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# Four-Year WIOA Local Plan

**Program Years 2020 - 2023**



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## Executive Summary

The workforce development system in Northeast Michigan is a network of services, programs, and resources whose primary purpose is to develop a skilled workforce to match employer needs. This network consists of many providers, all of whom are committed to working together for the good of the region.

The Workforce Innovation & Opportunity Act (WIOA) is the primary workforce legislation for the United States. Locally governed by the Workforce Development Board, the WIOA supports employer relationships that drive workforce preparation, implemented through robust partnerships at the local and regional levels.

This WIOA Local Plan, covering the next four years, presents the WIOA-aligned goals, strategies, and activities of the workforce system in the local area, which covers eight counties: Alcona, Alpena, Cheboygan, Crawford, Montmorency, Oscoda, Otsego, and Presque Isle. While many aspects of this plan are specific to the local Michigan Works! Agency, it is intended to show an integrated system across all core WIOA programs. These programs are Adult, Dislocated Worker, Youth; Adult Education; Employment Services; and State Vocational Rehabilitation. They are delivered by Michigan Works! Northeast Consortium, Michigan Rehabilitation Services, Bureau of Services to Blind Persons, Iosco-RESA Adult Education, and the state of Michigan's Veterans Services.

### Regional Labor Market Data and Economic Conditions

Labor Market Data and Economic Conditions, for purposes of this plan, are examined for a 14-county region, which covers the eight-county local area and the six counties to its south. The region is geographically large, with 7,865 square miles, which is equivalent to the entire state of Massachusetts. Primarily rural, it is sparsely populated, with less than 275,000 people. This presents several challenges for service delivery and access to resources that are unique to rural areas.

Labor market data for the region shows higher than statewide averages for numerous data points, including unemployment rates, poverty levels, and use of public assistance. This is largely due to difficulties accessing resources, such as public transportation and childcare, which are not widely available, as well as fewer job opportunities that provide a family-supporting wage. The job opportunities that are highest in demand are service occupations that may be seasonal and typically pay lower rates. However, many other industries are growing and offer skilled positions; these include *Manufacturing, Healthcare, Construction, and Transportation*. Many of these positions require a high school diploma and some postsecondary training, such as a certificate and in some cases an Associate's Degree. Training programs are available for all demand occupations, but they are not readily accessible in all parts of the region.

### Workforce System Alignment

The Workforce Development Board (WDB) oversees workforce services for the local area. Its role is to coordinate partners and programs in an integrated, aligned system. The WDB's vision is to unite job seekers and employers towards a prosperous future, with a mission to enhance the productivity of people and business by providing a demand-driven, world-class workforce. Their Strategic Priorities help the system to focus on the most effective activities and to target resources: Demand-Driven, Soft Skills, Career Pathways, Occupational Awareness, Sector Focus, and Barrier Removal.

All partners work collaboratively to align their services for the benefit of the customer. Services provided to employers utilize the Business Solutions Professional model, which emphasizes robust fact-finding to determine employer needs, then development of customized solutions from a network of resources. Services provided to job seekers use a similar framework, with individualized employment plans that reflect an end goal of long-term, sustainable employment.

### Service Strategies

The providers within the workforce system are committed to working collaboratively on strategies that best serve mutual customers and all communities across the local area. These strategies include, but are not limited to, the following:

- *Employer engagement* in order to best understand skill needs and projected demand, and using this information to best prepare a talent pipeline.
- *Youth engagement* to improve awareness about career opportunities in the region, and to build work experience, soft skills, and self-advocacy.
- *Business Resource Networks* and *Sector strategies*, that bring employers together for cooperative projects, including developing career pathways, employee retention, and addressing systemic barriers to employment such as lack of transportation and childcare.
- *Expanding access* to services, especially to those in remote areas and those with the most significant barriers to employment.
- *Career pathways*, which map the training, credentials, and career options within each demand industry.
- *Credential attainment* to improve skills and educational preparation for high demand industries.

### Coordination with Partners

The workforce system consists of a network of partners; therefore, coordination is paramount in order to avoid duplication and ensure consistent, high quality services. The system commits to collaboration and coordination with the unemployment insurance system, economic developers, the education system, community resources, and many more. This coordination is achieved through ongoing communication, strategic planning, and using existing consortiums such as the Regional Prosperity Initiative, industry associations, the Career and Education Advisory Council, and others.

### WIOA Services

Employment and training activities are available throughout the local area for adults who are unemployed or underemployed, and who have been dislocated. Specialized services are available for individuals with more intensive service needs, such as veterans, the structurally unemployed, those without a high school diploma, and individuals with disabilities/sight impairment, among many others. Services are also available to youth who are low income and face barriers to education or employment.

### The One-Stop Service Center System

The One-Stop system serves as the foundation for all WIOA services, ensuring meaningful access to all programs. WIOA services and others are available through seven American Job Centers (AJCs) in the eight counties. Basic career services are available for free to the general public, and employers can access support with the state's labor exchange system. The AJCs serve as an entry point for many customers; they are then connected to programs and services across the entire network of providers.

## Regional Labor Market Data and Economic Conditions

### 1. An analysis of regional labor market data and economic conditions, including:

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

#### In-Demand Industry Sectors

All industries in the 14-county region are displayed below in Table 1, along with current (2019) employment numbers, percent of total employment, and average annual wage. The industries with the highest volume and proportion of jobs are high-demand, although not all of those jobs offer family-sustaining wages.

