery system
- Provision of referrals to and coordination of activities with other programs and services, including programs and services within the One-Stop delivery system and, when appropriate, other workforce development programs
- Provision of workforce and labor market employment statistics information, including the provision of accurate information relating to local, regional, and national labor market areas, including:
 - Job vacancy listings in labor market areas
 - Information on job skills necessary to obtain the vacant jobs listed
 - Information relating to local occupations in demand and the earnings, skill requirements, and opportunities for advancement for those jobs
- Provision of performance information and program cost information on eligible providers of training services by program and type of providers
- Provision of information, in usable and understandable formats and languages, about how the local area is performing on local performance accountability measures, as well as any additional performance information relating to the area's One-Stop delivery system
- Provision of information, in usable and understandable formats and languages, relating to the availability of supportive services or assistance, and appropriate referrals to those services and assistance, including:
 - Child care
 - Child support
 - Medical or child health assistance available through the State's Medicaid program and Children's Health Insurance Program, benefits under SNAP, assistance through the earned income tax credit, and assistance under a State program for Temporary Assistance for Needy Families and other supportive services and transportation provided through that program
- Provision of information and assistance regarding filing claims for unemployment compensation, by which the One-Stop must provide meaningful assistance to individuals seeking assistance in filing a claim for unemployment compensation. "Meaningful assistance" means:
 - Providing assistance on-site using staff who are well-trained in unemployment compensation claims filing and the rights and responsibilities of claimants, or
 - Providing assistance by phone or via other technology, as long as the assistance is provided by trained and available staff and within reasonable time
- Assistance in establishing eligibility for programs of financial aid assistance for training and education programs (non-WIOA)

Basic career services are most effective when provided as an immediate response to customer need; in other words using a demand-driven model for walk-ins in the resource room. However, the quality of services provided in this manner can vary, depending upon the number of staff members available and the number of customers in the center at any given time. Additional staffing to respond to customer needs in this way would ensure more responsive provision of services.

Individualized Career Services

Individualized career services must be made available if determined to be appropriate in order for an individual to obtain or retain employment. These services include:

- Comprehensive and specialized assessments of the skill levels and service needs of adults and dislocated workers, which may include:
 - Diagnostic testing and use of other assessment tools, and
 - In-depth interviewing and evaluation to identify employment barriers and appropriate employment goals
- Development of an Individual Employment Plan (IEP) to identify the employment goals, appropriate achievement objectives, and appropriate combination of services for the participant to achieve the employment goals, including a list of, and information about, the eligible training providers
- Group counseling
- Individual counseling
- Career planning
- Short-term prevocational services, including development of learning skills, communication skills, interviewing skills, punctuality, personal maintenance skills, and professional conduct services to prepare individuals for unsubsidized employment or training
- Internships and paid or unpaid work experiences that are linked to careers; internships and work experiences may be arranged within the private for-profit sector, the non-profit sector, or the public sector
- Workforce preparation activities, including programs or services designed to help an individual acquire a combination of basic academic skills, critical thinking skills, digital literacy skills, and self-management skills, including competencies in utilizing resources, using information, working with others, understanding systems, and obtaining skills necessary for successful transition into and completion of post-secondary education, or training, or employment
- Financial literacy services, including services which
 - Support the ability of participants to create budgets, initiate checking and savings accounts at banks, and make informed financial decisions
 - Support participants in learning, credit, debt, including student loans, consumer credit, and credit cards
 - Teach participants about the significance of credit reports and credit scores, what their rights are regarding their credit and financial information, how to determine the accuracy of a credit report and how to correct inaccuracies, and how to improve or maintain good credit
 - Support a participant's ability to understand, evaluate, and compare financial products, services, and opportunities to make informed financial decisions
 - Educate participants about identity theft, ways to protect themselves from identity theft, and how to resolve cases of identity theft, and in other ways understand their rights and protections related to personal identity and financial data
 - Support activities that address the particular financial literacy needs of non-English speakers, including providing the support through the development and distribution of multilingual financial literacy and education materials
 - Provide financial education that is age appropriate, timely, and provides opportunities to put lessons into practice, such as by access to safe and affordable financial products that enable money management and savings, and
 - Implement other approaches to help participants gain the knowledge, skills, and confidence to make informed financial decisions that enable them to attain greater financial health and stability by using high-quality, age-appropriate, and relevant

strategies and channels, including where possible, timely and customized information, guidance, tools, and instruction

- Out of area job search assistance and relocation assistance
- Relocation assistance
- English Language acquisition and integrated education and training programs

Individualized Career Services are most effective when provided one-on-one with a Career Advisor. However, demand on staff members' time can vary based on the number of individuals seeking services. Currently, the demand is manageable with the given number of staff. However, with plans to increase outreach and expand access to services, additional case management staff may be necessary.

Currently, Transitional Jobs services are not provided due to the high cost of programming. However, the workforce development system may provide this service at a future time, based on the needs of employers, economic conditions, and available funding.

Training Services

Training services are provided to equip individuals to enter the workforce and retain employment. Under WIA, participants were required to undergo a sequence of core and intensive services in order to receive training. The WIOA clarifies that there is no sequence of service requirements in order to receive training. Training is made available to individuals after an interview, assessment, or evaluation determines that the individual requires training to obtain employment or remain employed.

Training services may be made available to employed and unemployed adult and dislocated workers who:

- A One-Stop operator or One-Stop partner determines, after an interview, evaluation, or assessment, and career planning are:
 - Unlikely or unable to retain employment that leads to economic self-sufficiency or wages comparable to or higher than wages from previous employment through career services;
 - In need of training services to obtain or retain employment leading to economic self-sufficiency or wages comparable to or higher than wages from previous employment; and
 - Have the skills and qualifications to participate in training services.
- The training must be directly linked to the employment opportunities either in the local area or planning region, or in another area to which the individual is willing to commute or relocate.
- The participant is unable to obtain grant assistance from other sources to pay for the training, including other grants such as State-funded training grants, Trade Adjustment Assistance, and Federal Pell grants, or requires assistance beyond that available from other sources to pay for the cost of training.

Training services may include the following:

- Registered apprenticeships
- Occupational skills training, including training for nontraditional employment
- On-the-Job training
- Customized Training
- Incumbent worker training
- Programs that combine workplace training with related instruction, which may include cooperative education programs
- Training programs operated by the private sector
- Skill upgrading and retraining
- Entrepreneurial training programs that assist qualified unemployed individuals who are seriously interested in starting a business in Michigan and becoming self-employed

- Job readiness training provided in combination with any of the aforementioned training services with the exception of registered apprenticeships
- Adult education and literacy activities, including activities of English language acquisition, and integrated education and training programs provided concurrently or in combination with any of the aforementioned training services, with the exception of registered apprenticeships and transitional jobs training
- Customized training conducted with a commitment by an employer or group of employers to employ an individual upon successful completion of the training

Customers receive classroom training services through an individual training account. The selection of a training program is fully informed by the performance of relevant training providers, made available through the state's list of eligible training providers - the Pure Michigan Training Connect web site. Customers are provided with performance for all training providers who provide a relevant program.

Work-based Training services are provided through individual contracts with the employer. Work-based Training services include On-the-Job Training (OJT), Incumbent Worker, Customized Training, and Apprenticeships (Attachment F).

The effectiveness of these training programs to meet local demand varies based on availability. Although training providers have gone to great lengths to make programs available throughout the eight-county local area, they are limited by the widespread geographic area. For instance, a program provided by NCMC in Cheboygan may not be readily accessible to an individual living in Harrisville, due to the high cost of transportation. While supportive services can assist with this and other barriers, the geographic expanse of the eight counties is a limiting factor in the availability and accessibility of training programs.

Another concern regarding training services is the limited number of USDOL Registered Apprenticeships. According to the USDOL's Registered Apprenticeship database, dozens of occupations have sponsors in the local area, however, use of these existing apprenticeship programs is very limited. Business Services staff report that companies are reluctant to participate in apprenticeship programs and/or to develop new ones.

- *Mid-cycle Update:* The recent work of the Apprenticeship Success Coordinator has increased awareness of the benefits of apprenticeships. Business services staff will use this increased awareness to continue working with local employers on utilizing this model.

Follow-up Services

Follow-up services will be provided, as appropriate, including counseling regarding the workplace, for adults or dislocated workers placed in unsubsidized employment, for up to twelve months after the first day of employment.

Follow-up services are most effective when a substantial relationship is formed with the customer during program activities. Staff's ability to deliver follow-up services can be limited when customers move or change phone numbers without notifying their case manager. This can be avoided when follow-up contacts are made regularly and are comprehensive in nature, ensuring that a robust relationship is maintained.

Assessment of the effectiveness of each service is described above, in each relevant section. Additional assessment of the type and availability of adult and dislocated worker employment and training activities is provided here.

Currently, overall assessment of the above services is based on performance data, including customer satisfaction. MW!NC met or exceeded all WIA performance measures for the last three years. By these standards, the services are deemed effective. However, additional evaluative criteria will be developed within the next two years. Some of these criteria, such as continuous improvement standards and effectiveness measures for one-stop centers, will be developed as part of the local board's upcoming strategic planning process. Additional evaluation for each program will be conducted through a contracted entity within the next

three years. This assessment will determine how effectively the services are meeting the needs of communities within the local area.

- *Mid-Cycle Update:* This assessment is still in the planning phase, but will be implemented based on need and return on investment in the coming two years.

8. Youth Workforce Investment Activities

Section 8. A description and assessment of the type and availability of youth workforce investment activities in the local area, including activities for youth who are individuals with disabilities, which shall include and identification of successful models of such activities. Further, local areas are to define “requires additional assistance” for In-School and Out-of-School Youth Eligibility criterion in their local plan.

The purpose of the Workforce Innovation and Opportunity Act (WIOA) grant is to provide youth, who face significant barriers to success in education achievement and the labor market, with the skills needed for successful transition to self-sufficient adulthood. The WIOA Youth program enables the delivery of a comprehensive array of youth services that prepare youth for post-secondary education and employment opportunities, attainment of educational and/or skills training credentials, and obtainment of employment with career opportunities.

Beginning July 1, 2018, MW!NC will begin direct delivery of youth services. Alpena Public Schools (APS) has served as the sole subcontracted youth service provider for three years. While this relationship has been positive and strong, the MW!NC administration determined that the program would be more cost effective and have broader reach if delivered in-house.

To make this determination, administrative staff reviewed program costs and performance. They also analyzed the success of other MWAs who are delivering youth services in-house. They held strategy discussions with APS and other partners. The benefits of going direct delivery are as follows:

- Elimination of contractor in-direct costs;
- Reduction in administrative costs for necessary contract-related activities, such as procurement, development of contractor, and reporting;
- Increased integration with other Michigan Works! services, including connections to employers through the Business Services team;
- Increased access to potential Out-of-School Youth participants through WIOA Adult/DW, and other partners who may serve individuals in that eligibility category, such as Adult Education and Offender Success;
- Increased quality control, especially as related to common performance measures.

MW!NC intends to hire the Youth Case Managers (called Career Advisors at MW!NC) who have been employed by APS to continue services. This will ensure a smooth transition, reduce disruption to carry-over participants, and maintain relationships that frontline staff have developed.

In order to ensure that youth services align with the needs of the communities in Northeast Michigan, MW!NC will continue to work with local schools and colleges. These partnerships will be guided by the work of the Career & Educational Advisory Council.

In providing youth services directly, MW!NC will continue to leverage the strong partnerships and resources that have made the program successful in the past. For instance, local area school systems welcome WIOA Youth Career Advisors into their buildings and provide referrals. Community agencies assist in funding resources for support services for youth. The business Community has welcomed WIOA participants through work experiences, with many participants being hired by the business where they were placed through the WIOA program.

Career Advisors of the WIOA youth program are the foundation of the northeast Michigan's WIOA youth programs service delivery method. Career Advisors are knowledgeable in community resources, education systems available to youth, employment resources, and post-secondary programs and training available in the area. The WIOA program has a history of high performance because Career Advisors treat each participant as a unique individual. Each participant is assessed individually and a unique set of strategies is developed to assist each participant in reaching their educational, training, and employment goals. A unique set of support systems is put in place, based on that participant's barriers. The Career Advisor builds a trusting relationship with each participant to assist each youth in meeting their objectives.

The success of the youth program in northeast Michigan is the fact that there is not one successful model for activities. Each participant is the "model" for their own success. Each participant has a unique life story that brings them to us for assistance. Therefore, each participant has their own model of activities needed for success. Career Advisors wear many hats -- that of Career Navigator, Academic tutor, life-skills coach and mentor. This respectful and caring relationship is the foundation that nurtures the youth enrolled in the program.

Due to the change in focus from in-school youth to out-of-school youth, the local area's school-based youth program will be supplemented with the Jobs for Michigan's Graduates program. This nationally recognized curriculum provides training in and exposure to the soft skills that many employers cite as their most pressing concern. These skills include teamwork, communication, personal accountability, and appropriate behavior in the workplace.

Individual who requires additional assistance criteria:

The Michigan Works! Northeast Consortium workforce development board has locally defined the criteria used to determine an individual who requires additional assistance. This definition is established as a local policy, which is Attachment C to this plan: Local Policy – Individual who Requires Additional Assistance.

WIOA requires all eligible youth to be provided with an objective assessment, which includes a review of academic skill levels. If a youth has been assessed for basic skills deficiency in the previous six months, staff may use those results in lieu of re-testing. However, the results of the alternative test must be verifiable and documented. The same test format must be available and administered for post-testing at a later date. MW!NC will provide reasonable accommodations, when assessing youth with disabilities. MW!NC will follow the State of Michigan's allowed assessments which include:

- TABE - Test for Adult Basic Education
- Comprehensive Adult Student Assessment System
- Wonderlic General Assessment of Instructional Needs or
- WorkKeys
- Others may be used based on employers' needs and requests.

A critical strategy for youth is the encouragement of high school completion or GED attainment. Encouraging youth to pursue in-demand occupations and earn credentials that are stackable and portable is another key strategy. The earlier students are able to identify a career goal and gain a credential towards that career, the more likely they are to obtain a job, be able to add-on another credential, and earn a higher wage.

WIOA Youth Career Advisors work closely with Michigan Rehabilitation Services to assist youth with disabilities. Each customer's Individual Services Strategy identifies an appropriate plan for best serving that individual; referral to and collaborative case management with MRS is often the best approach for youth with disabilities. The Pre-Employment Transition Services counseling provided by MRS helps students with disabilities to plan for the often difficult transition from the structure of high school to the open world of employment and/or postsecondary education.

Successful models for serving this population include an individualized plan for barrier removal and transition to employment or education, collaborative case management, engaging with parents and teachers, and providing supportive services. All of these models are utilized in the local area, as appropriate for each youth customer.

Program Elements

Design Framework services will be contracted to a service provider, via competitive procurement. The contractor is responsible for assuring that all 14 program elements are available throughout the region, and are provided based on each individual youth customer's needs. In some cases, the service may already be available and simply require an appropriate referral. In other cases, eligibility is determined and WIOA funds are required to provide the service.

1. Tutoring, study skills training, instruction, and evidence-based dropout prevention and recovery strategies which lead to completion of the requirements for a secondary school diploma or its recognized equivalent or for a recognized postsecondary credential
2. Alternative secondary school services or dropout recovery services, as appropriate
3. Paid and unpaid work experiences that have as a component academic and occupational education, which may include: a. Summer employment opportunities and other employment opportunities throughout the school year, b. Per-apprenticeship programs, c. Internships and job shadowing, and d. On-the-Job training opportunities
4. Occupational skill training, which shall include priority consideration for training programs that lead to recognized postsecondary credentials that are aligned with in-demand industry sectors or occupations in the local area
5. Education offered concurrently with and in the same context as workforce preparation activities and training for a specific occupation or occupational cluster
6. Leadership development opportunities, which may include community service and peer centered activities encouraging responsibility and other positive social and civic behaviors, as appropriate
7. Supportive services
8. Adult mentoring for the period of participation and subsequent follow-up period, for a total of not less than 12 months
9. Follow-up services for not less than 12 months after exit
10. Comprehensive guidance and counseling, which may include drug and alcohol abuse counseling and referral, as appropriate
11. Financial literacy education
12. Entrepreneurial skills training
13. Services that provide labor market and employment information about in-demand industry sectors or occupations available in the local area, such as career awareness, career counseling, and career exploration services
14. Activities that help youth prepare for a transition to postsecondary education and training.

MRS offers Pre-Employment Transition Services (PETS) to youth with disabilities transitioning out of secondary school. WIOA requires that 15% of the state's allocation focus on this population. All of the services listed above are available to youth with disabilities in the local area. MRS provides intensive case management, assistive technology, and specialized vocational rehabilitation counseling.

The local youth service delivery policy (Attachment G) covers topics such as; Reportable Individual vs. Participant; Registration; Program Elements; Outreach; Activities; Objective Assessment; Case Management

including Individual Service Strategy (ISS) and Case Notes; Work Experience; Occupational Skills Training; Follow-up; Direct Contact; File Maintenance; and Exits.

9. Waivers

Section 9: Information regarding any waivers being utilized by the local area, in accordance with any Michigan Talent Investment Agency/Workforce Development Agency (TIA/WDA) communicated guidelines or requirements regarding the use of the waiver(s).

MW!NC has elected to utilize the waiver of requirements for Workforce Innovation and Opportunity Act (WIOA) Section 129(a)(4) subpart (c) which stated that not less than 75% of WIOA Youth allocations must be used by local areas for Out of School Youth. The waiver reduces the minimum expenditure requirement to 50%. This waiver will allow more flexibility in serving youth in our communities who live in a wide variety of circumstances and have significant need for services.