TABLE 1: INDUSTRY EMPLOYMENT AND WAGES (2019) – WIOA REGION 3

NAICS	Industry	Employed	% of Total	Avg Ann Wages
44	Retail Trade	13,566	16.3%	\$28,090
62	Health Care and Social Assistance	11,869	14.3%	\$40,652
31	Manufacturing	9,433	11.4%	\$48,848
72	Accommodation and Food Services	8,674	10.4%	\$16,819
23	Construction	6,009	7.2%	\$43,393
92	Public Administration	5,407	6.5%	\$38,907
61	Educational Services	4,988	6.0%	\$38,675
81	Other Services (except Public Administration)	4,081	4.9%	\$23,462
48	Transportation and Warehousing	3,216	3.9%	\$60,747
11	Agriculture, Forestry, Fishing and Hunting	2,664	3.2%	\$22,275
56	Administrative and Support and Waste Management and Remediation Services	2,479	3.0%	\$27,996
54	Professional, Scientific, and Technical Services	2,121	2.6%	\$51,069
52	Finance and Insurance	2,098	2.5%	\$55,585
42	Wholesale Trade	1,937	2.3%	\$50,014
71	Arts, Entertainment, and Recreation	1,401	1.7%	\$21,195
53	Real Estate and Rental and Leasing	970	1.2%	\$35,138
51	Information	859	1.0%	\$32,656
21	Mining, Quarrying, and Oil and Gas Extraction	667	0.8%	\$67,001
22	Utilities	307	0.4%	\$81,855
99	Unclassified	162	0.2%	\$27,935
55	Management of Companies and Enterprises	120	0.1%	\$75,845
	Total - All Industries	83,030		\$37,438
Source: JobsEQ®, Data as of 2019Q3				

With *Retail Trade* and *Accommodation and Food Services* residing in the top 5 of demand industries, it is clear that the economy of the region is heavily reliant on tourism. These two industries make up 27.8% of the total jobs.

Expanding job opportunities in other industries would diversify the overall economy, making the region less susceptible to shifts in tourism-related activities. This is especially true during the era of COVID-19. With restricted travel, fear of visiting restaurants and hotels, and cancellation of festivals, the region's economic base is at great risk.

A recent study by Chmurra indicates that half of the region's counties are predicted to fall above the average job loss in the United States (indicated by a vulnerability index score of 100) due to COVID-19. Table 2 (right) shows the vulnerability index score for each county in the region. It is important to note that a score of 100 is the anticipated average job loss across the US, so a score below 100 still indicates some job loss.

TABLE 2: VULNERABILITY TO JOB LOSS DUE TO COVID-19 (2020) – WIOA REGION 3

County	Vulnerability Index
Cheboygan County	134.64
Oscoda County	126.18
Iosco County	118.39
Otsego County	115.7
Ogemaw County	106.5
Clare County	100.79
Crawford County	100.35
Arenac County	98.73
Chippewa County	97.94
Alpena County	93.84
Gladwin County	89.5
Alcona County	89.44
Presque Isle County	87.18
Montmorency County	79.33

Source: Chmurra, 2020

In addition to the anticipated job loss due to COVID-19, several industries are projected to decline in the short term. Table 3 below shows the same list of industries as Table 1, with a projected 1-year demand. Unfortunately, most industries are projected to decline in this period, including those that are not reliant on tourism.

TABLE 3: INDUSTRY DEMAND, 1-YEAR PROJECTION (2019-2020) – WIOA REGION 3

NAICS	Industry	Total Demand	Exits	Transfers	Growth	Ann % Growth
44	Retail Trade	1,662	797	1,007	-142	-1.0%
62	Health Care and Social Assistance	1,162	550	568	44	0.4%
31	Manufacturing	855	361	617	-123	-1.3%
72	Accommodation and Food Services	1,402	620	781	1	0.0%
23	Construction	594	211	378	5	0.1%
92	Public Administration	454	209	285	-40	-0.7%
61	Educational Services	414	221	238	-45	-0.9%
81	Other Services (except Public Administration)	432	211	252	-31	-0.8%
48	Transportation and Warehousing	317	145	196	-25	-0.8%
11	Agriculture, Forestry, Fishing and Hunting	246	122	165	-41	-1.5%
56	Administrative and Support and Waste Management and Remediation Services	276	121	164	-9	-0.4%
54	Professional, Scientific, and Technical Services	177	67	114	-4	-0.2%

52	Finance and Insurance	176	74	121	-19	-0.9%
42	Wholesale Trade	180	76	126	-23	-1.2%
71	Arts, Entertainment, and Recreation	193	88	109	-3	-0.2%
53	Real Estate and Rental and Leasing	93	45	53	-5	-0.5%
51	Information	72	30	53	-10	-1.2%
21	Mining, Quarrying, and Oil and Gas Extraction	67	22	46	-1	-0.2%
22	Utilities	23	10	18	-5	-1.6%
99	Unclassified	17	8	11	-1	-0.6%
55	Management of Companies and Enterprises	10	4	7	0	-0.4%
	<b>Total - All Industries</b>	<b>8,559</b>	<b>3,858</b>	<b>5,165</b>	<b>-463</b>	<b>-0.6%</b>

Source: JobsEQ®, Data as of 2019Q3

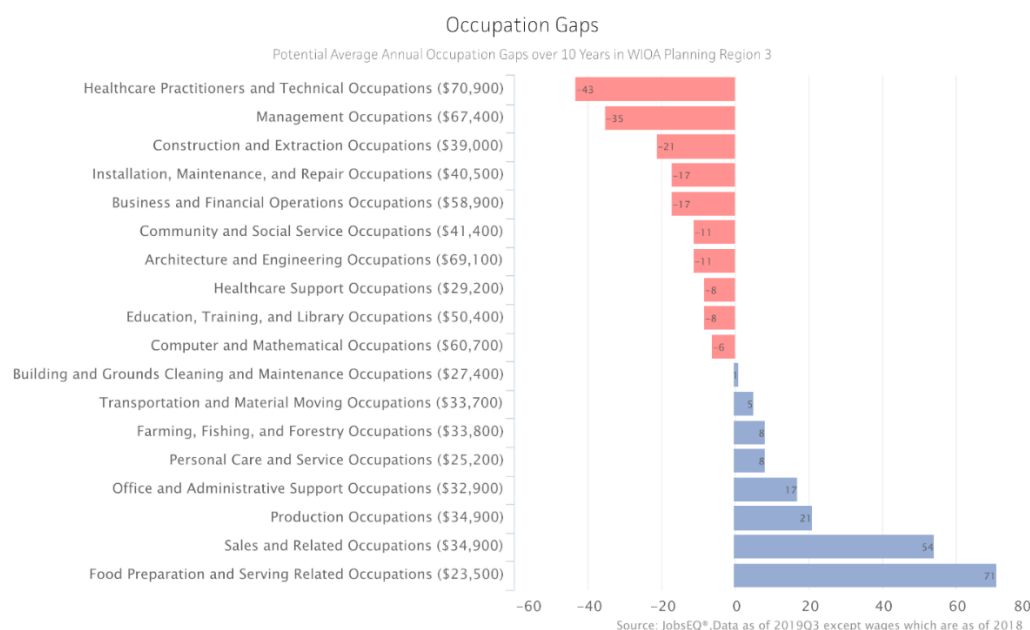
## In-Demand Occupations

Despite the gloomy short-term predictions based on industry, there is hope when looking long-term at occupational growth. Figure 1 displays a list of occupations and the gaps, and therefore those most in-demand, projected over a 10-year period. Highest on the list are Healthcare, Management, and Construction Occupations. This is in keeping with the industry projections above.

In addition, several occupations are emerging as potential growth occupations due to COVID-19, based on input from local employers. These include, but are not limited to, the following:

- Technical Support;
- Internet Service Installation, Support, and Repair;
- Health and Safety Officers;
- Industrial Hygienists and Environmental Sanitation Specialists; and
- Delivery Drivers.

**FIGURE 1: OCCUPATION GAPS**



- ***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.***

*Accommodation and Food Services* is a mature industry due to the length of time it has served as a primary economic driver in the region. While many “staple” businesses have survived the emerging and growth stages of an industry cycle, there continue to be new businesses as well as failures in this volatile sector. However, the industry continues to provide a significant proportion of the region’s jobs. It is expected to continue to serve as an economic driver, although it is suffering now due to COVID-19. Partially due to the high volume of jobs, as well as the nature of those occupations, turnover is relatively high and thus there are typically numerous job openings. Prior to this global pandemic, most hotels, restaurants, and other tourism-related businesses had extreme difficulty filling their vacant positions.

*Forestry and Wood Products Manufacturing* are complementary industries that are growing in the region. While they were emerging before, their growth took on new momentum upon the opening of ARAUCO Worldwide, a particle board manufacturing company located in Grayling. This company’s decision to locate in the region added hundreds of jobs, and spurred the growth of related companies that harvest and grade lumber, transport it to manufacturing facilities, and transform it into usable products.

It is difficult to predict which industries will not only survive the COVID-19 crisis but also emerge with new growth. Based on anecdotal information, the region believes that the following industries are positioned to grow in the aftermath of the crisis.

- *Transportation and Logistics*: This was already an in-demand industry, and is all the more so now with a significant increase in online purchases.
- *Information Technology*: As more work is conducted virtually, additional services will be needed to manage the equipment, infrastructure, security, and more.

- *Healthcare Equipment Manufacturing*: The disruption in the supply chain for Personal Protection Equipment early in the crisis revealed a weakness in relying on non-American suppliers. Therefore, more companies will likely pivot to this production and will continue to do so after the crisis subsides.
- Various types of *Manufacturing*, such as *Chemical* and *Transportation Equipment*: As new consumer needs arise, local companies will diversify and new manufacturing companies may start in order to meet the need.
- ***The knowledge and skills necessary to meet the employment needs of the employers in the region, including employment needs of in-demand industry sectors and occupations.***

The skill needs of employers within demand industries are determined through a combination of labor market data, job postings, and information directly from local businesses. Business solutions representatives within workforce programs (MWAs, BSBP, MRS, Veterans Services) establish ongoing relationships with employers throughout the WIOA region, maintaining a high level of local intelligence regarding their needs.

*Healthcare* is a growth industry that will require workers across a wide range of skill levels. On the entry-level end of the range are Personal Care Aides (home health), Certified Nurse Aides, and Pharmacy Techs. These occupations typically require a high school diploma and some postsecondary training; the C.N.A. occupation requires state licensure. In the middle range are technicians, including Surgical and Radiologic Technologists, which require an associate's degree and state licensure. Highly skilled in-demand positions include Registered Nurses, requiring at least an associate's degree with more and more healthcare systems requiring a bachelor's degree. Skills that are necessary across most healthcare jobs include medical terminology, anatomy and physiology, first aid and CPR, and universal precautions.

*Manufacturing* companies are in need of entry-level production workers, as well as Machine Operators and Programmers requiring training ranging from on-the-job training to an associate's degree. The manufacturing industry also needs mid-level skilled technicians with cross-training to address machine repair and operation, requiring knowledge in hydraulics, robotics, electrical, and more. In addition, Welders are needed with American Welding Society certification in multiple types of welding.