10. Secondary and Postsecondary Education

Section 10: A description of how the local board will coordinate relevant secondary and postsecondary education programs and activities with education and workforce investment activities to coordinate strategies, enhance services, and avoid duplication of services.

MW!NC uses several strategies to coordinate relevant secondary and postsecondary education programs and activities with workforce investment activities. Below is a description of these strategies that are currently in place or in development.

Skilled Trades Training Fund

This program provides much-needed support to local employers who need to upskill their workforce in order to grow, add jobs, and improve their economic viability. The role of Michigan Works! is to connect employer needs with educational entities, and support coordination across multiple employers. This role provides MW!NC with the opportunity to align strategies with employer needs and educational services. The work being done through this funding source increases all stakeholders' awareness about availability of customized training, new programs, and need for training where there are gaps.

GED-to-School Program

The purpose of the GED®-To-School program is to inspire Michigan residents seeking a GED®, to enter Michigan colleges, universities or other career-focused education and training programs after earning their GED®. Based on available funding, beginning May 16, 2016, the GED®-To-School Program will cover the cost of GED® testing for up to four content areas for eligible Michigan residents who meet program eligibility requirements. The local area will connect potential eligible participants to this program, enroll in Wagner-Peyser as necessary, and provide the career planning services.

Virtual Education Opportunities

Michigan Virtual University (MVU) is an online learning portal offering various programs, including Career Online High School. MVU was recently added to the state's eligible provider list, Michigan Training Connect. As such, MVU programming is offered to customers, especially youth without a GED, who are appropriate for online learning. This service is used only when Adult Education services offered throughout the region are not suitable for the customer; this strategy reduces confusion and potential duplication of service.

Career and Technical Education (CTE)

MW!NC works closely with local employers, high schools, and colleges to promote the continuance of CTE training. Many school districts in our 8 counties offer CTE training in a variety of industries. For schools that

do not have CTE programs, student can use School of Choice to seek these opportunities at another school district.

Career Expos

MW!NC partners with local high schools and middle schools to plan career expos each year. The expos feature professionals from a variety of industries to share information about their field and the education and/or training they require so that students and parents can be informed about the path students should take to become ready to enter that field and or training program upon graduation. This programming enhances workforce development activities by increasing student awareness of in-demand occupations in the local area.

Career & Educational Advisory Council (CEAC)

The CEAC is a partnership that involves key educational stakeholders as members to coordinate educational programs and services. The categories for membership ensure representation from intermediate school districts, academic educators, career and technical education, postsecondary institutions, local districts, adult education, the workforce development board, labor unions, and the private sector. The roles and responsibilities for the CEAC are to align secondary and postsecondary Carl D. Perkins plans with local and regional workforce strategic plans, advise the workforce development board on educational programming, facilitate selection of adult education providers, and ensure connection and collaboration among educational entities. Local ISDs present their Perkins grant activities and core performance indicator data to the CEAC. Members of the CEAC provide input and feedback. In addition, the Career & Educational Advisory Council is a forum for collaborative discussion and planning across the local area. This venue is used to avoid duplication and to enhance service alignment with CTE, secondary education, Adult Education, and postsecondary education.

Early College

Michigan has a robust Early/Middle College program in which high school students attend for five years and earn both a high school diploma and an associate degree or significant coursework and/or industry certification. State funding for the initiative requires the collaboration between the Michigan Department of Education and the Talent Investment Agency. Moreover, at the local level, educators are working with the Career & Educational Advisory Council to develop a strategic plan for the development of Career and Technical Education based Early/Middle Colleges where there is labor market data that shows a skills gap in the local area. Through this collaboration and the CEAC, educators are careful to avoid duplication and are working together to engage employer input.

- *Mid-Cycle Update:* Strategies for development of Career and Technical Education-based Early/Middle Colleges were included in the Regional Strategic Plan required by the Michigan Department of Education. The CEAC plays a role in this process by collaborating with the fiscal agent and other providers, reviewing LMI, certifying that the top five cluster rankings are accurate for the local area, and recommending approval of the plan to the WDB.

Avoid Duplication of Services

Avoiding duplication of services is especially important in a small, rural area, where resources are very limited. Michigan Works! Northeast Consortium will work collaboratively with partners to evaluate service delivery across the spectrum of providers, identifying both gaps in services as well as potential duplicative efforts. This evaluation will be coordinated by the Career & Educational Advisory Council. Duplication of Services will also be a topic of review at the Roundtables to be conducted as a means of service alignment (see section on the local board's strategic vision and goals).

Mid-Cycle Update: MW!NC served in the role of coordinating education partners for the Going Pro Apprenticeship Readiness grant application last year. This process increased collaboration and positioned Michigan Works! as a facilitator and convener.

11. Support Services and Needs Related payments

Section 11: A determination of whether the MWA has elected to provide support services and needs related payments. The MWAs that elect to provide support services to participants during program enrollment must describe the procedure to provide support services. The procedure will include the conditions, amounts, duration, and documentation requirements for the provision of supportive services.

MW!NC will provide supportive services to Adult and Dislocated Worker participants during program enrollment for career and training services, as well as Youth participants. Supportive services provision will be based on funding availability and if participants are unable to obtain support through other programs. Needs Related Payments may be provided at such time as the Executive Director determines that such payments are financially feasible and will enhance outcomes. The Supportive Services Local Policy and Needs Related Payments Local Policy are Attachment D to this plan.

12. Coordination with Transportation and Other Supportive Services

Section 12. A description of how the local board will coordinate the WIOA Title I workforce investment activities with the provision of transportation and other appropriate supportive services in the local area.

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

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

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

Common themes identified in the coordinated plans include a need for more transportation, increased hours, increased number of service areas, services for older adults and people with low incomes, and transportation to employment and healthcare.

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

- Maintain existing transportation services
- Expand and improve local transit services

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

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

- Advocate for Additional Funding to Support Public Transit and Human Service Transportation
- Develop Additional Partnerships and Identify New Funding Sources to Support Public-Transit and Human-Service Transportation
- Continue to Support Capital Projects that are Planned, Designed, and Carried Out to Meet Identified Needs
- Continue to Support Services that are Effectively Meeting Identified Transportation Region 3 WIOA Four Year Regional Plan
- Improve Coordination of Services among Providers through Mobility Management Activities

MW!NC will continue to support efforts to improve transportation in the region by participating in any future workgroups and provide feedback based on participant experiences dealing with transportation barriers.

- *Mid-Cycle Update:* The Regional Prosperity Initiative collaborative (Region 3) has identified this issue as a priority action item. It is incorporated into their 10-year plan and has developed strategies for improving these systems. MW!NC participate in this collaborative, representing the voice of job seekers who are impacted by lack of transportation options, as well as that of employers who struggle to find workers with reliable transportation to and from work.

In addition to coordination of transportation as described above, other supportive services are coordinated in multiple ways. The MW!NC is fortunate to work with a network of providers that offer a wide variety of other supportive services for the benefit of shared participants. Coordination with these providers occurs as follows:

- Participation in human services collaborative councils allows frontline staff to stay informed about available supportive services from other agencies. These monthly meetings also provide a venue for sharing Michigan Works programs with others. New services and programs, limitations on existing services, and need for non-existent services are discussed and shared.
- Frontline staff must exhaust opportunities from other agencies for participants before accessing workforce funds to provide supportive services. This ongoing, continuous research makes the frontline staff knowledgeable about available resources and skilled at finding them whenever possible.
- Relationships among frontline staff and partner organizations are key to ongoing coordination of services. The administration encourages development and maintenance of these relationships by arranging for presentations by partner providers at staff meetings throughout the year.
- The roundtables with core and required partners planned for the coming year will provide a forum for enhanced relationship building and development of strategies for better coordination among supportive services providers.

Moving forward, MW!NC will strive for continuous improvement and to streamline coordination of services. This may include creating and keeping up-to-date regional online directories and advisories of available supportive services in support the regional plan.

13. Per Participant Funding Cap

Section 13. A description of the local per participant funding cap, if applicable.

The MW!NC Workforce Development Board has not established a per participant funding cap. The Board, however, reserves the right to establish such a cap, through a modification to this Plan.

14. Maximizing Coordination with Wagner-Peyser

A description of plans, assurances, and strategies for maximizing coordination, improving service delivery, and avoiding duplication of Wagner-Peyser Act services and other services provided through the one-stop delivery system.

MW!NC operates the WIOA Title I adult, dislocated worker and youth (as of July 1, 2018) programs; the WIOA Title II Wagner-Peyser Employment Service; the Temporary Assistance for Needy Families (TANF) Act's Partnership. Accountability. Training. Hope initiative; and the Trade Adjustment Assistance (TAA) Act Program. Thus, coordination among these programs is easily and effectively achieved, and the duplication of services among these programs is reduced to a minimum. In some cases, for example, staff members at the service centers are assigned to more than one program, and they are frequently cross-trained to provide customers the services of all programs. Moreover, the management can quickly and easily deploy staff from one program to another program, if customer volume and/or new initiatives so warrant.

The services that MW!NC and other partners provide, and strategies for integrating, coordinating, aligning, and improving these services at the service centers, are identified and described in the memorandums of understanding (MOUs) that the Workforce Development Board has negotiated and executed with partners. The MOUs, for example, identify procedures for referring customers to and from MW!NC and its partners' programs.

- *Mid-Cycle Update:* The local area's One-Stop Operator, the Alpena Chamber of Commerce, has provided services that seek to enhance customer service across partners and programs available at the Alpena American Job Center. They are conducting mystery shopper visits and phone calls, providing reports on the experience, and making recommendations for improvement.

15. Wagner-Peyser Plan

Section 15. A description of how the local area is planning to deliver employment services in accordance with the Wagner-Peyser Act of 1933, as amended by Title III of WIOA.

Point of Contact

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Service Provision: Direct Delivery

1	2	3	4	5
MWA PROVIDED	CONTRACTED SERVICE PROVIDER	NAME OF ENTITY	TYPE OF ENTITY	Merit Based Entity
X		Michigan Works! Northeast Consortium	Special purpose unit of government	X

Provision of Labor Exchange Services

Michigan Works! Northeast Consortium (MW!NC) provides demand-driven services to bring job seekers and employers together, devising customized strategies and solutions that meet every individual customer's needs. The provision of labor exchange services in the eight-county area is conducted in compliance with the Wagner-Peyser Act of 1933, as amended by the Workforce Innovation & Opportunities Act (WIOA) of 2014, and the Employment Service manual issued by the Talent Investment Agency (TIA).

The following objectives have been identified for delivery of labor exchange services:

- Assistance for job seekers in finding employment,
- Assistance for employers in filling jobs,
- Facilitating the match between job seekers and employers,
- Participation in a system for clearing labor between the states,
- Meeting the work test requirements of the state unemployment compensation system, and
- Complying with all other required services described in the Employment Services manual.

Wagner-Peyser funded services are provided at no cost to employers and job seekers through direct delivery by employees of Michigan Works! Northeast Consortium (MW!NC). Services to employers are provided through outreach to companies in the communities throughout the eight-county workforce area. Services to job seekers are provided by staff who work with customers for Employment Services, WIOA Adult and Dislocated Worker, PATH, and Trade Act programs. This integration across programs allows for seamless provision of services and maximum opportunity to connect customers to the program that will most benefit them. Services to both employers and job seekers are housed at American Job Centers (AJC) located throughout the eight counties. Employer and job seeker services are connected by staff within the AJCs, and through the use of Pure Michigan Talent Connect (PMTC).

American Job Centers

The Alpena service center is the Comprehensive AJC for the local area. Larger affiliate centers are located in Gaylord, Grayling, Cheboygan, and Presque Isle. Smaller affiliate centers are located in Lincoln, Onaway, and Mio, and are open at various times depending upon the needs of the community. Twenty full-time and one part-time staff provide services to job seekers in these AJCs. Some are shared between smaller offices.

All American Job Centers offer barrier free access. Equipment and resources are provided to aid any customers needing additional assistance to access employment information or services. Staff provide necessary computer, print and telephone assistance to all customers to ensure they are successful in using the services needed to connect to employment. Accommodations for individuals with disabilities are available on demand when feasible, and upon request when reasonable.

Every AJC includes a resource room, which is the primary service delivery location for Employment Services to job seekers. The resource rooms leverage dedicated fiber cables for high speed internet, and a Wide Area Network that connects all AJCs. Computers in the resource rooms have a content filter which controls access

to the internet. Also available in most AJCs is a computer lab, which is used for workshops that require computer use. The computer labs are available for overflow when the resource room computers are full.

AJC	Computers available ¹	Projected Daily Customers	FTEs providing Employment Services	Days	Hours
Lincoln (Alcona County)	5	8	Included in Alpena's FTE	W	9am-noon 1pm-4pm
Alpena	20	45	1.5	M-F	8am-5pm
Cheboygan	16	26	1	M-F	8:30a-noon* 1pm-4:30pm
Grayling (Crawford County)	18	18	1	M-F	8:30a-noon* 1pm-4:30pm
Mio (Oscoda County)	11	12	Included in Grayling FTE	W-TH	9am-noon 1pm-4pm
Gaylord (Otsego County)	19	24	1	M-F	8:30a-noon* 1pm-4:30pm
Onaway (Presque Isle County)²	6	13	1	M-F	8:30a-noon* 1pm-4:30pm

* Opens at 9:00am on Thursdays

The hours and days of operation listed above may be subject to change, depending upon traffic count, availability of staff, and funding levels.

In the event of a mass layoff or other high traffic volume time, staff are shifted across offices to accommodate the higher need. In addition, in the past we have utilized the MTEC in Gaylord to hold informational sessions and use the computer labs there to serve large numbers of customers.

Labor Exchange Services to Job Seekers

The AJCs offer the full range of employment resources to job seekers. Resource rooms are the main point of entry for job seeker customers. Staff greet all customers and instruct them on resources and services available in the Resource Room. Customers may receive information by telephone or in person on availability of services.

The following tiers are used to provide labor exchange services.

Self-service: Resource rooms are available to the public, providing job search resources to all customers regardless of skill or ability. These resources include but are not limited to:

- Computers equipped for internet-based job searches, resume writing, research on effective job search techniques, assessments, and more;
- Career exploration tools;
- Labor market information;
- Job boards and want ads;
- Printed information and job search guides;
- Bulletin board;
- Informational workshops;

¹ Combination of resource room computers and computer lab.

² Also serves as the administrative office

- Printers, copiers, and fax machines; and
- Telephones for job search and unemployment claim purposes.

Facilitated service: Staff assist job seekers who cannot use the resources without support. This assistance may be necessary due to lack of computer familiarity, low levels of literacy, a disability, or some other barrier.

If this level of assistance is needed, staff may provide the following and other support to customers:

- Input information into PMTC;
- Print out information;
- Read information and assist the customer in understanding it; and
- Adjust the screen size for larger font.

Staff also answer questions and provide tips for effective job search, resume writing, interviewing, and more. Referrals to appropriate agencies for additional resources are also common. These may include food pantries, transportation authorities, and shelters. Referrals to partner agencies for addressing issues that could be barriers to obtaining employment may also occur at this level. These may include Michigan Rehabilitation Services, adult education, and other services.

All job seekers are encouraged to refresh their PMTC profile information every 30 days to keep it accessible for employer searches. They are also encouraged to create a high quality resume and upload it to their profile, so that employers see their full employment history, education, and skill sets.

Staff-assisted Service: Job seeker customers requiring services beyond the facilitated level described above are enrolled in Wagner-Peyser and registered as such in OSMIS. All customers at this level must have a PMTC profile, a Wagner-Peyser record, and have received at least one staff-assisted service. Registration may consist of one that is system-generated via the Confidential Information page, or it may be manually entered by staff. Customers at this level are considered reportable individuals and count toward performance. All services provided are recorded in the customer's Wagner-Peyser record.

Staff-assisted services include, but are not limited to:

- Career guidance;
- Specific labor market information;
- Job search workshops;
- Job search planning;
- Customized labor market information;
- Vocational guidance;
- Resume writing assistance;
- Proficiency and other testing;
- Job search planning;
- Referral to specific jobs; and
- Other job search assistance activities.

Job development services are not provided due to limited funding.

Because the staff work in numerous programs, they are well-versed in eligibility criteria, and therefore are able to conduct preliminary assessments and referral to other Michigan Works programs. Staff-assisted services in Employment Services may be the first step toward enrollment in WIOA and accessing individualized career services, as well as training services if appropriate.

Labor Exchange Services to Employers

Business Services Representatives work primarily outside of the American Job Centers, bringing labor exchange services to employers in communities throughout the eight counties. Each BSR covers a specific geographic area, and works with all employers in that location.

As part of their outreach, staff inform employers about Pure Michigan Talent Connect (PMTTC) and encourage *self-service* use of the system. Many employers create their own accounts and manage their job postings and resume searches.

For employers who need additional help, staff provide technical assistance on use of PMTTC, a *facilitated service*. They can conduct a tutorial, walk them through the process, or even post an unsuppressed job order for them. Staff provide suggestions on creating an effective job posting that will best appeal to their target candidate, and on using the best key words for finding qualified candidates in their resume search. They can also counsel the employer on the local labor market, and provide wage and LMI data.

In addition, BSRs inform employers about the many other services available in the AJCs, which are used to prepare candidates who may be of interest to them. BSRs may also connect employers with other agencies to access business support services, including chambers of commerce, economic development entities, the Small Business Development Center, Procurement Technical Assistance Center, and more.

American Job Centers also provide services to employers. The AJCs offer space to conduct interviews for local employers, take applications, promote job fairs and other hiring events, and recruit candidates for specific jobs.

Staff-assisted services for employers may include the following:

- Use 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) group;
- 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;
- Organize and/or assist with on-site individualized employer Career Fairs;
- Organize and/or assist with on-site industry specific Career Fairs;
- Run automated searches for resumes that match specific job qualifications, first ensuring that the employer is a registered PMTTC user;
- Resume screening of job seekers to locate qualified applicants for posted positions;
- Schedule 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.

All facilitated and staff-assisted services to employers will comply with the policies and regulations described in the Employment Services manual. MW!NC staff will work collaboratively with PMTTC and TIA staff to ensure compliance with these policies, while still providing the best in customer service to the area's employers.

Labor Exchange Services for both Job Seekers and Employers

MW!NC 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; and
- Providing instructions on how to access the Pure Michigan Talent Connect online.

Unemployment Insurance (UI) Work-Test

The Employment Services system conducts the Work Test for Unemployment Insurance claimants. The work test ensures that claimants comply with their requirements to register with the Michigan Works! system and to actively seek work. It also offers the opportunity to engage with the customer for additional employment and training services.

ES Registration of UI claimants

Registration in the Michigan Works system for Employment Services is a requirement for unemployment insurance claimants. The registration consists of completion of a PMTC profile and creation of a Wagner-Peyser record in the OSMIS. Claimants may complete the PMTC profile at any Michigan Works! location or at home. The claimants must report to an American Job Center in order to finish the registration by creating a Wagner-Peyser record in OSMIS, typically by completing the Confidential Information page. The registration is verified by staff, who then stamp the claimant's UC1222 form. This serves as the claimant's documentation proving that registration was completed.

If a claimant refuses to supply the needed information for the registration process, certification will not be met. Failure to register may result in the customer having their UI benefits suspended or denied.

If a claimant is unable to complete the required information (due to lack of computer, basic reading skills, or other difficulties), staff will assist by entering the required information (with the customer present) and then certify their work verification card.

When the process is complete, staff enter information into the MIS to verify to the Unemployment Insurance Agency (UIA) that the work test was completed.

Staff encourage customers to create and upload a resume on PMTC, in addition to the required profile. This provides additional information for employers who are searching for qualified candidates, and makes them more likely to find a match. Assistance in this process is provided as needed.

In addition, staff encourage customers to create a Michigan Web Account Manager (MIWAM) account for online access to the UIA system. This provides online MARVIN certification, job search log submission, and completion of necessary documents to address unemployment issues as they arrive. Assistance in this process is provided as needed.

Reporting Claimant Non-Compliance

Part of the UI Work Test is ensuring that claimants are "able, available, and seeking work." Employment Services staff are responsible for reporting any known incident of claimant non-compliance. This may include situations where claimants are not available for work, are not seeking work in earnest, or are refusing offers of suitable work.

These situations may come to staff's attention upon referral to a job, where the claimant does not appear for the interview or fails to respond to the referral. Other situations may include learning that a claimant is living elsewhere or working "under the table." In any situation where a staff member becomes aware of non-compliance, staff report it to the UIA using form BWT 303, the Claimant Advice Slip.

It is solely the responsibility of the UIA to advise claimants regarding Unemployment Insurance benefits eligibility. Other than reviewing the UIA 1583 Job Search log for completion, Employment Services staff will not attempt to advise customers about the UIA Job Search requirements. Claimants are advised to address all inquiries about the work test and UIA eligibility requirements to the UIA, and referred to UIA-written materials.

Re-employment Services and Eligibility Assessment (RESEA)

Employment Services staff provide specialized re-employment services to individuals referred to the Michigan Works! system by UIA. The purpose of these specialized services is to assist UI claimants who are deemed likely to exhaust their benefits, with the goal of returning to work sooner.

Each week MW!NC accesses the list of claimants referred for the RESEA program, in order to gauge the anticipated number of claimants coming in for services. This helps prepare staff and ensure adequate coverage in the appropriate AJCs.

The UIA generates a letter (UIA 6360) to notify selected claimants of their requirement to schedule a RESEA session with their local Michigan Works! office. The letter provides one phone number to call to set up their appointment.

In order to encourage participation, staff sends an email (if one exists) inviting them to the MI Works! Office to participate in RESEA and take advantage of other available services. The following language is used in the email:

Good day!

Our records indicate that you have been selected to participate in the Re-Employment Services Program at Michigan Works! Northeast Consortium. If you have not received your letter from UIA, it should be arriving soon. We want you to be successful and we have lots of ways to help!

Call 989-356-3339 today to schedule your Re-employment Services Appointment.

Documents to bring to your appointment...

Don't forget to bring these documents with you to your Re-Employment appointment.

- *Citizenship documentation (ie; birth certificate or other legal document with birth place listed)*
- *Drivers' License*
- *Social Security Card*
- *Copy of Record of Work Search (UIA Form 1583)*

We look forward to meeting with you!

Don't miss out on these other Michigan Works! services

- *Job search assistance, including access to Pure Michigan Talent Connect and our in-house job listings*
- *Resume and cover letter writing assistance*
- *Assistance when completing online applications*
- *Interview coaching and 1-on-1 mock interview guidance*
- *Self-assessment and skill-assessment information*

- *Information on starting your own business*
- *Apprenticeship information*
- *Educational resources*
- *On-the-job training opportunities*
- *Classroom training opportunities and tuition assistance*

When claimants call to schedule their appointment, they are asked for their “last day to contact” date on the UIA 6360. This informs staff whether they are within the allowed timeframe for contact. If not, customers are informed that they cannot be scheduled for a RESEA appointment, and advised to contact UIA for further information. If the date has not passed, then staff determine the status of the customer’s Wagner-Peyser registration in OSMIS and take the appropriate action as identified in Policy Issuance 17-18. Then, staff schedule the RESEA appointment, ensuring that it falls within 21 days from the “letter sent date.” The appointment may take place at one of four AJC locations throughout the workforce area. Customer choice is the primary consideration in determining location, but capacity may necessitate that another location is assigned. The date, time, and location are entered into OSMIS, as required, to be shared with UIA. Once the information has been sent to UIA, the appointment may only be rescheduled one time. Claimants are informed that they must attend on their scheduled date and time. Failure to do so may impact their UI eligibility. At no time will MW!NC staff excuse anyone from participating in any RESEA activity or service.

During the individual appointment, the following activities occur:

- UI Eligibility Assessment, which takes place in a confidential, personalized setting (MW!NC staff do not make any determinations of eligibility based on customer response to the questions asked during the assessment);
- Confirmation of an active Pure Michigan Talent Connect (PMTTC) profile;
- Development of an ISS addressing their employment goal(s);
- Verification of the Monthly Work Search (form #1583).

Upon completion of the individual appointment, the claimant is scheduled for a two-hour workshop for the following RESEA activities:

- Orientation to Michigan Works! Services;
- Discussion of LMI; and
- Other appropriate Re-employment Services.

The two-hour workshop may occur on the same day as the initial appointment or within 30 days. If it is determined that the claimant would benefit from another session, a second RESEA appointment is scheduled, to occur within 5 to 10 days of the first appointment. Claimants are allowed to reschedule the second appointment only once.

All services provided, or a claimant’s failure to attend, are documented in OSMIS within 48 hours. Known outcomes are also recorded in OSMIS within 48 hours. If it is discovered that a claimant is not available or seeking work, or has refused suitable offers of work, this information will be recorded in OSMIS immediately.

Employment Services staff collect success stories on a regular basis to submit to TIA for the quarterly USDOL reporting.

Participation in a System of Clearing Labor between the States

MW!NC participates in the system for clearing labor between the states. This occurs when a business located outside of Michigan wishes to recruit workers from within Michigan. These employers may use the PMTC system and/or Michigan Works! services. Operations for clearing labor occurs for both Non-Agricultural and Agricultural Job Orders. In the case of Agricultural job orders, employers within Michigan may be attempting to recruit workers from outside the state.

Non-Agricultural

Out-of-state employers who have an existing location, are relocating, or are opening a new business in Michigan will be served by a Business Services Representative. These employers will be assisted with the same services as a business located in Michigan, up to and including facilitated services to assist with use of the Pure Michigan Talent Connect. Employers in this scenario will be forewarned that they will be contacted by administrative staff from the PMTC in order to verify that the jobs they are posting are located within Michigan and to inform them of other policy issues pertinent to interstate labor exchange.

Employers from out-of-state who wish to recruit workers for jobs outside of Michigan will only be served by the Michigan Works! system if they are posting job orders for locations in a contiguous labor market. Since the Northeast workforce area is not contiguous to any state, the employer will be referred to the Michigan Works! agency that is most appropriate.

Out of state employers wishing to recruit job seekers covered by Trade Act will be served by a Business Services Representative. Staff will handle PMTC postings and referrals, as these employers are not allowed access to PMTC.

Agricultural

The process referred to as “clearance” deals with meeting the requirements for the acceptance and handling of intrastate and interstate job orders for seasonal employment, as well as the referral process for workers. These requirements affect workers who are recruited for less than year-round agricultural or food processing work.

Any employer who wishes to post Agricultural job orders is encouraged to enter his/her own job order in the Pure Michigan Talent Connect (PMTC) system. However, MW!NC staff provide technical assistance when needed. When taking an agricultural job order, staff will use form ETA 790, Agricultural and Food Processing Clearance Order and applicable attachments.

Staff ensure that the job order meets the criteria described in the ES Manual for each of the following:

- Housing standards and no-cost housing;
- Federal Labor Contractor and Federal Labor Contractor Employee;
- Minimum wage and piecework rates; and
- All other requirements described in the ES Manual.

Any worker or other interested party to a Michigan agricultural intrastate or interstate clearance order is given a completed copy of form BWP 2524, upon request.

The worker is entitled to a copy of the work contract in his/her native language. TIA staff may provide employers with a bilingual form that will suffice.

MW!NC is not a guarantor of the accuracy or truthfulness of information contained on agricultural job orders submitted by employers, nor are we a party to the contractual job offer.

No job order shall be placed in the PMTC for intrastate or interstate clearance unless the employer and the Employment Services system have attempted and have been unable to obtain sufficient workers within the local labor market area, or either agency anticipates a shortage of workers within the state.

Services to Veterans

MW!NC provides all levels of Employment Services to all Veterans, and documents provision of those services in OSMIS. As part of implementing Priority of Service for veterans and eligible spouses at point of entry into the workforce development system, MW!NC staff attempt to identify veterans and eligible spouses. At a minimum, this is accomplished by posting notification in the Resource Rooms that if a customer has served in the military they should inform staff (self-identify) or staff may directly ask customers if they are a veteran or eligible spouse.

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;
 - Missing in action
 - Captured in line of duty by a hostile force; or
 - 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 WIOA. 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).

Veterans Employment Services

All customers who self-identify as veterans or eligible spouses are immediately notified by MW!NC staff that they may be qualified to receive individualized case management services from a Veterans Career Advisor. This notification includes the following:

- As a veteran or eligible spouse, the customer is entitled to receive Priority of Service;
- As a veteran or eligible spouse, the customer may be eligible to receive additional personalized employment services from a Veterans Career Advisor;
- Veterans Career Advisor services are in addition to other One Stop services.

If a veteran or eligible spouse customer is interested in pursuing Veterans Career Advisor services, staff immediately provide the customer with a copy of the DVOP Application Form. If not, staff continue to provide the customer with all other appropriate services and programs as with any other customer and in accordance with the requirements of Priority of Service.

When the DVOP Application Form is provided to the customer, MW!NC staff notify the customer of the following:

- The information is being requested on a voluntary basis;
- Completing the form is a requirement for Veterans Career Advisor services;
- The information will be kept confidential;
- Refusal to provide the information will not subject the customer to any adverse treatment;
- The information will be used only in accordance with law;
- Where to return the completed form.

Upon receipt of the completed DVOP application form, staff review for completion and potential eligibility of Veterans Career Advisor services. If found eligible for services, MW!NC staff complete the form according to policy requirements and immediately refer to the Veterans Career Advisor and enter required information into OSMIS.

If a customer is found not eligible for DVOP services they are informed that the Veterans Career Advisor is not the best person to assist them and MW!NC will continue to provide other appropriate employment services.

Veterans Priority of Service

MW!NC complies with ES Manual, TIA Policies and the Jobs for Veterans Act Public Law 107-288 of 2002, Title 38 of the U.S. Code and subsequent legislation, 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.

The regulations define priority of service as the right of eligible covered persons to take precedence over eligible non-covered persons in obtaining services.

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.

In order to fulfill these requirements, MW!NC identifies covered persons at point of entry in the Resource Rooms. They are 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. To ensure that covered persons recognize their status, all AJCs in the Northeast workforce area post proper signage in highly visible locations.

Priority is given to covered persons for self-service, facilitated service, and staff-assisted services. This may mean moving veterans to the front if there is a line to use computers. It also means ensuring that veterans and eligible spouses are aware of the 24-hour hold on job postings, giving them advance access before others.

In addition, priority of services to veterans and eligible spouses is provided via Employer Services. When taking applications in the service center for employment opportunities, applications completed by veterans are provided to the employer first. Employers are notified of the veteran's flag on resume searches in Pure Michigan Talent Connect. The Veterans Career Advisor is connected to Business Services Representatives in order to further connect covered persons to job opportunities.

Priority Order

Veterans' priority does not change the requirement that participants must qualify as eligible under existing and new USDOL funded programs. In addition, discretionary programs and services require that participants meet suitability criteria (for example, to qualify for WIOA training, it must be demonstrated that the training is both necessary and appropriate). Some programs have mandatory priority for specific populations or eligibility criteria through statute and/or local policy. As such, services are provided in the following priority order for all employment and training programs:

First level of priority – Veterans and eligible spouses who qualify and meet the mandatory priority for the program, if any exist;

Second level of priority – Non-covered persons who qualify and meet the mandatory priority for the program;

Third level of priority – Veterans and eligible spouses who qualify but do not meet the program's statutory priority;

Fourth level of priority – Non-covered persons who qualify but do not meet the program's statutory priority.

In addition, MW!NC follows the instructions as outlined in TEGL 22-04 and subsequent changes, for a military spouse who leaves his/her job to follow the active member to a new duty assignment. These spouses will be served with WIOA Dislocated Worker as appropriate. In these circumstances, the cessation of employment can be considered to meet the termination component of the WIOA definition of dislocated worker, WIOA Section 3(15)(E)(i). In addition, military spouses in such circumstances can be determined "unlikely to return to a previous industry or occupation" in order to qualify as a dislocated worker.

Services Provided to Migrant and Seasonal Farm Workers (MSFW)

The eight-county MW!NC service area has not been identified as having "significant" status in order to dedicate Agricultural Employment Specialists in any local office. However, the AES housed in the Northwest region is available for support and service as needed (located at Northwest Michigan Works! Service Center, 1209 S. Garfield Ave, Suite C, Traverse city, MI 49686).

Employment Services staff ensure that MSFWs have access to the same employment services, benefits, protections, counseling, testing, and job and training referral services as the general population. MW!NC staff follow the MSFW requirements found in the ES Manual.

Carry-in Dollars

Carry-in dollars are: \$163,653. This amount is final based on year-end close-out.

Additional Services

MW!NC also provides the following services utilizing ES funds:

- **Employment Service Complaint System:** a Complaint Coordinator within each AJC processes complaints according to the ES complain system regulations found in the ES manual.
- **Fidelity Bonding:** MW!NC staff process requests for Fidelity Bonding of high-risk job seekers with a bond fide offer of employment, according to the ES manual.
- **Prisoner Reentry:** MW!NC provide all Employment Services to Prisoner Re-entry (PR) customers, including self-service, facilitated, and staff-assisted services.
- **Functional Coordination:** This is a partnership between TIA and MW!NC leadership to ensure the success of the workforce system, which integrates programs administered by both entities. It provides a more effective means for TIA and MW!NC to monitor the joint delivery of services in the American Job Centers. Common elements of functional coordination include:
 - The MW!NC Functional Coordinator and TIA leadership maintain a high level of communication;
 - The MW!NC Functional Coordinator ensures that TIA field staff are included in local meetings and communications;
 - TIA field staff share weekly schedules with appropriate MW!NC staff.
- **Employment Outreach activities:** These activities are implemented in order to gather employers, economic development entities, local chambers of commerce, and other partners to learn more about workforce development services:
 - Lunch-N-Learn, including guest speakers
 - Business After Hours
 - MW!NC Open House

MW!NC facilitates the Michigan Industry Cluster Approach (MICA) across the system. This approach provides a framework in which many employers within a single industry engage with the workforce system to identify their needs, participate in developing strategies, and work together to implement solutions. In this approach, talent issues are handled more efficiently because of the commonality of needs across companies within a given industry.

Merit Staffing Certification

ATTACHMENT B

MERIT-BASED STAFFING CERTIFICATION

Certification Regarding Merit-Based Staffing for Wagner-Peyser, and Trade Adjustment Assistance (TAA) Service Providers

All service provider staff funded with Wagner-Peyser and TAA must be merit-staffed employees of eligible local governments that follow a merit system of personnel administration in accordance with 5 Code of Federal Regulation (CFR) 900.603.