The *Transportation and Warehousing* industry needs Long-Haul Truck Drivers; with increased use of online purchasing, this industry will require more workers with CDL certification as well as myriad endorsements. Also, more local retailers are providing delivery services, so regional transportation will likely grow in the aftermath of COVID-19.

*Construction* companies need workers with the ability to install HVAC and electrical, measure and cut accurately, frame and finish carpentry, and follow safety regulations. Although construction typically is seasonal, workers with cross-functional skill sets will be highly sought after to work on outside projects in the summer and indoor in the winter.

The *Retail Trade* and *Accommodation and Food Service* industries require workers with a high school diploma, unless hiring for management or skilled positions, such as Executive Chef. Most of the employers in these industries need employees with good customer service skills.

Regardless of industry or occupation, all employers in the region cite the need for workplace literacy skills. Also referred to as "soft skills" but not to be diminished, these skills are truly critical to success on any job. Those most often required include attendance and punctuality, positive and professional attitude, respect for authority, and the ability and commitment to hard work.

An expansion of the list of employability skills is anticipated due to the impact of COVID-19. Many businesses discovered during the “Stay Home” period that virtual work was not only feasible, but may be preferable for some occupations. The skills needed for those who can and will continue to work from home include high levels of technology literacy so they can trouble-shoot on their own. Also, the ability to communicate effectively over video conferencing will be needed, although it has to be well-defined.

- ***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’s population has fallen slightly since 2013, by 0.6%, while both the state and nation have increased. This reflects the trend in most counties, with Arenac showing the biggest percent decrease at 3.4%. Otsego county had the largest percent and numeric increase, at 2.5% and 590 people. This is in keeping with industry growth in Gaylord, the seat of the county.

TABLE 4: POPULATION TRENDS, 2013–2019

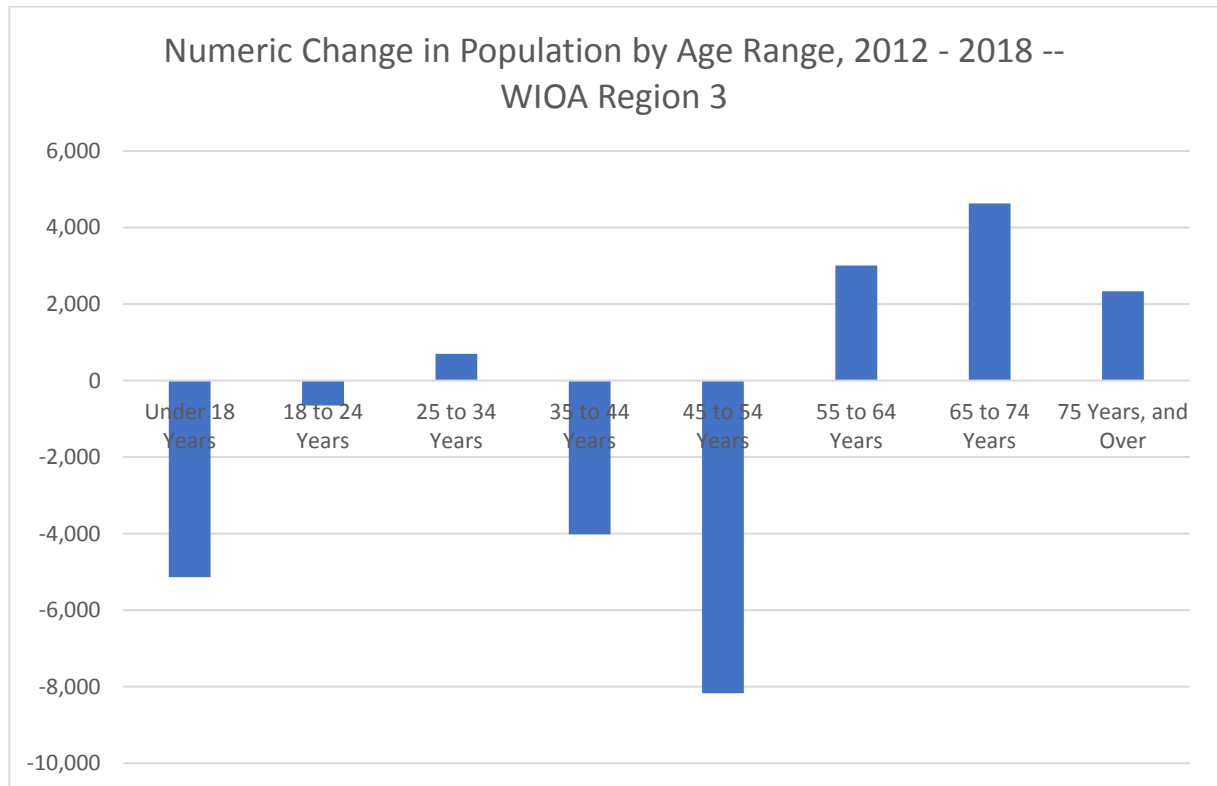
AREA	2013	2015	2017	2019	2013–2019 NUMERIC CHANGE	2013–2019 PERCENT CHANGE
WIOA Region	275,984	274,154	273,399	274,369	-1,615	-0.6%
Alcona	10,554	10,330	10,309	10,405	-149	-1.4%
Alpena	28,957	28,722	28,428	28,405	-552	-1.9%
Arenac	15,413	15,307	15,014	14,883	-530	-3.4%
Cheboygan	25,573	25,399	25,454	25,276	-297	-1.2%
Clare	30,600	30,616	30,565	30,950	350	1.1%
Crawford	13,877	13,853	13,906	14,029	152	1.1%
Gladwin	25,565	25,227	25,241	25,449	-116	-0.5%
Iosco	25,427	25,343	25,128	25,127	-300	-1.2%
Montmorency	9,378	9,287	9,233	9,328	-50	-0.5%
Ogemaw	21,160	20,877	20,882	20,997	-163	-0.8%
Oscoda	8,369	8,277	8,238	8,241	-128	-1.5%
Otsego	24,078	24,203	24,528	24,668	590	2.5%
Presque Isle	13,010	12,801	12,742	12,592	-418	-3.2%
Roscommon	24,023	23,912	23,731	24,019	-4	0.0%
Michigan	9,913,065	9,931,715	9,973,114	9,986,857	73,792	0.7%
United States	315,993,715	320,635,163	324,985,539	328,239,523	12,245,808	3.9%