The undersigned certifies that:

- (1) The MWA meets merit-staffing requirements or has competitively selected and contracted with one or more eligible merit-staffed local government entities to provide Wagner-Peyser and TAA services.
- (2) Staff providing services are merit-staffed local government employees that are employees of local units of government, special purpose units of government, school districts, intermediate school districts, public community colleges or public colleges and universities.
- (3) The MWA maintains on file a certification from each Wagner-Peyser and TAA service provider. The certification must detail the provider is an eligible local unit of government and follows an established merit system of personnel administration that is in compliance with 5 CFR 900.603. The certification is to be available for review by the Michigan Talent Investment Agency/Workforce Development, the federal Office of Personnel Management, or their authorized agents.
- (4) If the MWA self-delivers the Wagner-Peyser or TAA program, it has been approved to do so by the TIAWD through the processes and procedures detailed in the Local Board Manual.

MWA Official Certifying This Form



Marisue Moreau

Name

Director

Title

Northeast Michigan Consortium (21)

MWA

9/14/2017

Date

16. Coordination of WIOA Title I and Title II

Section 16. A description of how the local board will coordinate the WIOA Title I workforce investment activities with adult education and literacy activities under the WIOA Title II. This description shall include how the local board will carry out the review of local applications under Title II consistent with the WIOA Sections 107(d)(11)(A) and (B)(i) and the WIOA Section 232.

Adult education provides an opportunity for mature students to achieve education levels equivalent to those of high-school graduates. The adult education system in the local area, as well as across the state, is focusing on a Career Pathways approach. This aligns well with workforce development activities, and provides a natural connection to services provided in the service centers.

The local board works closely with the Adult Education and Literacy fiscal agent, IRESA, to ensure that programs are consistent with the WIOA Sections 107(d)(11)(A) and (B)(i). The director of IRESA sits on MW!NC WDB Board and CEAC. IRESA coordinates with local MWA centers to review progress of each adult education program and make changes as necessary. IRESA is continuing to work with MW!NC to expand access to adult education programs in other local community access points throughout the region in order to reach a larger audience.

As the fiscal agent, IRESA manages the procurement of adult education providers for the prosperity region. The agency brings applications to the CEAC for review and deliberation. While the scope, content, and organization of activities may vary from region to region, priority for grant awards will be given to those with strategies for populations that include low income students, single parents, displaced homemakers, and individuals with multiple barriers to educational enhancement. Local applicants are expected to monitor performance outcome information and adjust program content and design to continuously improve achievement.

The Region 3 Career & Educational Advisory Council (CEAC) will review applications from local adult education providers, using the above criteria to determine the most appropriate selection of providers. Coverage for the entire region will be a local priority when reviewing applications and making determinations. The CEAC will then take its recommended providers to the local workforce development board. The recommendations will be reviewed and either approved or denied by the board. The board will share its determination with the adult education regional fiscal agent, Iosco Regional Educational Services Agency. If only one application is received, as was the case in 2015, Region 3 will rely on the assistance of the state Office of Adult Education in making the selection.

17. Memorandums of Understanding

Section 17. Copies of executed cooperative agreements or MOUs which define how all local service providers, including additional providers, will carry out the requirements for integration of and access to the entire set of services available in the local one-stop. This includes cooperative agreements (as defined in the WIOA Section 107(d)(11) between the local board or other local entities described in the WIOA Section 101(a)(11)(B) of the Rehabilitation Act of 1973 and the local office of a designated State agency or designated State unit administering programs carried out under Title I of such Act ((29 U.S.C. 720 et seq.) (other than Section 112 or Part C of that Title (29 U.S.C. 732, 741) and subject to Section 121 (f)) in accordance with Section 101 (a)(11) of such Act (29 U.S.C. 721 (a)(11)) with respect to efforts that will enhance the provision of services to individuals with disabilities and to other individuals, such as cross-training of staff, technical assistance, use and sharing of information, cooperative efforts with employers, and other efforts at cooperation, collaboration, and coordination.

Required Program	Local Partner	MOU	IFA
Title I: Adult, Dislocated Worker, Youth	MW!NC	n/a	n/a
	Little Traverse Bay Bands of Odawa Indians	7-1-17	Exempt
Title II: Adult Education	IRESA	7-1-17	\$9,453
	HLCS	7-1-17	\$2,230
Title III: Employment Services	MW!NC	n/a	n/a
	TIA Veterans Services (including Jobs for Veterans State Grant)	7-1-17	\$14,080
Title IV: Vocational Rehabilitation	Michigan Rehabilitation Services	7-1-17	\$5,351
	Bureau of Services to Blind Persons	7-1-18	\$0
Senior Community Service Employment	AARP	7-1-18	\$0
Carl D. Perkins programs: Postsecondary	North Central Michigan College	7-1-18	\$0
	Alpena Community College	7-1-17	\$0
	Kirtland Community College	7-1-18	\$0
Trade Act	MW!NC	n/a	n/a
Community Services Block Grant Act	None	n/a	n/a
Department of Housing and Urban Development	MSHDA	7-1-18	\$0
Unemployment Insurance Compensation	UIA	7-1-17	\$39,135
Second Chance Act	None	n/a	n/a
TANF	MW!NC	n/a	n/a
Non-Required Programs	Local Partner	MOU	IFA
Offender Success	Region 7B	10-1-17	\$14,641
Community Corrections	NEMCOG	11-1-17	\$3,105

18. Grant Recipient

Section 18. A description of the entity responsible for the disbursement of grant funds (Grant Recipient).

The Administrative Board and the WDB designate the Northeast Michigan Consortium as the grant recipient for all funds, including WIOA, which are allocated directly to the Administrative Board and/or WDB. Further, the Administrative Board and the WDB designate the Northeast Michigan Consortium as the administrative

entity for all funds, including WIOA, which are then allocated directly to the Administrative Board and/or WDB, or for which the Administrative Board/WDB have planning, implementation or oversight provisions as assigned by federal or state requirement.

Pursuant to the regulations of WIOA and in compliance with requirements established by the Governor of the State of Michigan, the Consortium shall develop plans and other grant documents for review and approval of the WDB and the Administrative Board. Upon approval and signatures of the WDB and Administrative Board Chairpersons, as appropriate to the funding source requirements, plans will be submitted to the Governor of the State of Michigan or other funding source(s) for approval.

19. Competitive Process for Grants

Section 19. A description of the competitive process to be used to award sub-grants and contracts in the local area for activities carried out under this title:

Competitive Proposals

Competitive proposals is the procurement methodology used for service provision, and for any situation when the lowest price is not necessarily the determining factor for award, and either a fixed price or cost reimbursement agreement will be awarded. The competitive proposal is appropriate when evaluation factors focus on approach, program design and outcomes; innovation; coordination and experience, in addition to price. [2 CFR Part 200.320(d)]

The following requirements are conducted by Northeast Michigan Consortium for all competitive proposals:

- a. An independent estimate of the cost/price prior to receiving proposals. [2 CFR Part 200.323(a)]
- b. Request for Proposals (RFP) must be publicized. RFPs must contain the specifications that provide a common understanding for the proposed goods or services and identify all the evaluation factors and their relative importance or weight in selection of successful bidders. Any response to publicized RFPs must be considered to the maximum extent practical. [2 CFR Part 200.320(d)(1)]
- c. Proposals will be solicited from an adequate number of qualified sources. [2 CFR Part 200.320(d)(2)]
- d. A written method for conducting technical evaluations of proposals received and for selecting recipients. [2 CFR Part 200.320(d)(3)]
- e. Contracts must be awarded to the responsible firm whose proposal is most advantageous to the program based on price and other evaluation factors. [2 CFR Part 200.320(d)(4)]
- f. Competitive proposal procedures may be used for qualifications-based procurement of architectural/engineering professional services whereby competitors' qualifications are evaluated and the most qualified competitor is selected, subject to negotiation of fair and reasonable compensation. [2 CFR Part 200.320(d)(5)]

20. Local Levels of Performance

Section 20. If available, the local levels of performance negotiated with the Governor and chief elected official(s) to be used to measure the performance of the local area and to be used by the local board for measuring the performance of the local fiscal agent (where appropriate), eligible providers under the WIOA Title I Subtitle B, and the one-stop delivery system in the local area. Local Boards are not required to provide or negotiate performance levels for those measures designated by USDOL as baseline measures as described in Section II.

Performance measures for Michigan Works! Northeast Consortium were negotiated with and approved by the Talent Investment Agency and communicated to the Michigan Works! Director via letter dated November 18, 2016. These are included in this plan as Attachment B.

21. High-Performing Board Strategies

Section 21. A description of the actions the local board will take toward becoming or remaining a high-performance board, consistent with the factors developed by the State board. For this section local boards shall include:

The WDB is committed to becoming a more effective board, through regular communications, training, regional partnership building, and the selection of appropriate board members. The WIOA supports the development of strong, vibrant regional economies where businesses thrive and people want to live and work. This revitalized workforce system will be characterized by three critical hallmarks of excellence:

- 1) The needs of business and workers drive workforce solutions;
- 2) One-Stop Centers provide excellent customer service to workers, jobseekers and employers, and focus on continuous improvement;
- 3) The workforce system supports strong regional economies and plays an active role in community, economic and workforce development.

In order to ensure that the local board is high performing, and holds the entire system accountable to a set of high quality standards, NEMC recently conducted a facilitated strategic planning process. This effort resulted in a strategic plan that identified strategies for the following:

- Coordination of the workforce system to achieve the vision of the board;
 - Professional development; and
 - Prioritization of workforce development activities.
-
- ***Effectiveness and continuous improvement criteria the local board will implement to assess their one-stop centers***

The WIOA maintains the nationwide system of One-Stop Centers, which directly provide an array of employment services and connect customers to work-related training and education. The WIOA furthers a high-quality One-Stop Center system by continuing to align investments in workforce, education and economic development with regional, in-demand jobs. The WIOA places a greater emphasis on One-Stop Centers achieving results for jobseekers, workers and businesses. The WIOA reinforces the partnerships and strategies necessary for One-Stop Centers to provide jobseekers and workers with the high-quality career services, training and education, and supportive services they need to get good jobs and stay employed, and to help businesses find skilled workers and access other supports, including training and education for their current workforce.

The Alpena One-Stop Operator will be working with the board and staff to continue development of evaluation criteria for continuous improvement and the specific assessment mechanisms for effectiveness of the Alpena One-Stop Center.

- Provide an annual assessment of the effectiveness of inter-program referral and feedback processes, as well as recommendations for continuous quality improvement, among programs such as:
 - Adult Education and Career Services;
 - Veterans' Services and Career Services;
 - Michigan Rehabilitation Services and Career Services.

- Provide an annual assessment of the effectiveness of partnerships among Northeast Michigan Consortium Michigan Works! with recommendations for continuous improvement and potential increased collaboration.
- Provide a spot-check functional analysis of the Alpena One Stop Center, to assess and make recommendations relative to potential issues with public relations, wait times, crowding in the Center, process flow, or other issues that inconsistent with the Northeast Michigan Consortium Michigan Works! customer service standards.
- *Mid-Cycle Update:* Through a competitive procurement process, MW!NC selected the Alpena Chamber of Commerce to serve as its One-Stop Operator. The entity will perform the roles and activities listed above, with a primary focus on customer service.

- ***A description of how the local board will allocate one-stop center infrastructure funds.***

The Alpena office is the only One-Stop center for MW!NC. In the local one-stop infrastructure funding mechanism, One-Stop partner programs can determine what funds they will use to fund infrastructure costs. The one-stop center infrastructure methodology is currently being developed and will be in place by the required deadline.

- *Mid-Cycle Update:* The Alpena office is the only One-Stop center for MW!NC and we have 6 Affiliate locations. In the local one-stop infrastructure funding mechanism, One-Stop partner programs can determine what funds they will use to fund infrastructure costs. MW!NC is using the methodology developed by the statewide system of Michigan Works! agencies. The cost methodology is allocated based on Full-Time Equivalencies (FTEs) providing services in the comprehensive center and the Affiliate locations. These FTEs are negotiated on a yearly basis with partners and are reflected in Infrastructure Funding Agreements (IFAs), as attached to the Memorandums of Understanding (MOU). The cost methodology for infrastructure contributions by required partners who are not co-located in the service center is based on number of participants in our zip codes, then given an FTE based on that number.

- ***A description of the roles and contributions of one-stop partners, including cost allocation.***

MW!NC will work closely with all system programs and partners to ensure access to services at local One Stop centers. The Alpena office is the only One-Stop center for MW!NC. Costs associated with that office are allocated by actual square footage of staff offices. The partners pay rent monthly per their signed leases. Included in the leases are proportionate share of cost such as, utilities, cleaning, snow removal, lawn care, supplies, etc. MW!NC coordinates activities and services with all required One Stop Partners to ensure program availability to customers.

- *Mid-Cycle Update:* Some partners provide services either in-person or via technology within the centers, including MRS, UIA, and TIA Veterans' services. Other partners provide services within the local area but at various community locations. MW!NC works closely with all system programs and partners to ensure access to services at local One Stop centers. The partners pay shared costs based on the number of FTE's and are determined by the Infrastructure Funding Agreement. MW!NC coordinates activities and services with all required One Stop Partners to ensure program availability to customers.

22. Individual Training Accounts

Section 22. A description of training services outlined in the WIOA Section 134 (Adult and Dislocated Worker) will be provided through the use of individual training accounts including:

Training services are provided to equip individuals to enter the workforce and retain employment. Under the Workforce Innovation and Opportunity Act (WIOA), a program of training services includes a structured

regimen that leads to specific outcomes. A program of training services is one or more courses or classes, or a structured regimen that leads to:

- a) A recognized post-secondary credential, secondary school diploma, or its equivalent;
- b) Employment; or
- c) Measurable skill gains toward such a credential or employment.

Training services are available for individuals, who after an interview, evaluation or assessment and case management, are determined to be unlikely or unable to obtain or retain employment that leads to self-sufficiency or higher wages from previous employment through career services alone. The participant must be determined to be in need of training services and possess the skills and qualifications to successfully participate in the selected program.

Training services are available to eligible participants through Individual Training Accounts. Training programs must be on the State's Eligible Training Provider List in order for participants to utilize an Individual Training Account (ITA). The State's Eligible Training Provider List is found on the PMTC under career exploration at the **Michigan Training Connect (MiTC)** at www.mitalent.org. The training program must be a "stand-alone" training component to qualify as an ITA. Registered Apprenticeship programs automatically qualify to be on the list of eligible training providers as long as the Registered Apprenticeship program remains registered. ITAs can be used to support pre-apprenticeship training, training tuition for a Registered Apprenticeship program to the training provider, and work-based training options.

- ***If contracts for training services will be used.***

No contracts for training services are planned at this time. While contracts may be an effective means for training a full class in order to fill an immediate labor market gap, our rural region and small population density makes it difficult to achieve the minimum enrollment required. If at a future date, contracts for training services are desired by the local board and conditions merit their use, this plan will be revised.

- ***Coordination between training service contracts and individual training accounts.***

No contracts for training services are planned at this time. If at a future date, contracts for training services are desired by the local board and conditions merit their use, this plan will be revised and coordinated with ITAs.

- ***How the local board will ensure informed customer choice in the selection of training programs regardless of how the training services are to be provided.***

Use of the MiTC helps to ensure customer choice in available program options. Case management staff work with the participant to review all available options. However, additional support of customer choice is a planned strategy for the local area. One of the regional strategies identified during the planning process is to develop a publication that provides information on occupational programs for in-demand industries. This publication, when developed, will be made available to all customers in the one-stop centers.

23. Public Comment

Section 23. A description of the process used by the local board, consistent with Section III, to provide a 30-day public comment period prior to submission of the plan, including an opportunity to have input into

development of the local plan, particularly for representatives of businesses, labor organizations, and education.

A copy of the plan will be available for public review at www.discovernortheastmichigan.org for 30 days starting May 29, 2018. Comments may be sent to General@nemcworks.org. Public notification of plan availability for review is included on Facebook, twitter, and in all local newspapers.

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Members of the local board, CEAC, WDB, and members of the public, including representatives of business, education and labor organizations, are encouraged to review the plan and submit comments.

Any comments that express disagreement with the plan will be forwarded to TIA along with the plan. In addition, the MWA will maintain documentation on file for monitoring by the TIA. The complete plan and comments on the plan will be maintained at the Administrative Office of MWA in Onaway.

In accordance with the Americans with Disabilities Act (ADA), the plan will be available in alternate formats as necessary upon request.

24. Integrated Case Management Information System

Section 24. A description of how one-stop centers are implementing transitioning to an integrated, technology-enabled intake and case management information system for programs carried out under the WIOA and by one-stop partners.

Integration of services is ensured through the use of the One-Stop Management Information System. The One-Stop Management Information System is a database system with numerous key features and components. Each component makes use of a single applicant record that contains all of the information about that person. The One-Stop Management Information System is Web-based, enabling it to be accessed from any site that has an Internet connection. A login process maintains security for the system. Service providers enter services to customers into the One-Stop Management Information System database as they are provided. Data can only be entered by, and is only displayed to, users who have permission to see and use the information.

Information entered is available immediately after entering the data. The One-Stop Management Information System tracks all services provided to a claimant regardless of the provider or the provider's location. It is a flexible system that allows for the adding of modules or features with relative ease. Enhancements to the components of the One-Stop Management Information System are implemented on a continuous basis to include reporting modifications and to simplify data entry and tracking for all programs. In addition, the customer relations software, Salesforce, has been implemented across the local area to assist BSPs in delivery and tracking quality service provided to employers.

25. Local Priority of Service

25. A description of the local priority of service requirements.

Priority of service will be provided to individuals who are:

- Recipients of public assistance, OR
- Other low-income individuals, OR
- Basic skills deficient.

Others may also be served, as long as those who belong to one of the above groups are given priority. Per the Jobs for Veterans Act and other applicable regulations, Veterans and eligible spouses who also belong to one of the priority groups receive priority over all others.

The Executive Director may determine that only those in the priority groups may be served, based on funding availability, participant enrollments, number of applicants, and strategic priorities of the organization.

The Local Policy – Priority of Service is Attachment E to this plan.

26. Coordination of Workforce Investment Activities and Rapid Response Activities

Section 26. A description of how the local board will coordinate workforce investment activities carried out in the local area with statewide rapid response activities.

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

The WIOA holds States responsible for the provision of Rapid Response services. The TIA maintains responsibility for ensuring compliance with federal and state requirements, implementation of program initiatives, and providing support, guidance, technical assistance and financial resources to the local service delivery areas. As such, the TIA WIOA Section will remain the State’s designated recipient of Worker Adjustment Retraining Notification (WARN) Act notice to fulfill its statutory requirements. MW!NC, along with other key partners, will act in coordination during all layoffs.

MW!NC Rapid Response strategies include:

- Convening, facilitating, and brokering connections, networks and partners;
- Strategic planning, data gathering and analysis designed to prepare for, anticipate, and manage economic transition;
- Informational and direct reemployment services for workers; and
- Solutions for businesses in transition, growth, and decline.

See Local Board Rapid Response Policy Attachment A.

27. Rapid Response Activities

Section 27. A description of Rapid Response activities.

MW!NC provides the following Rapid Response activities:

- a. Initial RR meeting with the company and union officers (if applicable).
- b. Worker orientation meetings for employees: these meetings include presentations by MWA service providers and provide information on employment services; WIOA-funded career services (basic and individualized) and training services; Trade Adjustment Assistance, if applicable; special population services (Michigan Rehabilitation Services, Veterans’ services); and local/community services (United Way, local community colleges, credit union counseling, etc.). Collaboration with other state agencies (e.g., Office of Retirement Services, Friend of the Court) are planned as needed. Michigan Unemployment Insurance Agency representatives may also participate in worker orientation meetings and provide information on how to file/claim unemployment insurance benefits
- c. Establishment and organization of a Joint Adjustment Committee (JAC). A JAC is an ad hoc group of workers and managers who organize to provide adjustment services on behalf of the employees who are about to lose their jobs due to a plant closure or a mass layoff. The purpose of a JAC is to help

displaced workers make a successful transition to a satisfactory job or training in the shortest possible time. If employers and union concur, and conditions are supportive, a JAC will be established per PI 06-12 and PI 18-13. MW!NC will collaborate with TIA TIA/WDA-designated Dislocated Services Section representative assigned to coordinate Rapid Response activity in the area.

- d. Layoff Aversion IWT, which includes an assessment of the potential for averting layoffs in consultation with the State or local economic development agencies, including private sector economic development entities and other key partners, up to a year in advance of an actual or potential dislocation event. Special attention and reference should be given to the timeframes and activities charted in the USDOL TEN 9-12. IWT is the actual employment and training instrument to upgrade and alter skills to maintain employment or transition to similar employment, a preventative measure, to save jobs, increase economic productivity, and decrease the negative impacts of unemployment. Reference the USDOL Training and Employment Guidance Letter (TEGL) 30-09, the USDOL TEN 9-12, and the TIA PI 12-02.
- e. State Adjustment Grants (SAGs) are additional increments to a local area's Dislocated Worker formula funding award to meet documented funding deficits. MWAs may request additional funding for a single or multiple dislocation event(s) via a SAG, following the application process outlined in the SAG PI 12-32. The process includes review of the application and supporting documents and negotiation with the MWA to finalize the award. The TIA 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 TIA.
- f. National Dislocated Worker Grants (NDWGs) are another form of assistance provided to dislocated workers. NDWGs are discretionary grants awarded by the Secretary of Labor to provide employment-related services for dislocated workers in specific circumstances. The TIA and local MWAs work together to develop the application and project design for a NDWG, in response to a specific dislocation event.
- g. The local area's policy describing how the local workforce development board will coordinate workforce investment activities carried out in the local area with the aforementioned statewide Rapid Response activities provided by the TIA to address actual or potential dislocation events is attached to this plan as Attachment A.

Attachment A: Local Policy - Rapid Response



 LOCAL POLICY: RAPID RESPONSE & LAY-OFF AVERSION

Policy Effective Date:	February 28, 2018
Board approval Date:	February 28, 2018
To:	All Staff
Subject:	Rapid Response
Programs Affected:	WIOA Adult and Dislocated Worker
Purpose:	To provide policy and identify strategies for implementing an effective rapid response system in the local area
Rescissions:	15 Local Rapid Response Policy
References:	Workforce Development Agency WIOA Manual

Background

THE PURPOSE OF RAPID RESPONSE IS TO PROMOTE ECONOMIC RECOVERY AND VITALITY BY DEVELOPING AN ONGOING, COMPREHENSIVE APPROACH TO IDENTIFYING, PLANNING FOR AND RESPONDING TO LAYOFFS AND DISLOCATIONS AND PREVENTING OR MINIMIZING THEIR IMPACTS ON WORKERS, BUSINESSES AND COMMUNITIES. RAPID RESPONSE IS A PRIMARY GATEWAY TO THE WORKFORCE SYSTEM FOR BOTH DISLOCATED WORKERS AND EMPLOYERS AND IS A COMPONENT OF A DEMAND-DRIVEN SYSTEM.

SUCCESSFUL RAPID RESPONSE PROGRAMS ARE FLEXIBLE, AGILE AND FOCUSED ON PROMPTLY DELIVERING COMPREHENSIVE SOLUTIONS TO BUSINESSES AND WORKERS IN TRANSITION. RAPID RESPONSE, WHEN OPERATED SUCCESSFULLY, DELIVERS ON THE PROMISES THAT THE WORKFORCE SYSTEM MAKES TO BUSINESSES, WORKERS AND COMMUNITIES—TO PROVIDE ECONOMICALLY VALUABLE SOLUTIONS TO BUSINESSES AND CRITICALLY IMPORTANT SERVICES TO WORKERS AT THE TIME WHEN THEY ARE MOST NEEDED.

Policy

MW!NC will implement the Rapid Response local strategies listed below to take an ongoing, comprehensive approach to planning, identifying, and responding to layoffs, and preventing or minimizing their impacts whenever possible.

LOCAL RAPID RESPONSE STRATEGIES

To ensure high quality and maximum effectiveness, successful Michigan Works! Northeast Consortium (MW!NC) Rapid Response strategies will include at least the following:

- Business Service Coordinator and/or Business Service Professionals (BSPs) will Convene, Facilitate, and Broker Connections, Networks, and Partnerships to ensure:

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- Effective Rapid Response networks are developed and maintained with employers by engaging them in business-focused contexts such as chambers of commerce, civic clubs, or industry meetings and conventions, in order to ensure they are educated about their responsibilities to issue notifications of layoffs or closures. These engagements can be a starting point for relationships long before a dislocation occurs, allowing for the recognition of early warning signs. Employers who are approached in this manner are more open to working together at all points during the business life cycle to achieve the best outcomes for their workforce and ultimately the business' viability.
- Layoffs can be identified in a variety of ways, including but not limited to; discussions with employer representatives or employees, meetings with organized labor, increased Unemployment Insurance claims, press attention, a WARN Act notice or Trade Act petition. BSPs will regularly and proactively monitor all of these notification channels.
- Effective Rapid Response and layoff aversion strategies will be implemented via strong, diverse partnerships with:
 - Economic Development
 - Education Providers
 - Business Associations
 - Other State and Local Governmental Organizations
- Business Services Coordinator and/or Business Service Professionals (BSPs) may participate in Strategic Planning, Data Gathering and Analysis Designed to Prepare for, Anticipate, and Manage Economic Transition to ensure:
 - All partners in the Rapid Response network have access to real-time information on layoffs and growth, as well as information on available skilled workers for growing companies
 - The network develops early warning networks and systems to understand economic transition trends within industries, communities, or at specific employers, and plan strategies for intervention when necessary and appropriate
 - Strategic planning and data gathering and analysis are not only a function of Rapid Response, but of the local area's larger demand driven system
- Business Services Coordinator and/or Business Service Professionals (BSPs) will provide Information and Direct Reemployment Services for Workers in MW!NC area regarding:
 - The widest array of services possible based on the needs of the workers and the employer, and;
 - Provision of information and access to unemployment compensation benefits and programs, comprehensive One-Stop services, and employment and training activities (including information on the Trade Adjustment Assistance Program, Pell Grants, the GI Bill and other resources) will be present in strategies
- Business Services Coordinator and/or Business Service Professionals (BSPs) will provide Solutions for Businesses in Transition, Growth and Decline by:
 - Building and maintaining relationships with employers across the business cycle;
 - Multiple on-site visits in response to a WARN Act notice;
 - Using the Business Solutions model, MW!NC BSPs will identify companies that may benefit from layoff aversion strategies and activities which may include:
 - Providing assistance to employers in managing reductions in force, which may include early identification of firms at risk of layoffs, assessment of needs of

and options for at-risk firms, and the delivery of services to address these needs as provided by WIOA.

- Ongoing engagement, partnership, and relationship-building activities with businesses in the community, in order to create an environment for successful layoff aversion efforts and to enable the provision of assistance to dislocated workers in obtaining re-employment as soon as possible.
- Developing and managing incumbent worker training programs or other worker up-skilling approaches such as WIOA Incumbent Worker Training, Customized Training funds and Skilled Trades Training Fund.
- Connecting companies to:
 - Short-time Compensation or other programs designed to prevent layoffs or quickly re-employ dislocated workers available under Unemployment Insurance programs;
 - Economic development activities at the Federal, State, and local levels, including available State and local business retention and expansion activities;
 - Business-focused organizations that may work collaboratively with the network to assess risks to companies, propose strategies to address those risks, implement services, and measure impacts of services delivered;
 - Proactive measures that will identify opportunities for potential economic transition and training needs in growing industry sectors or expanding businesses; and
 - Short-term, on-the-job, or customized training programs and apprenticeships before or after layoff to help facilitate rapid reemployment.

WIOA Incumbent Worker Training will be a layoff aversion strategy, coordinated by the BSP. Training will be designed to meet the special requirements of an employer (including a group of employers in partnership with other entities). Incumbent Worker Training will support a company's efforts to diversify, stabilize, and ensure employee retention.

All Rapid Response activities will be conducted from a demand-driven perspective. While the workforce system is focused on engaging with high growth industries, its ultimate goal is ensuring that both hiring employers, and those facing layoffs, are provided with the resources needed to assist in the transition of unemployed workers into in-demand positions.

RESPONDING TO A WARN OR OTHER DISLOCATION EVENT

Michigan Works! Northeast Consortium will work collaboratively with Rapid Response contacts at the State of Michigan's Rapid Response Unit in response to dislocation events within the local area.

The Business Services Coordinator, with the assistance of the BSP, will ensure that Rapid Response activities including scheduling and facilitating Rapid Response and Worker Orientation meetings, Joint Adjustment Committees (JACs), State Adjustment Grants (SAGs), and National Dislocated Worker Grants (NDWGs) and partners are included in each step of the Rapid Response process. The MW!NC lead Rapid Response representative is:

Collin Hoffmeyer CBSP,
Business Services Coordinator
20709 State St.

Onaway, MI 49765

(989)733-8548 ext. 2324

hoffmeyerc@nemcworks.org

RECEIPT OF NOTIFICATION

When TIA WIOA Rapid Response staff or MW!NC staff receives information regarding the event, they will immediately contact the other to start the response process. Any MW!NC staff hearing of a layoff, regardless of the number of employees being laid-off, must notify the Business Services Coordinator and/or local BSP. The Business Services Coordinator and/or BSP will immediately gather information and complete the Non-WARN Database Reporting form (Attachment B) on ALL layoff situations, other than temporary layoffs, even if it is only 2 people and a worker orientation isn't required. Upon completing the Non-WARN Database Reporting form, the BSP will submit to the Business Services Assistant. The Business Services Assistant will submit to TIA as necessary and save in the appropriate folders.

- A mutual determination will be made as to who will contact the employer. Whomever contacts the employer will attempt to secure the following information:
 - Company Name (including address and telephone number)
 - Company Contact Name and Title
 - Description of the business, including North American Industry Classification System (NAICS) code
 - Type of dislocation (Mass Layoff or Plant Closure)
 - Notification type (WARN, news article, letter, phone call, other)
 - Number of impacted workers and total workers at the facility
 - Brief description of impacted employee skill sets and corresponding occupations that can be linked to a Standardized Occupational Classification code
 - Identification of potential days and times for a Rapid Response meeting and/or Worker Orientation
- A determination will be made as to what other partners need to be notified and how they will take part in the process. Other partners may include:
 - Unemployment Insurance Agency (UIA)
 - Michigan Economic Development Corporation
 - Local Economic Development
 - Department of Health and Human Services
 - United Way
 - Union Official
- The lead contact will be responsible for the timely dissemination of information to other partners and key stakeholders to ensure accurate and up-to-date information is available and communicated.

MW!NC as Lead Staff

If the Business Services Coordinator and/or BSP are the lead contact, they will make initial contact with a company official; obtain additional information about the dislocation event, as well as two preferable dates for a Rapid Response Meeting and/or a Worker Orientation. Within 48 hours, the Business Services Coordinator will contact the TIA WIOA Rapid Response staff and other key partners to confirm the Rapid Response Meeting date and to share information about the event. If employees are covered by a collective bargaining agreement, the local union officials will also be contacted by either the Business Services Coordinator or BSP regarding organized labor's participation in the Rapid

Response Meeting and/or Worker Orientation. The TIA WIOA staff will remain responsible for arranging UIA representation at the Rapid Response Meeting and Worker Orientation. If UIA staff are not physically available to participate, the TIA will try to make arrangements for their participation via a webinar, conference call or through other technological means. If UIA staff is unable to participate, the Business Services Coordinator or BSP will direct Rapid Response and Worker Orientation participants to UIA's website regarding information about filing for unemployment benefits on-line at www.michigan.gov/uia MW!NC Business Services team will be lead for smaller layoffs when TIA is not directly involved.

NOTE: *Materials brought to Orientation can be found in NEMCSA FORMS/BSP/ BSP Rapid Response Events and Non-WARN Reporting.*

TIA as Lead Staff

With the designated TIA WIOA Rapid Response staff as the lead contact, they will make initial contact with a company official; obtain additional information about the dislocation event, as well as two preferable dates for a Rapid Response Meeting and/or a Worker Orientation. Within 24-48 hours, the TIA WIOA Rapid Response staff will contact the Business Services Coordinator and other key partners to confirm the Rapid Response meeting date and to share information about the event. If employees are covered by a collective bargaining agreement, the local union officials will also be contacted by the TIA staff regarding organized labor's participation in the Rapid Response Meeting and/or Worker Orientation. The TIA WIOA staff will contact the UIA to arrange for representation at the Rapid Response Meeting and Worker Orientation.

- As mentioned above, when a meeting date is determined (whether for Rapid Response or for a Worker Orientation) the TIA will remain responsible for securing UIA representation.

RAPID RESPONSE AND WORKER ORIENTATION MEETINGS

MW!NC will utilize the Business Solutions Professional (BSP) approach as framework for effective communication and action. The BSP model provides a common/shared process that helps build relationships, provides solutions, and makes connections throughout the workforce, education and economic development arenas.

- **Rapid Response (RR) Meeting:**

The initial Rapid Response meeting shall include the MW!NC Business Services Coordinator, local BSPs, TIA WIOA Rapid Response staff, other local partners as necessary, company officials and employee representation (union or other). The meeting is intended to discuss business services and solutions that may avert or lessen the impact of the layoff. Each partner has a role in the meeting that adds value to the process as a whole. A Rapid Response meeting must include:

- The opportunity to gather information regarding the lay-off, timelines, and demographic information and skill sets of the affected workers. Key questions to ask include:
 - What is the reason for the closing or downsizing?
 - Are there any specific resources that can be provided to prevent or lesson the closing or downsizing?
 - What other departments or divisions within the business may be impacted by the closing or downsizing? What other companies may be impacted by the closing or downsizing?
 - Are layoffs occurring in other locations or states?