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

Although the overall population decrease is a cause for concern, it is an improvement over previous reports. In 2018, the six-year percent change was -2.0%, or 5,431 people. Although this improvement appears minimal, it is still significant given the low population of the region.

In order to understand the changes at a deeper level, it is important to explore variations in the population by demographic group, as Figure 2 displays. It is clear to see that the bulk of the population decline is in working age groups, with those near or after retirement increasing. This results in increased need for goods and services by those in the older age ranges, with fewer workers available to meet these needs.

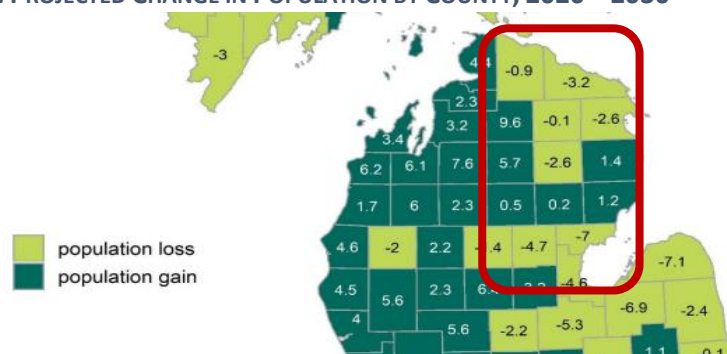
## FIGURE 2: CHANGE IN POPULATION BY AGE RANGE



Source: JobsEQ, American Community Survey, 5-year estimates ending with the years shown in title

Overall, the population is projected to decline slightly (-0.3%) between 2020 and 2030. However, individual county changes range from a high of 9.6% increase in Otsego to a low of 7% decrease in Arenac.

**FIGURE 3: PROJECTED CHANGE IN POPULATION BY COUNTY, 2020 – 2030**



Michigan Bureau of Labor Market Information and Strategic Initiatives (BLMSI), Population

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

## Labor Force Information

Table 4 displays labor force information by county, subtotaled by local area with data as of December 2019. The unemployment rate varies greatly by county, especially in the Michigan Works! Northeast Consortium area. This area is home to counties with both the highest and lowest unemployment rate: Alpena at 4.3% is the lowest, while Cheboygan is the highest at 11.8%. This is in keeping with the seasonal nature of Cheboygan county's tourism-related economy, and Alpena's emphasis on manufacturing.

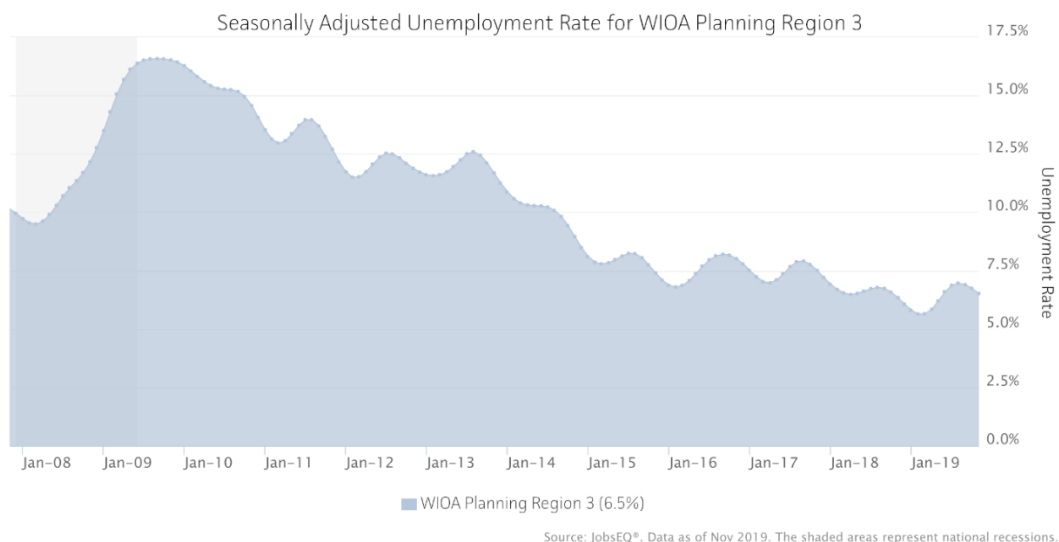
TABLE 5: LABOR FORCE AND UNEMPLOYMENT RATE (DEC. 2019) – WIOA REGION 3

Area	Labor Force	Employed	Unemployed	Unemployment Rate
Alcona County, MI	3,658	3,418	240	6.56%
Alpena County, MI	13,308	12,736	572	4.30%
Cheboygan County, MI	10,100	8,908	1,192	11.80%
Crawford County, MI	5,644	5,305	339	6.01%
Montmorency County, MI	3,080	2,788	292	9.48%
Oscoda County, MI	3,001	2,779	222	7.40%
Otsego County, MI	11,378	10,861	517	4.54%
Presque Isle County, MI	4,959	4,560	399	8.05%
Totals - MW!NC	55,128	51,355	3,773	6.84%
Arenac County, MI	5,816	5,417	399	6.86%
Clare County, MI	11,828	11,111	717	6.06%
Gladwin County, MI	9,943	9,386	557	5.60%
Iosco County, MI	9,888	9,283	605	6.12%
Ogemaw County, MI	7,979	7,429	550	6.89%
Roscommon County, MI	7,653	7,091	562	7.34%
Totals - Region 7B	53,107	49,717	3,390	6.38%
Totals - WIOA Region	108,235	101,072	7,163	6.62%