- Confidentiality is key. When will the information be made public? When will impacted employees be notified?
 - In addition to the questions above, additional questions that may be asked as part of the Rapid Response meeting are included in Attachment A (RR Data Form). The information from the RR Data Form(Attachment A), along with the Dislocated Worker Survey data is used to:
 - Keep the Governor fully informed of dislocation events and their potential impact on local communities;
 - Respond to Legislative and other inquiries;
 - Enable the TIA to make informed budgetary decisions with respect to allocation of State Adjustment Grants (SAGs) and WIOA discretionary funding; and
 - Comply with federal reporting requirements to include the maintenance of layoff information in the TIA’s WARN database
- Dissemination of information to assist both the business and worker through the transition to reemployment.
 - The TIA WIOA Rapid Response staff will provide overall information from a state perspective. The Business Services Coordinator and/or BSPs will provide information on employment services, including Pure Michigan Talent Connect, WIOA services, and other resources and services available at the local One-Stop Service Center(s). They will also provide copies of marketing brochures, or other printed materials regarding participant services.
- Worker Orientation Meeting
 - At the conclusion of a Rapid Response meeting and upon agreement by the company, a Worker Orientation meeting(s) will be scheduled to provide information on available services to the impacted employees. The meeting may not always follow a Rapid Response (leadership) meeting due to timing of the layoff or lack of cooperation from an employer.
 - The MW!NC Business Services Coordinator, or the BSPs, will have responsibility for the following items:
 - Confirming the date(s) and time(s) of the Worker Orientation meeting(s);
 - Arranging for the participation of partners from the local One-Stop Service Centers and other community agencies to present information, such as, Michigan Rehabilitation Services (MRS), Veterans’ Services, MW!NC Trade Adjustment Assistance (TAA), Wagner-Peyser (W-P), and WIOA Career Services staff, Michigan Unemployment Insurance Agency, local training providers, etc.; and
 - Providing informational materials on available services at the One-Stop Service Centers.
 - If the company does not agree to an on-site Worker Orientation meeting(s), the MW!NC Business Services Coordinator or the BSPs will attempt to arrange for an alternative date and location to meet with impacted workers as a group or individually as necessary and/or provide informational packets that can be distributed to impacted workers.
 - If the parties agree to schedule a Worker Orientation meeting(s) at a later date, the MW!NC Business Services Coordinator or the BSP will serve as the contact for the parties involved and organize the meeting(s) as specified

above. The TIA WIOA staff will transmit the request to the UIA with the meeting date, time, and location. Upon receipt of confirmation that a UIA representative will attend, the TIA WIOA staff will notify the MW!NC Rapid Response staff. When UIA cannot support a worker orientation with a speaker, either in person, via a webinar, or conference call, the MW!NC will direct impacted workers to the UIA's website regarding information about filing for unemployment benefits. MW!NC staff should not answer Unemployment Insurance (UI)-related questions; rather those are to be referred to the UIA Employee Hotline at (800) 500-0017 or to www.michigan.gov/uia

- In addition, the Business Services Coordinator and/or BSPs will distribute the Dislocated Worker Survey to impacted workers as detailed in the 16 Local Dislocated Worker Survey policy, which can be found in Alpena/NEMCSA Forms/Policy/16 Local Dislocated Worker Survey.

INABILITY TO SCHEDULE A RAPID RESPONSE OR WORKER ORIENTATION MEETING

If it is not feasible to schedule a Rapid Response or Worker Orientation Meeting or the employer does not agree to on-site meetings, the MW!NC will attempt to obtain the information in the RR Data Form (Attachment A) to be shared with the Rapid Response Team and arrange for One-Stop and partner services printed information to be distributed to the impacted employees.

BUSINESS CLOSURE WITHOUT PRIOR NOTIFICATION

Rapid Response and Worker Orientation meetings may be held in situations involving fewer than 50 employees at the discretion of the MW!NC Business Services team and the employer. MW!NC and TIA staff will mutually agree if WIOA Rapid Response staff participation is necessary for meetings involving Non-WARN events.

When a business closes without prior notification, the RR Data Form (Attachment A) will be completed by the MW!NC BSP, to the best of their ability, and emailed to the Business Services Assistant who will forward to the TIA WIOA Rapid Response Coordinator and fax to the TIA WIOA Section, Attention: Ms. Teresa Keyton at 517-373-7794.

JOINT ADJUSTMENT COMMITTEES (JACS)

BSPs may assist in the establishment of a Joint Adjustment Committee (JAC) if desired by both management and union officials, per WDASOM Policy Issuance 06-12. The JAC may devise and oversee an implementation strategy that respond to the reemployment needs of the workers and may be established at any point during the plant closing or downsizing process.

The role of Michigan Works! Northeast Consortium in the establishment of a Joint Adjustment Committee will be to connect the employer with WDASOM staff for potential neutral chairperson assignment or funding.

MW!NC will not act as the neutral chairperson, or will staff convene or select committee members. The function of the JAC will be led by the neutral chairperson and will not involve MW!NC staff members.

STATE ADJUSTMENT GRANTS (SAGS)

MW!NC may request SAG funding for a single or multiple dislocation event(s) using the SAG application form in the WIOA Manual. It may be used for statewide Rapid Response activities to provide additional assistance to local areas that experience mass layoffs, plant closings, or other events that precipitate increases in the number of individuals seeking dislocated worker services. Activities funded by these grants must be consistent with the WIOA Dislocated Worker (DW) guidelines.

Criteria that would necessitate application for a SAG include:

- 85% obligation of local Dislocated Worker funds; or
- Local and/or regional unemployment rate is 2% or higher than the state unemployment rate; or
- An actual or potential dislocation event(s) that will impact 50 or more workers in the MW!NC local and/or regional area;
- Mass layoff numbers that exceed the capacity of current staff to adequately provide Dislocated Worker services
- Needs of the affected worker pool, such as basic literacy skills development, GED, and/or significant upgrades in skill level in order to obtain suitable employment.

Determination of the need for a SAG application, using the above criteria, will be made by MW!NC administrative staff.

NATIONAL DISLOCATED WORKER GRANTS

MW!NC will apply for National Dislocated Worker Grants (NDWG), in conjunction with the State of Michigan Rapid Response Unit, if available, for additional resources to assist in providing Dislocated Worker services. Criteria governing the need for NEG application include the criteria listed above for SAG application, as well as ascertaining the state's ability to provide resources via SAG funding source.

Determination of the need for a NDWG application, using the above criteria, will be made jointly by MW!NC administrative staff and the WIOA Rapid Response Coordinator.

Company Name:

Date:

Address:

Company Contact:

City/State/ZIP:

Contact Information:

1. How many workers are impacted by this event? _____

2. What shifts do the impacted workers work? _____

3. Are workers represented by one or more Unions? Yes No

3.a.

Union Name:	
Contact Person:	

Union 1

Union Name:	
Contact Person:	

Union 2

4. How many impacted workers are Salaried?

5. Will this layoff be in mass or incremental? Mass Incremental

5.a. When will this layoff begin? _____

5.b. What is the layoff schedule? _____

6. Is production being transferred to another plant/facility? Yes No

6.a. Is it being transferred offshore? Yes No

7. What is the wage range of the impacted workers? _____

8. What is the average wage of the impacted workers? _____

9. What is the average age of the workers? _____

10. What is the male to female ratio? _____ Male _____ Female

11. Are there any veterans in the affected group? _____

12. Where do the workers commute from? _____

13. What is the average tenure of the workforce? _____

14. What are the top 5 job titles of the impacted workers, by order of number of workers?

1. _____ Workers: _____

- 2. _____ Workers: _____
- 3. _____ Workers: _____
- 4. _____ Workers: _____

15. Is there any type of additional pay package? Yes No

16. How will impacted workers be paid their earned vacation?
 Lump Sum Pro-Rated None

17. What affiliated companies (security, trucking, janitorial, etc.) might be affected by this layoff?

- 1. _____
- 2. _____
- 3. _____

18. Do all employees have a HSD or GED? Postsecondary education?
 Yes No Yes No

19. Do any of the impacted workers use a primary language other than English?
 Yes No

What other primary languages are used?

- 1. _____
- 2. _____
- 3. _____

20. Do any of the impacted workers require assistive technology because of hearing or sight impairment?
 Yes No

21. Are there facilities on site to conduct meetings? Yes No

Additional information from RR staff:

MWA, Prosperity Region: _____

Notification Type: _____
(WARN letter; Phone call; News Clip; Letter; Other)

Layoff Reason(s): _____

(Not Reported; Company Sold; Bankruptcy; Financial Trouble; Operations Transferred; Company Restructured; Unprofitable; Reduced Business/Work; Merger/Acquisition; Other; Indeterminable)

Type of Business/Parent Company: _____

NON-WARN DATABASE REPORTING FORM

RR Staff _____ Status _____ Notice No. _____
(A=Active; C=Complete)

I. Company Information

Company: _____

Site Address/City/Zip: _____

County/ _____

MW!NC Name/#: _____/_____

Contact Name and Title: _____

Contact Address: _____

Contact Phone: (_____) _____ ext. _____ Contact Fax: (_____) _____

Contact Email Address: _____

Type of Business: _____

SIC Code(s): _____; _____; _____; _____ NAIC Codes: _____; _____

II. Incident Demographics

Number of Affected Employees:

Total employees at site: _____

Total employees laid off: _____

III. Incident and Notification Information

Date Rec'd: _____ First Contact Date: _____

Incident Type: _____ (1=Plant Closing; 2=Mass Layoff; 3=Plant Crisis; 4=Transfer)

Notification Type: _____ (1=WARN letter; 2=Phone call; 3=News Clip; 4=Letter; 9=Other)

Layoff Reason(s): _____; _____; _____ (0=Not Reported; 1=Co. Sold; 2=Bankruptcy; 3=Financial Trouble; 4=Operations Transferred; 5=Company Restructured; 6=Unprofitable; 7=Reduced Business/Work; 8=Merger/Acquisition; 9=Other; 10=Indeterminable)

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Incident and Notification Information (cont.)

First Layoff Date: _____/_____/_____

Final Layoff Date/Closing: _____/_____/_____

Union-Related Information

Union Local: _____ Union Members Laid Off: _____

IV. Response and Delivery Service Information

Type of Response: _____ (0=Unknown; 1=RRT; 2=Phone Contact; 3=No Response; 4=Other; 5=Unknown)

Service Vehicles: _____; _____; _____ (1=In-House Labor Mgmt Committee; 2=Union-Sponsored Task Force; 3=On-Site Resource Center; 4=Outplacement Agency; 5=JAC; 6=MW!NC; 7=UIA; 8=Peer Counseling)

Employee Services

Worker Orientation Meetings

Meeting Dates: _____, _____, _____

Check Box if:

Trade Adjustment Assistance

Auto Related

Applied for TAA/ATAA

Application Approved

Company At Risk

Application Date: _____

Certification Date: _____

Application Denied

COMMENTS:

Attachment B: **Negotiated Levels of Performance for PY 2016**

**Workforce Development Activities (Title I of WIOA)
Wagner-Peyser Act (as amended by Title III of WIOA)
Negotiated Levels of Performance for PY 2016**

Michigan Works! Northeast Consortium

Workforce Development Activities

<u>Adult</u>	<u>PY 2016</u>
Employment Rate 2 nd Quarter after Exit	82.0%
Employment Rate 4 th Quarter after Exit	73.0%
Median Earnings 2 nd Quarter after Exit	\$5,820
Credential Attainment within 4 Quarters after Exit	52.0%
<u>Dislocated Worker</u>	
Employment Rate 2 nd Quarter after Exit	88.0%
Employment Rate 4 th Quarter after Exit	79.0%
Median Earnings 2 nd Quarter after Exit	\$6,800
Credential Attainment within 4 Quarters after Exit	62.0%
<u>Youth</u>	
Employment or Placement Rate 2 nd Quarter after Exit	61.0%
Employment or Placement Rate 4 th Quarter after Exit	68.0%
Credential Attainment within 4 Quarters after Exit	48.0%

Wagner-Peyser Act

Employment Rate 2 nd Quarter after Exit	63.0%
Employment Rate 4 th Quarter after Exit	64.0%
Median Earnings 2 nd Quarter after Exit	\$5,375

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Attachment C: Local Policy – Individual Who Requires Additional Assistance

LOCAL POLICY: (YOUTH) INDIVIDUAL WHO REQUIRES ADDITIONAL ASSISTANCE

Policy Effective Date:	February 28, 2018
Board approval Date:	February 28, 2018
To:	All Staff
Subject:	Individual Who Requires Additional Assistance
Programs Affected:	WIOA Youth
Purpose:	To locally define “Individual Who Requires Additional Assistance” and provide guidance for this WIOA Youth eligibility criteria
Rescissions:	Individual Who Requires Additional Assistance 7-1-2015
References:	Workforce Development Agency WIOA Manual

Background

In addition to economic eligibility criteria, WIOA Youth participants must also have one or more specific Barriers. Those Barriers are defined by WIOA Law and Regulations, and are cited in the Workforce Development Agency WIOA Manual, Chapter 3. However, MWAs have the ability to define additional barriers that can meet this eligibility criterion.

Policy

The Michigan Works! Northeast Consortium workforce development board has determined that the following may be used to determine a Youth Who Requires Additional Assistance:

- Have repeated at least one secondary grade level or are one year over age for their grade;
- Have a core grade point average of less than 1.5;
- For each year of secondary education, are at least two semester credits behind the rate required to graduate from high school;
- Are emancipated youth;
- Have aged out of foster care;
- Are previous dropouts, have been suspended five or more times, or have been expelled;
- Have court/agency referrals mandating school attendance;

- Are deemed at risk of dropping out of school by a school official;
- Have been referred to or are being treated by an agency for a substance abuse related problem;
- Have experienced recent traumatic events, are victims of abuse, or reside in an abusive environment as documented by a school official or other qualified professional;
- Have serious emotional, medical, or psychological problems as documented by a qualified professional;
- Have never held a job;
- Have been fired from a job within the 12 months prior to application;
- Have never held a full-time job for more than 13 consecutive weeks;
- Reading below the 8th grade level as determined by the TABE test;
- Performing below the 8th grade level in mathematics as determined by the TABE test.

Not more than five percent of **new** In-School Youth enrollments during a program year may be individuals with “Youth Who Requires Additional Assistance” as their sole barrier for eligibility purposes.

This **limitation** is applied on a Program Year basis. Therefore the limitation applies to all participants enrolled within each individual program year, not at one specific point in time.

The above **definition** will apply to Out-of-School as well.

Attachment D: Local Policy - Supportive Services and Local Policy – Needs
Related Payments



LOCAL POLICY: SUPPORTIVE SERVICES FOR ADULT, DISLOCATED WORKER & YOUTH

Policy Effective Date:	February 28, 2018
Board approval Date:	February 28, 2018
To:	All Staff
Subject:	Supportive Services for Adult, Dislocated Worker & Youth
Programs Affected:	WIOA Adult, Dislocated Worker & Youth
Purpose:	To establish required policy regarding the determination of need, documentation, and payment of supportive services
Rescissions:	Local Supportive Services and NRPs (Youth NRP Only) (WDB Approval October 16, 2017)
References:	Workforce Development Agency WIOA Manual USDOL Training & Employment Guidance Letter 19-16

Background

The Workforce Innovation & Opportunity Act (WIOA) allows local areas to provide Supportive Services to eligible participants. The decision to provide Supportive Services rests with the local Workforce Development Board. Provision of these services must be delineated in a local policy, which will include the following:

- Policy provisions governing allowable Supportive Services;
- Established caps on types of Supportive Services and NRPs;
- Process for determining need

Policy

The Michigan Works! Northeast Consortium Workforce Development Board has elected to provide Supportive Services to participants receiving Staff-Assisted Basic Career Services, Individualized Career Services, Training Services and 14 Elements in Youth. The purpose of Supportive Services is to remove barriers to participation.

Supportive Services are not entitlements. They will be provided on the basis of a documented financial assessment, individual circumstances, the absence of other resources, and availability of funding.

Supportive Services will consist of actual costs up to the caps established by administrative staff, and identified in this policy.

DETERMINATION OF NEED

Staff must determine that Supportive Services are needed in order remove barriers to program participation and/or employment. This should include an assessment of the participant’s financial situation and individual circumstances **The provision of supportive services is required to be documented in the participant’s IEP/ISS.** For participants in Individualized Career Services and Training Services, **and for youth the 14 elements**, the barrier must be included in the Individual Employment Plan/**Individual Service Strategy**, with Supportive Services as the method for removing the barrier.

OTHER RESOURCES

Staff must explore alternative resources to assist the participant before requesting Supportive Services. Case notes must reflect the search for other resources and the lack of availability, timeliness, or other viable reason that alternative supports cannot be used.

PROCUREMENT OF SUPPORTIVE SERVICES

Staff is required to procure Automobile Insurance and Auto repairs. Send quotes with the final bill. If any item is \$3,000.00 or more, procurement is required.

Refer to the process for more guidance on Procurement of Supportive Services.

PROVISION OF SUPPORTIVE SERVICES

Staff must follow **Supportive Services Process**. Staff are responsible for determining that the specific Supportive Services provided are:

- *Procured* in compliance with MW!NC’s procurement policy;
- *Appropriate* to the individual’s situation,
- *Consistent* with provision of Supportive Services for other participants in similar situations,
- *Allowable* according to this policy, and
- *Documented* properly.

Staff will determine allowable Supportive Services, based on need and availability. A list of commonly used Supportive Services, along with applicable caps, is provided below based on service level received by the participant. This list is not all-inclusive. Inclusion on this list does not preclude the requirement to determine need and appropriateness.

Caps may be exceeded on a case-by-case basis with approval from administrative staff.

Staff must record the Supportive Service in OSMIS.

Staff-Assisted Basic Career Services only (WIOA ADULT/DW)
Supportive Services are available to assist individuals with job search-related activities prior to placement, and for employment-related costs during their first 2 weeks of employment. Relocation is not an allowable supportive service for individuals receiving Staff-Assisted Basic Career services only. The total cap for each participation is \$500.