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

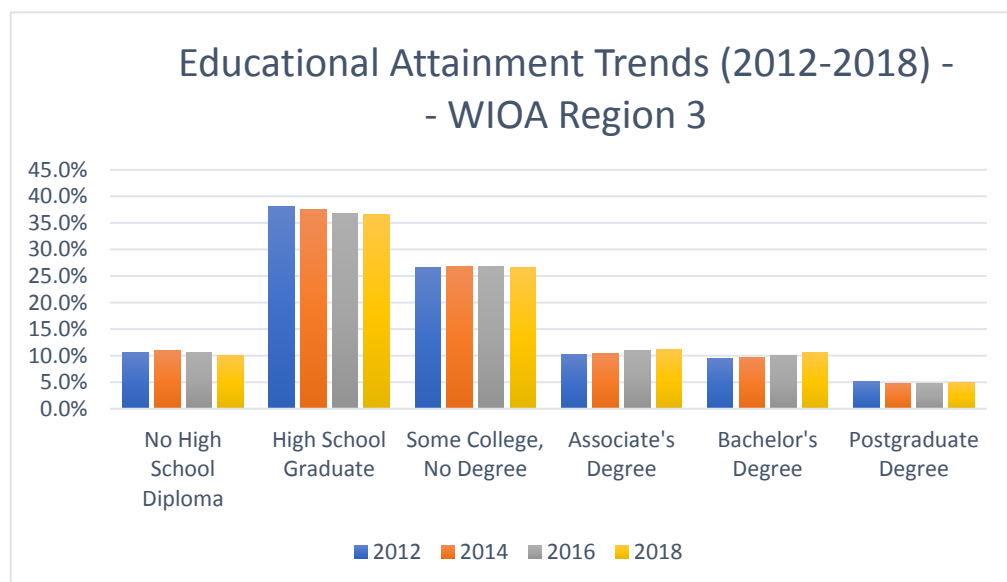
The unemployment rate in the 14-county region has steadily declined since its peak in 2009. Figure 3 shows seasonally adjusted unemployment rates from 2008 to November 2019. Unfortunately, recent unemployment rates have skyrocketed due to COVID-19, and as of April 2020 range from a high of 41.2% in Cheboygan County (the highest in the state) to a low of 18.6% in Alpena County.

**FIGURE 4: UNEMPLOYMENT RATE TRENDS, 2008 – 2019**



Educational attainment has remained relatively flat in the region, with some decrease of those with only a high school diploma, and slight increases in associate's and bachelor's degrees. Still, the region has a high proportion of individuals with only a high school diploma, at 36.6% as of 2018, and those with less than a high school diploma at 10.0%. According to the U.S. Census Bureau American Community Survey, 5-year estimate 2014-2018, individuals in the state of Michigan with a high school degree was 29.0% and less than a high school diploma was 9.5%. The region is faring worse than the state overall when it comes to educational attainment, making it difficult to attract businesses with higher skill needs.

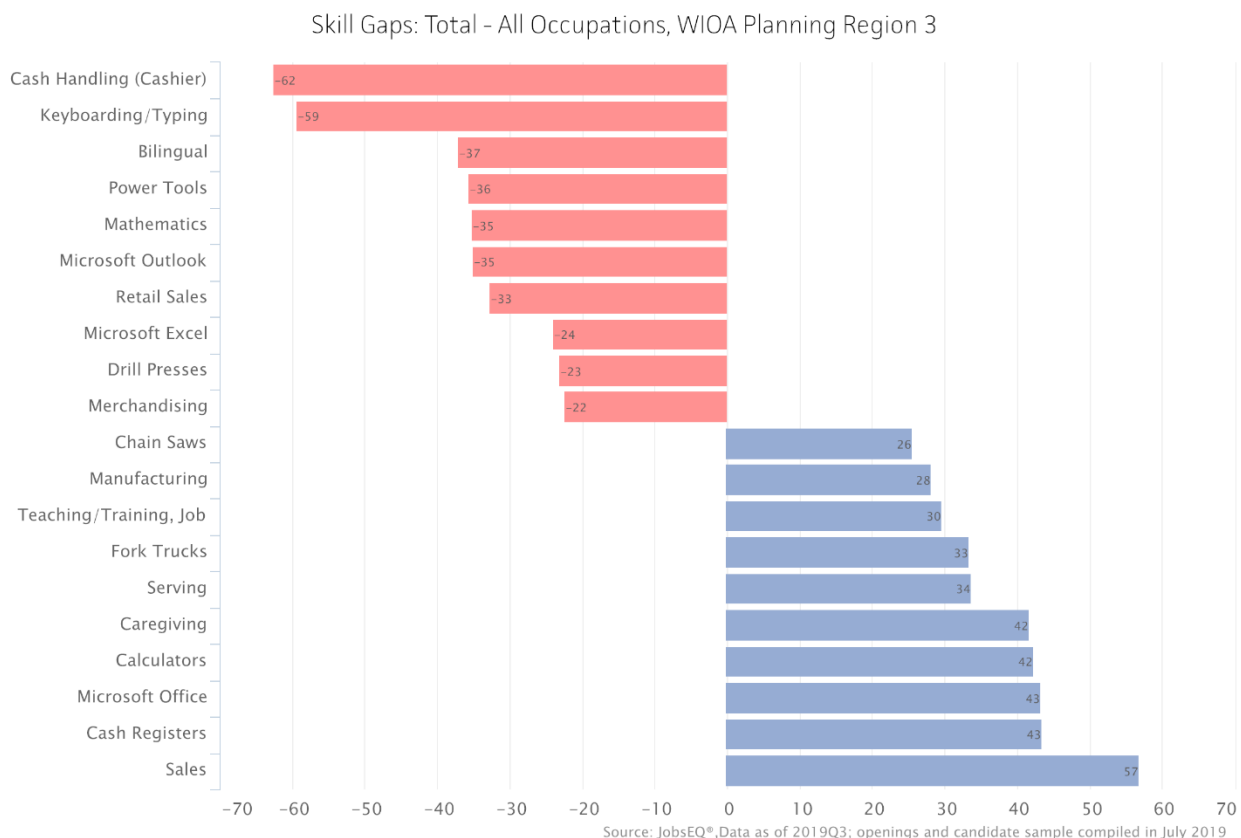
**FIGURE 5: EDUCATIONAL ATTAINMENT, 2012 – 2018**