Staff-Assisted WIOA Individualized Career Services, Training Services and the 14 WIOA Youth Elements			
Program(s)	Service	Policy	Cap or Restriction
ADULT, DW, YOUTH	Transportation	<p>Public transportation allowances or private automobile mileage reimbursement may be provided to participants during the duration of their enrollment.</p> <p>Allowable transportation activities include traveling to and from the participant’s home to a job interview, childcare provider, an education or training facility.</p>	<p>Compensation for transportation is the actual cost for public transportation or up to 40 cents per mile for the use of a private automobile.</p> <p>Payment of a flat rate is allowed, but the rate must be based on public transit costs or actual miles.</p>
ADULT, DW, YOUTH	Childcare	<p>Reimbursement for child/dependent care may be provided in order for the participant to complete his/her WIOA activities.</p>	<p>Compensation for child/dependent care is up to \$2 an hour, per child/dependent.</p>
ADULT, DW, YOUTH	Automobile Repair	<p>Automobile repairs may be authorized for an automobile that is the participant’s primary means of transportation for employment related activities. This is allowable even if public transportation is available.</p> <p>To prevent a misappropriation of funds, the automobile must be registered and insured in the name of the participant or an immediate family member.</p> <p>Repairs must be conducted by a licensed mechanic.</p>	<p>Automobile repairs may be authorized up to \$900 per participant in any 12-month period.</p>
ADULT, DW, YOUTH	Clothing	<p>Clothing as required for participants assigned to work projects and as needed for employment may be provided.</p> <p>Allowable items include clothing for interviews, work gloves, work boots, work shoes, hard hats, personal safety items, protective/special clothing, uniforms, and other clothing as needed to participate in training and/or clothing that is considered to be “job appropriate.”</p>	<p>There is a \$500 limit per participant in a 12-month period.</p>

<p>ADULT, DW, YOUTH</p>	<p>Relocation</p>	<p>A relocation allowance for participants who have obtained verified employment in a high demand/high wage occupation, at a location outside commuting distance from their home may be provided.</p> <p>Allowable relocation expenses include pre-location expenses (coordination of details of the move beforehand, as well as the actual moving plan); trailer or truck rental; compensation for persons assisting in the move; mileage allowances; rental of moving equipment, such as dollies; security deposit and payment of the first month’s rent at the new location; and any other expense of the move determined necessary by MW!NC.</p>	<p>Moving expenses are limited to \$1500 per participant per move.</p>
<p>ADULT, DW, YOUTH</p>	<p>Other</p>	<p>At the discretion of staff, and based on available funding, other services related to employment and/or education may be provided to enable individuals to participate in activities to seek, obtain, and retain employment or education.</p> <p>Examples may include, payments for professional license fees (auto trade certification, etc.), purchase of professional tools, employment physical, required immunizations for work/training, Youth IS Only – textbooks/materials/fees for post-secondary/training.</p> <p><i>*Adult/DW/OS – ITA’s cover post-secondary tuition, books, and fees.</i></p>	<p>The maximum expenditure for other miscellaneous services is \$500 within a 12-month period.</p>
<p>ADULT, DW, YOUTH</p>	<p>Needs Related Payment</p>	<p>See Separate Local Policy for Needs Related Payment</p>	<p>See Separate Local Policy for Needs Related Payment</p>
<p>YOUTH</p>	<p>Housing</p>	<p>Assistance with housing if participant is participating in employment and/or educational activities.</p> <p>Examples may include one-month rent or mortgage payment, assistance with utilities, etc.</p>	<p>There is a \$600 limit per participant in a 12-month period.</p> <p>Must be 18 to receive assistance with rent/mortgage not leased through a parent or guardian.</p>

LOCAL POLICY: NEEDS-RELATED PAYMENTS

Policy Effective Date:	February 28, 2018
Board approval Date:	February 28, 2018
To:	All Staff
Subject:	Needs-Related Payments
Programs Affected:	WIOA Adult, Dislocated Worker, & OS Youth Ages 18-24 (at time of registration) Enrolled in Postsecondary Education
Purpose:	To establish required policy regarding the determination of need and payment of needs-related payments
Rescissions:	Local Supportive Services and NRPs (Youth NRP Only) (WDB Approval October 16, 2017)
References:	Workforce Development Agency WIOA Manual USDOL Training & Employment Guidance Letter 19-16, 20 CFR Parts 603, 651, 652, ET AL WIOA Final Rule

Background

The Workforce Innovation & Opportunity Act (WIOA) allows local areas to provide Needs-Related Payments (NRPs) to eligible participants. The decision to provide NRPs rests with the local Workforce Development Board. Provision of these services must be delineated in a local policy, which will include the following:

- Policy provisions governing allowable NRPs;
- Established caps on types of NRPs;
- Process for determining need

Policy

The Michigan Works! Northeast Consortium Workforce Development Board has elected to allow Needs-Related Payments (NRPs) to **Adult and Dislocated Workers participants** receiving Training Services only and Out-of-School(OS) **Youth ages 18-24, at time of registration, enrolled in postsecondary education** at the discretion of the Executive Director. If the Executive Director determines that NRPs are financially feasible, and that they will improve participation and successful outcomes, the Executive Director will notify all staff to begin utilizing this policy and the process listed below.

NRPs are a stipend-form of assistance to adults, dislocated workers, or out-of-school youth who are unemployed and do not qualify for (or have ceased to qualify for) unemployment compensation. The purpose of NRPs is to remove barriers to participation and completion of the training program.

NRPs are not entitlements. They will be provided to qualified participants on the basis of a documented financial assessment, individual circumstances, the absence of other resources, and availability of funding.

QUALIFICATION

To be qualified for NRPs, a **WIOA Adult** or **OS Youth**, participant must be:

- Unemployed at the time of the NRP assessment;
- Not qualified for, or ceased to qualify for, unemployment compensation;
- Enrolled in a program of training services under WIOA, or accepted into a training program that will begin within 30 calendar days, and
- Have a legitimate need, as determined by the financial assessment (see below).
- **OS Youth ages 18-24, at time of registration and enrolled in postsecondary education**

To be qualified for NRPs, a **WIOA Dislocated Worker** participant must be:

- Unemployed at the time of the NRP assessment;
- Not qualified for, or ceased to qualify for, unemployment compensation or Trade Readjustment Assistance (TRA);
- Enrolled in a program of training services under WIOA, or accepted into a training program that will begin within 30 calendar days;
 - The customer must be enrolled in this training program under WIOA by the end of the 13th week after the most recent layoff that resulted in a determination of Dislocated Worker eligibility,
 - Or, by the end of the 8th week after the worker is informed that a short-term layoff will exceed 6 months;
- Have a legitimate need, as determined by the financial assessment (see below).

DETERMINATION OF NEED

Staff must determine that NRPs are needed in order to participate in and complete the training program. This should include an assessment of the participant's financial situation and individual circumstances. Case notes must include a clear description of the assessment, and how the NRP will address the need.

The financial need for NRPs must be evidenced by an outstanding bill(s). This must be documented in the case file and reflected in case notes. Provision of NRPs must also be included in the IEP.

Supervisor approval is required for providing NRPs.

DURATION

NRPs may only be provided while the participant is receiving Training Services and the need continues. Staff are responsible for ending the NRP at the time of Training completion and/or need.

PROVIDING NRPs

The maximum payment of NRPs must not exceed the greater of the following:

- The applicable weekly level of the unemployment compensation. Which is verified on fax sheet from the Unemployment Agency, or
- For those who did not qualify for unemployment compensation, the weekly payment may not exceed the poverty income level for an equivalent period. The weekly payment level must be adjusted if the total family's income changes. Frontline staff are responsible for

making this adjustment based on any notice they receive (verbal or written) from the participant that a change has occurred in the total family income.
Supporting documentation of the unemployment agency fact sheet or the calculation of the weekly payment must be in the participants file.



LOCAL POLICY: PRIORITY OF SERVICE

Policy Effective Date:	February 28, 2018
Board approval Date:	February 28, 2018
To:	All Staff
Subject:	Priority of Service
Programs Affected:	WIOA Adult
Purpose:	To establish the criteria for Priority of Service and the process for applying it
Rescissions:	Local Priority of Service (WDB Approval) December 5, 2017
References:	Workforce Development Agency WIOA Manual USDOL ETA Training & Employment Guidance Letter 19-16

Background

The Workforce Innovation & Opportunity Act (WIOA) requires that priority for Individualized Career Services and Training Services be given to recipients of public assistance, other low income adults, and individuals who are basic skills deficient. The local Workforce Development Board must establish a policy that further defines priority groups if desired, and describes the process for applying the priority of service requirement.

This policy only applies to participants in WIOA Adult, not Dislocated Worker or Youth.

Policy

WIOA requires that priority be given to the named priority groups (below) for WIOA Adult participants receiving Individualized Career Services and/or Training Services. Therefore, frontline staff will determine the priority group for each participant and enter a case note as such.

LOCAL DEFINITION

The Michigan Works! Northeast Consortium Workforce Development Board has established the following as the locally defined priority of service policy:

Priority of Service provisions do not apply to individuals only receiving Basic Career Services.

Priority of Service will be given for Individualized Career Services and Training Services to WIOA Adult funded individuals who belong to one of the following priority groups. **Priority must be provided in the following order:**

- First -Veterans and eligible spouses who are also included in the groups given priority for WIOA Adult. This means that veterans and eligible spouses who are also recipients of public assistance, other low-income individuals, or individuals who are basic skills deficient would receive first priority for services with *WIOA Adult for Individualized Career Services and Training Services*.
- Second - Non-covered persons (that is, individuals who are not veterans or eligible spouses) who are included in any one of the priority groups; recipient of public assistance, low-income individual, or basic skills deficient.
- Third - Veterans and eligible spouses who are not included in WIOA’s priority groups.
- **Fourth - Priority populations established by the Governor and/or local Workforce Development Board (if established, notification will be sent to all staff).**
- Last - All other non-covered persons who are not included in the groups above.

“Low income individual” is defined by WIOA law. See WIOA Manual for “low income individual” definition. Please note that this definition is different from Self-Sufficiency.

“Individuals who are basic skills deficient” is defined both in WIOA law and in local policy. See *Local Policy – Basic Skills Deficient*.

APPENDIX A

WORKFORCE INNOVATION & OPPORTUNITY ACT, SEC. 3(36)

The term “low-income individual” means an individual who—

- (i) receives, or in the past six months has received, or is a member of a family that is receiving or in the past six months has received, assistance through the supplemental nutrition assistance program established under the Food and Nutrition Act of 2008 (7 U.S.C. 2011 et seq.), the program of block grants to States for temporary assistance for needy families program under part A of title IV of the Social Security Act (42 U.S.C. 601 et seq.), or the supplemental security income program established under title XVI of the Social Security Act (42 U.S.C. 1381 et seq.), or State or local income-based public assistance;
- (ii) is in a family with total family income that does not exceed the higher of—
 - (I) the poverty line; or
 - (II) 70 percent of the **lower living standard income level**;
- (iii) is a homeless individual (as defined in section 41403(6) of the Violence Against Women Act of 1994 H. R. 803—12 (42 U.S.C. 14043e–2(6))), or a homeless child or youth (as defined under section 725(2) of the McKinney-Vento Homeless Assistance Act (42 U.S.C. 11434a(2)));
- (iv) receives or is eligible to receive a free or reduced price lunch under the Richard B. Russell National School Lunch Act (42 U.S.C. 1751 et seq.); *or is a member of a **family** who receives or is eligible to receive free or reduced price lunch.*
- (v) is a foster child on behalf of whom State or local government payments are made; or
- (vi) is an individual with a disability whose own income meets the income requirement of clause (ii), but who is a member of a family whose income does not meet this requirement.

The term “lower living standard income level” means that---

income level (adjusted for regional, metropolitan, urban, and rural differences and family size) determined annually by the Secretary of Labor based on the most recent lower living family budget issued by the Secretary.

The term “family” is defined by WIOA DOL final regulations, at 20 CFR § 675.300.

WIOA ADULT PRIORITY OF SERVICE REQUEST

DATE: _____

Applicant's Name: _____

User ID: _____

Planned Funding Source: _____

Planned activity enrollment:

- Individualized Career Services
 Training Service

Planned Date of Enrollment into Individualized activities and/or Training activities: _____

Individual's Priority of Service Characteristic(s):

- Veterans and eligible spouses who are also included in the groups given priority for WIOA Adult. This means that veterans and eligible spouses who are also recipients of public assistance, other low-income individuals, or individuals who are basic skills deficient would receive first priority for services with WIOA Adult for Individualized Career Services and Training Services.
- Non-covered persons (that is, individuals who are not veterans or eligible spouses) who are included in any one of the priority groups; recipient of public assistance, low-income individual, or basic skills deficient would receive second priority.
- Veterans and eligible spouses who are not included in WIOAs priority groups would receive third priority.
- All other non-covered persons who are not included in the priority groups under WIOA would be enrolled last.

Staff Name: _____

Alcona County

202 S Second St
 Ste B, Box 316
 Lincoln, MI 48742
 P 989.736.6082
 F 989.736.3260

Alpena County

315 West Chisholm
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 F 989.354.8479

Cheboygan County

11153 N Straits Hwy
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 P 231.627.4303
 F 231.627.6111

Crawford County

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 Grayling, MI 49738
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 F 989.348.4998

Oscoda County

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 Mio, MI 48647
 P 989.826-6107
 F 989.826.2191

Otsego &

Montmorency County

2927 D&M Drive
 Gaylord, MI 49735
 P 989.732.3886
 F 989.731.6023

Presque Isle County

20709 State Street
 Box 711
 Onaway, MI 49765
 P 989.733.8548
 F 989.733.8069

Jh 5/4/17



LOCAL POLICY: WORK-BASED TRAINING STRATEGY

Policy Effective Date:	February 28, 2018
Board approval Date:	February 28, 2018
To:	All Staff
Subject:	Work-based Training Strategy
Programs Affected:	WIOA Adult, Dislocated Worker, Youth
Purpose:	To establish the overall approach and strategy for utilizing work-based training programs in the region.
Rescissions:	15-Local WIOA Work-Based Training Strategy
References:	Workforce Development Agency WIOA Manual USDOL Training & Employment Guidance Letter 19-16

Background

Work-based training is an employer-driven approach to creating a skilled workforce, with the goal of unsubsidized employment after participation. Generally, work-based training involves a commitment by an employer or employers to fully employ successful participants after they have completed the program. Work-based training can be an effective training strategy that can provide additional opportunities for participants and employers in both finding high-quality work and in developing a high-quality workforce.

Policy

According to the workforce system's demand-driven philosophy, employers are the experts in determining their workforce needs. This approach necessitates that employers take the lead in designing training solutions for their current and future employees. Therefore, the overall strategy to be utilized for work-based training services in the Northeast local area is to work collaboratively with employers in the design, coordination, and implementation of these services. The Business Solutions Professional approach will be used facilitate the process. The collaborative nature of this approach will ensure efficiency in the use of workforce funds and maximum impact in supporting both the employer and the job seeker.

GENERAL REQUIREMENTS

The following policy provisions shall apply to all work-based training services provided through Michigan Works! Northeast Consortium:

- No participant placed in a work-based training shall displace, including partial displacement, any currently employed individual.
- Work-based training funds may not be used to assist, promote, or deter union organizing activities.
- Based on the format of work-based training and the employment relationship, complaints or grievances related to work-based training activities shall be resolved using either the employer's complaint/grievance handling procedures or the Michigan Works! Southwest Grievance and Complaint Procedures.

TYPES OF WORK-BASED TRAINING

Michigan Works! Northeast Consortium will support the following types of work-based training to customers deemed eligible and suitable:

- On-the-Job Training
- Customized Training
- Incumbent Worker Training
- Apprenticeships

Guidelines for implementing each of the above types of work-based training is addressed in separate policy.

STRATEGIES FOR WORK-BASED TRAINING

Work-based Training may or may not be appropriate for an employer customer, depending upon the situation. In addition, each type of work-based training has different benefits, and one may be more appropriate than others in any given scenario. Overall, the local strategy for determining the best type of training will be driven by the employer's goals.

To assist the employer in determining the most effective work-based training service, Michigan Works! Northeast Consortium will utilize the Business Solutions Professional approach. All Business Services Team members have been trained and certified in this approach by the Michigan Works! Association.

The process used in the BSP approach is summarized as follows:

- Entry - BSP's introduction to a new employer customer or the initiation of a project with an existing customer. Have a clear goal of the outreach and potential partnership.
- Fact-Finding - The discovery process to understand an employer's needs and the bridge to solutions design. Find out the needs of the business and their pain points.
- Solutions Design - The recommended solution presented to the business by BSPs and relevant partners. BSPs work with partners to provide relevant assets.
- Implementation - The detailed plan for successful implementation of the proposed solution. Provide steps involved in the implementation, know the lead contact for the project, partner responsibilities and monitoring process.
- Follow-Up - Establishes ongoing business relationships, promotes sustained success and encourages process improvement.

The determination of whether work-based training is appropriate for the employer customer, as well as which type of work-based training is most appropriate, will be based on this process.

Attachment G- Local Policy (Youth): Service Delivery -Youth



 LOCAL POLICY (YOUTH): SERVICE DELIVERY -YOUTH

Policy Effective Date:	February 28, 2018
Board approval Date:	February 28, 2018
To:	WIOA Youth Provider
Subject:	Service Delivery - Youth
Programs Affected:	WIOA youth
Purpose:	To provide frontline staff with guidance necessary to make decisions regarding service delivery, and to provide staff with rules for Registration, Program Elements, Participant Eligibility, Activities, Case Management, Case Notes, Individual Services Strategy, Direct Contact, File Maintenance, and Exits.
Rescissions:	Service Delivery – Youth 7-1-17
References:	Workforce Development Agency WIOA Manual WIOA Joint Rule CFR 676, 677 WIOA Final Rule (DOL) CFR 680, 681 USDOL Training & Employment Guidance Letter 46-11 USDOL Training & Employment Guidance Letter 21-16 USDOL Training & Employment Guidance Letter 8-15

Background

Staff members must make judgement calls regarding registration, enrollment, and provision of services for each WIOA customer. There are many factors to consider when determining whether to enroll, which services will be most effective, and which resources will be best given the circumstances. The WIOA law, federal regulations, and state policy provide guidance that can assist when making these determinations; some elements of service provision and record keeping are required, and some are useful suggestions. This local policy gives frontline staff some clarification on the relevant factors needed for effective decision-making.