Source: JobsEQ, American Community Survey, 5-year estimates ending with the years shown in title

Educational attainment is one indicator of skill level, but specific skill sets that match occupations within the region is another means of assessing the workforce. Figure 5 displays skill gaps identified for the region during 2019. Because the *Retail Trade* and *Accommodation and Food Service* industries are so prevalent in the region, several skills listed here reflect the needs of those industries.

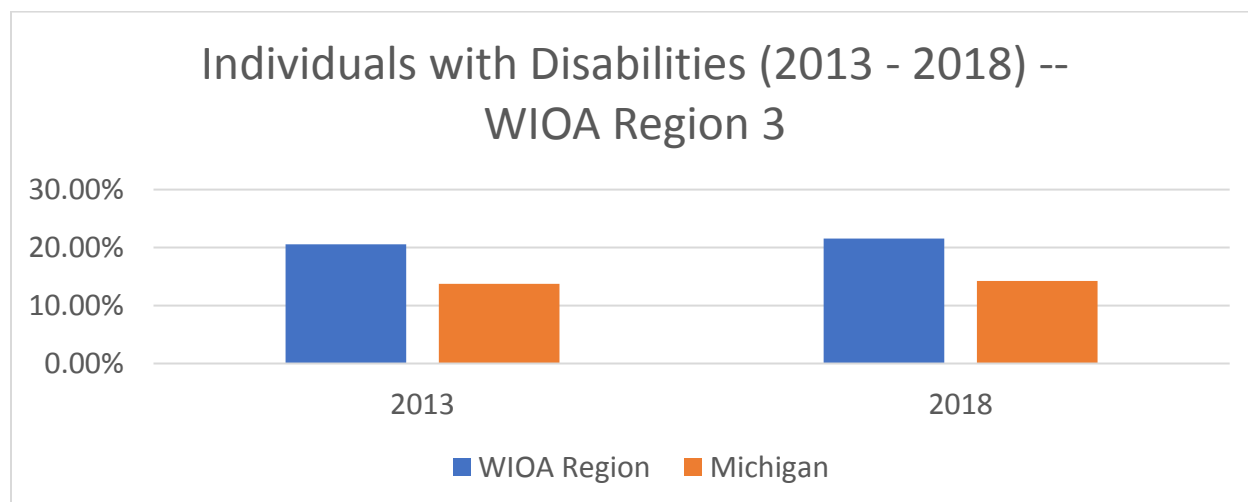
**FIGURE 6: SKILL GAPS**



## Individuals with Barriers to Employment

The proportion of individuals with a disability is slightly higher in the region than the state average, and is growing. This may be due to the increase in retirement-age individuals, who are more likely to experience a physical impairment that interferes with daily activity.

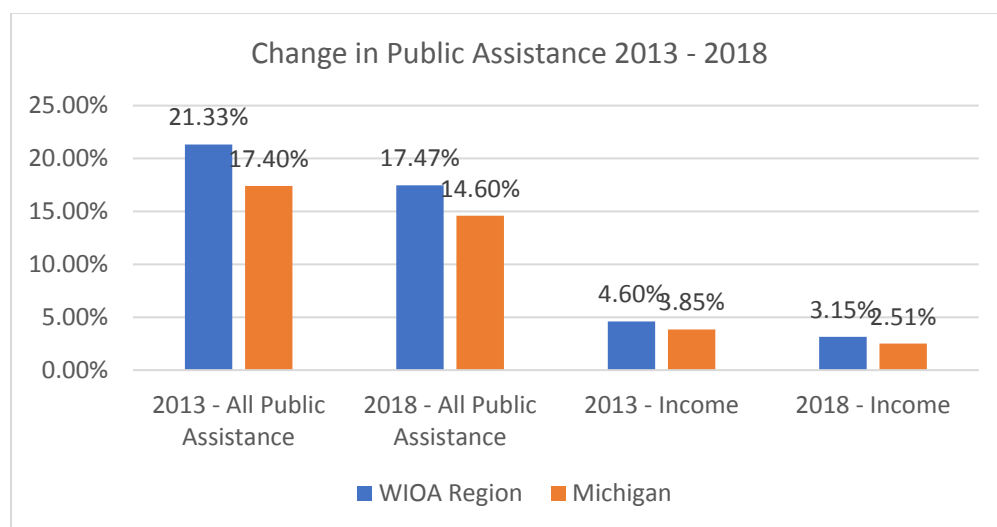
**FIGURE 7: INDIVIDUALS WITH DISABILITIES, 2013 – 2018**



Source: Michigan Bureau of Labor Market Information and Strategic Initiatives

Individuals on public assistance has changed over time as well. While the region remains higher than the state average, there has been a significant decrease in those receiving income or other types of assistance, such as childcare and food. There are a number of potential reasons for the change, including the implementation of lifetime limits, the existence of more jobs, and the slight increases in educational attainment displayed in Figure 5.