The topics in this local policy are: Reportable Individual vs. Participant; Registration; Program Elements; Outreach; Participant Eligibility; Activities; Objective Assessment; Case Management including Individual Service Strategy (ISS) and Case Notes; Work Experience; Occupational Skills Training; Follow-up; Direct Contact; File Maintenance; and Exits.

Policy

The mix of WIOA services is intended to assist youth customers who have barriers to education and employment with the most relevant and effective assistance in achieving their goals. Frontline staff are responsible for determining which services will be most effective, and for mapping out a plan to overcome barriers, access resources, and ultimately assist youth customers in making the transition to self-sustaining employment and/or postsecondary training.

REPORTABLE INDIVIDUAL VS. PARTICIPANT

WIOA makes a distinction between a *Reportable Individual* and a *Participant*.

A *Reportable Individual* is one who has taken action that indicates intent to use program services. These actions include providing identifying information, using the self-service system, or accessing information-only services.

A *Participant* is a reportable individual who has been determined eligible and has received the following:

- Objective Assessment,
- Individual Service Strategy, and
- At least one of the 14 Youth program Elements.

All participants must be entered into an appropriate activity in OSMIS (see Activities section below), including Case Management. All participants must have an Individual Service Strategy, and case notes must reflect all services, contacts, and other relevant information (see Case Management section below).

Participants will count for performance measures and are subject to Data Validation.

REGISTRATION

Registration is the process of collecting information that will determine eligibility. Registration should occur for every youth customer seeking services.

Registration starts with completion of the WIOA Registration Form. The form may be completed by hand or data entered by staff during the intake interview with the customer. The staff member who conducts intake must assist the customer in completing the WIOA Registration Form. All required responses (i.e., for eligibility purposes) to questions on the registration form must be answered completely. The registration form must reflect information as of the date the form is completed and must be signed and dated by both the customer and intake worker. If the form is completed by hand, the information must be data entered into OSMIS.

Corrections or clarification to information on the form should show clearly that the intake worker made the notations. In no instance should the intake worker cross out or erase information provided by the registrant. The intake worker is to note whatever additional/correct information is appropriate in the comment section of the registration form.

ELIGIBILITY

The WIOA gives the state the authority to establish policies and procedures relating to verifying WIOA eligibility, as long as the policies and procedures are consistent with the WIOA, the WIOA regulations,

and other federal regulations. This policy establishes local policy and procedures to verify and document participant eligibility for the applicable program.

Verification means to confirm an eligibility requirement through examination of official documents. Documentation means to maintain on file physical evidence which is obtained through the verification process, including written confirmation by an authorized agency or organization of one or more WIOA eligibility criteria, and which reflects the individual's status as of the date of registration for such eligibility criteria. MW!NC will follow a documentation at time of registration process when determining participant program eligibility. Upon gathering of the required documents staff will review for program eligibility prior to program enrollment. If it is found the customer does not meet program eligibility they will be referred to other appropriate partners/sources for assistance.

WIOA program eligibility criteria is found in Chapter 3 of the WIOA manual, WIOA Youth Eligibility and Suitability section. The policy of documenting participant eligibility shall identify acceptable forms of eligibility documentation to support program eligibility. A table of WIOA Youth acceptable forms of documentation is found in the WIOA manual, Attachment 02. This table is not all inclusive. If the customer is unable to provide a form of acceptable documentation listed, staff may request supervisor permission to use another form of documentation that supports the accuracy of the criteria being documented.

PROGRAM ELEMENTS

WIOA provides resources to assist youth ages 14 – 24 with services, supports, and training to overcome barriers and transition to self-sufficient adulthood. WIOA Youth programming shifts the focus from in-school youth under WIA to out-of-school youth, and requires significant incorporation of work experience opportunities.

The WIOA program includes 14 program elements, which are defined by WIOA law and listed here. The full description of each element is available in the WIOA Manual and additional clarification is available in USDOL Training & Employment Guidance Letter 21-16 and subsequent changes.

1. Tutoring, study skills training, instruction, and dropout prevention
2. Alternative secondary school services and drop-out recovery
3. Paid and unpaid work experience
4. Occupational skills training
5. Education offered concurrently with workforce preparation and training for a specific occupation
6. Leadership development opportunities
7. Supportive services
8. Adult mentoring
9. Follow-up
10. Comprehensive guidance and counseling
11. Financial literacy education
12. Entrepreneurial skills training
13. Labor market and employment information
14. Post-secondary preparation and transition

The following program elements are further described in this local policy: Paid and unpaid work experience; Occupational skills training; and Follow-up. Further information about the Supportive services program element is included in the local policy on Supportive services.

All program elements must be available throughout the local area. Utilization of these program elements for each youth will depend upon individual circumstances and need as determined by the objective assessment. Youth case managers are responsible for developing a service plan (ISS) that identifies and accesses the program elements that are appropriate and necessary for each youth to succeed.

ACTIVITIES

Activities are the elements in OSMIS that correspond to delivery of actual services. “Opening” an activity for a participant records provision of that service. “Ending” an activity indicates that the service is complete.

Every youth participant must be enrolled in activities that correspond to achieving his/her Goals.

The services provided to youth customers determine whether the customer is a *Reportable Individual* or a *Participant*.

A youth customer receiving any of the following services as their only service(s), as listed on the OSMIS Activities screen, is considered a *Reportable Individual*:

- Goals
- Follow-up
- Any Self-Service activity

Youth customers receiving any of the following services, as listed on the OSMIS Activities screen, is considered a *Participant*:

- Education Services
- Work Experience
- Additional Support for Youth
- Leadership Development Opportunities
- ITA Training

Start dates and estimated end dates for training or education activities should reflect the dates determined by the training plan.

In addition, the following criteria apply for open activities:

- Staff must end the activity on the date of the last task undertaken for that service.
- Subsequent episodes of an activity may be entered on the date on which the activity resumes.
- Progress (or lack of progress) that has been made towards the activity goal must be documented in case notes.

Any youth participant who is identified as basic skills deficient must have a basic skills goal as their first goal in their first year of enrollment.

Occupational Skill Goals and Work Readiness Goals are further defined in the WIOA manual.

OUTREACH

Outreach and recruitment are important aspects of providing WIOA Youth services. Youth staff are expected to develop and maintain partnerships with agencies that may provide services via referral, as well as agencies that may identify appropriate youth for potential enrollment in WIOA.

Promotion and marketing of the youth program must be coordinated with the Michigan Works! Northeast Consortium communications department.

OBJECTIVE ASSESSMENT

Every youth participant will receive an objective assessment in order to ascertain barriers to employment and education, as well as other factors related to service delivery. The assessment must determine, at a minimum, the following:

- Educational Functioning Levels;
- Strengths and Barriers;
- Supportive Service needs;
- Developmental needs.

Results of the assessment will inform development of the plan for services as described in the Individual Service Strategy. The assessment lays the foundation for developing effective service strategies that will help the youth to set goals, participate in activities, overcome barriers, and transition to employment or ongoing education.

Assessment is an ongoing process and should not be viewed as a one-time event.

Assessment may be customized to the needs of the participant, and should include a variety of methodologies, including interviews, career guidance instruments, basic skills assessments, and observations. The *informal interview* and other assessment methodologies should review the youth participant's prior work experience, interests, goals, aptitudes, and developmental needs. Review of additional factors that provide more insight into the individual circumstances of the youth are encouraged.

EDUCATIONAL FUNCTIONING LEVELS

Every youth participant must be tested for Educational Functioning Level.

Testing tools allowed are:

- Test for Adult Basic Education (TABE);
- Comprehensive Adult Student Assessment System (CASAS);
- Wonderlic General Assessment of Instructional Needs (GAIN); or
- Massachusetts Adult Proficiency Test (MAPT).

See the WIOA Manual for a scale score conversion to EFL.

The results of the test must be included in the ISS and a hard copy kept in the participant file. The hard copy test score sheet must show the date of the test, total scores, and grade levels.

If a youth has been assessed for basic skills deficiency in the previous six months, staff may use those results in lieu of re-testing; however, the results of the alternate test must be verifiable and documented. In addition, the same test format must be available and administered for post-testing at a later date (see below).

Reasonable accommodations must be provided, as applicable, when assessing youth with disabilities.

POST-TESTING

If results of the Educational Functioning Levels test (above) indicates that the participant computes or solves problems, reads, writes, or speaks English at or below the 8th grade level, the participant is determined to be basic skills deficient and will require post-testing. Participants who are determined not to be basic skills deficient, based on pre-test results, are excluded from post-testing requirements.

Basic skills deficient participants who receive services for more than one year must be post-tested prior to the participant's anniversary date (the date of the first youth program service) of each year, through year three of participation.

Results of the post-test must be included in the ISS and a hard copy kept in the participant's file. The hard copy test score sheet must show the date of the test, total scores, and grade levels.

CASE MANAGEMENT

Every youth participant must receive Case Management services. Case management is necessary to provide access to relevant youth program elements during participation and after. In addition, case management includes broader functions like facilitation, communication, and coordination to ensure that each youth participant receives one on one contact and guidance as needed to participate in and benefit from the activities.

Case management services include, but are not limited to:

- Development, in cooperation with the participant, of an Individual Service Strategy (ISS) (see ISS section below).
- Coordination of services for each customer, including referral to other service providers for any of the 14 Youth Program Elements.
- Provision of job development, job placement, and job retention services.
- Coordination of work experience placements.
- One-on-one detailed discussion of high demand occupations based on local area labor market information. *See Local Policy – Key Demand Occupations*
- Referral to suitable training services when a participant is determined appropriate for training.

In order to ensure that youth participants are receiving appropriate and necessary services, Direct Contact (see Direct Contact section below) is required at a minimum every 90 days while in Case Management.

INDIVIDUAL SERVICE STRATEGY

Case Management includes the development of a plan for providing services, removing barriers, and ultimately achieving a career goal. Staff must develop and regularly update an Individual Service Strategy (ISS) for every WIOA Youth participant.

The ISS represents an individual plan for each young person and includes: 1) an employment goal; 2) appropriate achievement objectives, including educational goals; and 3) appropriate services that take into account information learned from the objective assessment.

The ISS must:

- Be developed in conjunction with the youth participant;
- Be individualized to each youth participant's needs and circumstances;
- Be a dynamic, living strategy and must be adjusted as barriers are addressed, services are provided, and as life changes occur;
- Identify career pathways that are suitable to the youth participant.

In addition, the ISS must document a participant's progress, activities completed, benchmarks reached, and any other accomplishments.

The ISS must directly link to one or more of the WIOA Youth performance indicators:

- Employment or placement in postsecondary education;
- Measurable skills gain;
- Credential attainment.

ISS Documentation

When the ISS is first created, the participant must receive a copy signed and dated by both the staff member and the participant. A copy of the signed ISS must be placed in the participant's file. When the plan is significantly modified, such as the addition or modification of information that may be used as Data Validation source documentation, a new copy should be signed and dated by both parties and provided to the participant.

CASE NOTES

Case notes are required for all youth participants. They must tell a detailed story of the individual's participation, including services provided, progress toward removing barriers, interactions and contacts, and any other relevant information. Case notes must describe the participant's services and circumstances sufficiently so that another staff member, a supervisor, or another MWA can understand and begin providing services as needed.

Case notes must consist of observable facts and not opinions. They can only include information relevant to services provided, the individual's ability to participate, and other circumstances deemed necessary for case management.

Case notes cannot include legally protected confidential information, such as medical information. When referring to excused medical absences i.e. doctor's notes, a temporary medical deferral or any other medical related information, case notes cannot state the actual medical condition.

Case notes must be entered within two days of contact with the participant.

Information that is acceptable for Data Validation must be included in case notes.

WORK EXPERIENCE

WIOA requires that a minimum 20% of Youth program funds be expended on Work Experience, making this program element one of the most important. It is recognized, at the federal, state, and local levels, that Work Experiences are very effective in providing youth with opportunities to learn employability skills and transition to self-sufficient adulthood.

Work Experiences may include paid and unpaid opportunities, including the following four categories: employment, pre-apprenticeship, internships and job shadow, and on-the-job training.

WIOA regulations define this element as: “a planned, structured learning experience that takes place in a workplace for a limited period of time.” Hence, both paid and unpaid Work Experience programming must be considered a learning opportunity, for soft skills and/or occupational skills. An educational component must be included in all Work Experience placements, covering appropriate academic and occupational elements. The educational component must be contextualized to the work experience job.

Staff must utilize the Work Experience procedures and forms approved by Michigan Works! Northeast Consortium for all Work Experience placements.

OCCUPATIONAL SKILLS TRAINING

Out-of-School Youth may access occupational skills training programs through Individual Training Accounts for in-demand occupations as identified in Michigan Works! Northeast Consortium Local Demand Occupations and Growth Industries policy and as funding allows. The use of ITAs requires that the training vendor be approved on the eligible training provider list, Michigan Training Connect (MiTC) found on Pure Michigan Talent Connect at www.mitalent.org

In-School Youth cannot use ITAs.

Staff must utilize the procedures and forms provided by Michigan Works! Northeast Consortium for ITA Vouchers.

DIRECT CONTACT

Contact must be made with each youth participant during active participation and Follow-up, at a minimum, every 90 days. Contact must be documented in Case Notes and any other relevant activity, i.e. Supportive Services. However, there can be confusion regarding what kind of contact is considered significant enough to meet the 90-day requirement. The 90-day contact must consist of a Direct Contact, as defined here:

Direct Contact is considered to have occurred when staff and the participant have exchanged information. Communication may be in person, by mail, by telephone, by email, or by some other documented means of contact. In addition, the following factors must apply:

- The exchange of information must be two-way; information must be received by staff from the participant and information must be received by the participant from staff.
- Attempts to re-engage, such as sending workshop flyers or job leads by mail or email or leaving telephone messages without receiving a response, do not constitute Direct Contact for the purpose of providing a service or keeping an activity open.
- Contact with a participant’s friend, family member, or employer does not constitute a service that will keep an activity open.

All Direct Contact must be documented in Case Notes for every participant.

FILE MAINTENANCE

All participants must have a hard copy file. The file contents must supplement and correspond to entries in the OSMIS. The following items are required to be kept in hard copy in the participant file:

- A signed and dated copy of the WIOA Registration Form.
- Copies of documentation of eligibility and criteria used for verification of eligibility, unless the information can be retrieved electronically.
- A copy of Educational Functioning Level test scoring sheets that show the date, total score, and grade level equivalent for each test.

- Written notice of exit for an ineligible participant (if appropriate).
- Authorization to release information and receipt of Equal Opportunity is the Law statement and Complaints and Grievance Procedures.

Other documentation may be maintained electronically as part of the OSMIS record, unless otherwise indicated in policy or guidance.

Additional hard copy documentation may be required for Data Validation. See the WIOA Youth program Documentation Checklist for more information about Data Validation.

FOLLOW-UP

Youth must receive Follow-Up Services for at least 12 months after participation. Follow-up Services must begin at Exit, which is the ending of all activities (note that this may be a different date than the date of Exit). Provision of services for Follow-up purposes are different from contacts made to obtain outcomes information.

Direct Contact (see Direct Contact section above) is required at a minimum every 90 days during the 12-month Follow-Up period. This should include providing a Follow-up Service and/or assessing need for such services. Assessment for such services, especially if it is determined that they are not needed, must be documented in case notes.

Services provided during the Follow-up time period should be based on individual need and circumstances. Any of the WIOA Youth program elements and corresponding activities may be provided as a Follow-up Service. If these are provided, there is no need to re-enroll the youth participant. Supportive Services may also be provided, if determined necessary, during the Follow-up time period.

Follow-up Services may be halted earlier than the 12 month time period only in the following circumstances:

- Case managers have attempted to contact the individual five times without reply. Contacts must take a variety of forms, such as phone calls, letters, and emails. Five contacts in one form (only emails) is not acceptable.
- The individual has expressed in writing that he/she wishes Follow-up services to end.

EXITS

A program exit must occur when a youth participant has not received any WIOA or partner funded services for 90 consecutive calendar days, has no planned gap in services, and is not scheduled for future services. The date of the exit is the last day on which the participant received a WIOA or partner funded service.

A participant must be receiving services that are “substantial” in nature in order to remain enrolled in the WIOA Youth program. Substantial services are defined as those in which the staff’s intervention is necessary in order for the participant to receive the service or participate in an activity.

- In most cases, a participant who has completed planned activities should be exited.
- If the participant is no longer reachable (all attempts at Direct Contact have failed), and there is no reasonable expectation of reaching the participant, then he/she should be exited.
- Any participant that is not engaged in services should be evaluated for exiting.

- A participant may be exited sooner than 90 days if it is known that they will not be receiving any additional services funded by the program.
- Exits must not be prolonged by extending service dates or opening new services unless it is demonstrated that the participant is actively being served.
- Exits must be documented in case notes.

PROCESS

The Youth Program Coordinator is responsible for approving youth participant exits. At the time of exit, the coordinator must send a report to the Business Services Assistance at NEMC. The report must include the following information:

- Participant's Name
- ID
- Credentialing information
- Employment information
- Participants program, ie, In or Out of School.