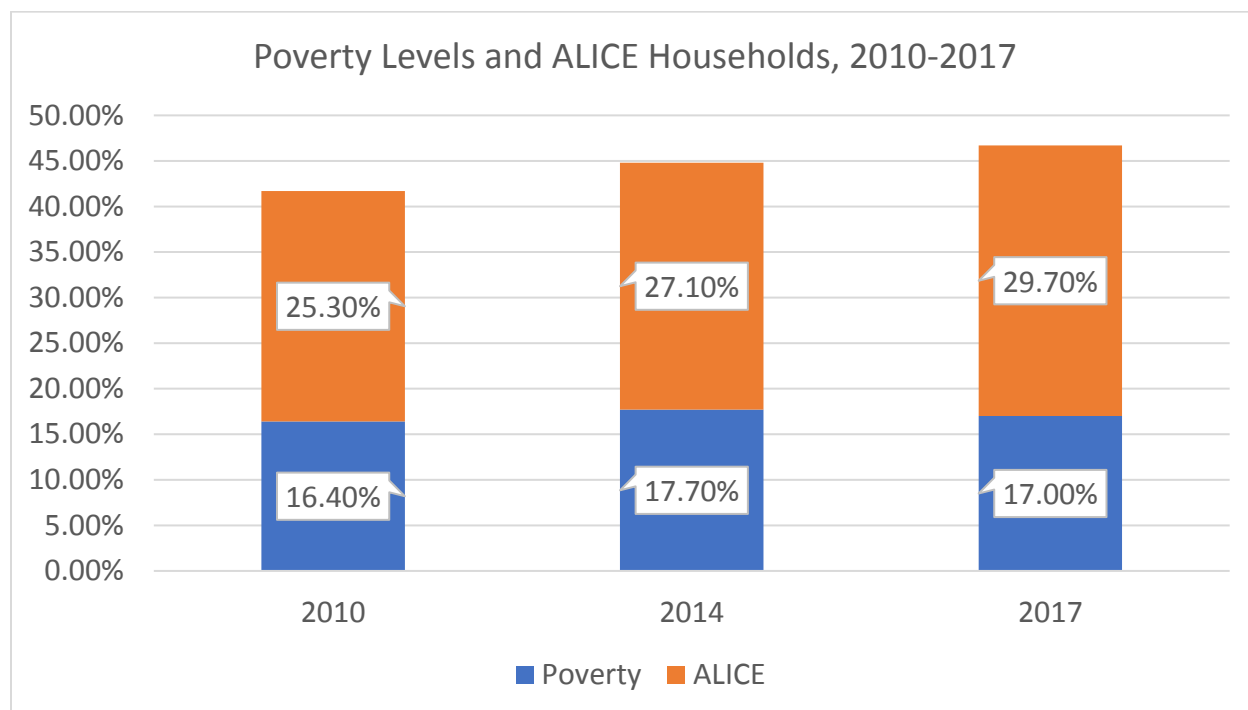
**FIGURE 8: CHANGE IN PUBLIC ASSISTANCE, 2013 – 2018**



Source: Michigan Bureau of Labor Market Information and Strategic Initiatives

Even while use of public support has decreased, poverty has increased, and so has the number of families living under the cost-of-living threshold. Described as the ALICE population – Asset Limited, Income-Constrained, Employed – these families are above the poverty line, but working and yet still struggling to make ends meet. It is likely that this group was most impacted by COVID-19, as their jobs are often in service occupations.

**FIGURE 9: POVERTY LEVELS AND ALICE HOUSEHOLDS, 2010 – 2017**



Source: Michigan Association of United Ways, ALICE Report by County, 2019

- ***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.***

AND

- ***A discussion of geographic factors (inherent geographic advantages or disadvantages) that may impact the regional economy and the distribution of employers, population, and service providers within the region.***

The workforce development system in the region consists of multiple agencies and programs. Together, they form a network of services that prepare and maintain a skilled workforce to meet employer needs. The system consists of four domains of services:

- **Education**, including CTE, general K-12, adult education (GED/HSE), and postsecondary certificate and degree programs, as well as combinations thereof such as dual enrollment and middle college.
  - *Providers* in this domain include all K-12 school systems; four ISDs; Iosco-RESA Adult Education; Alpena Community College; Kirtland Community College; North Central Michigan College; Mid-Michigan Community College; Industrial Arts Institute; Michigan Career and Technical Institute (MCTI); and several private sector postsecondary training providers.
- **Workforce Programs**, including career exploration and planning, case management, job search assistance, work-based training, funding for occupational training provided by the education sector, workplace readiness, training on self-advocacy, and connections to local employers. Specialized services are provided to opportunity youth, veterans, individuals and youth with disabilities, individuals on public assistance, offenders, migrant and seasonal farmworkers (MSFW), and more. Programs include, but are not limited to: WIOA Adult, Dislocated Worker, and Youth; Employment Services including Veterans Services and MSFW; PATH/TANF; State Vocational Rehabilitation; Trade Act (all acts); and Jobs for Michigan's Graduates.
  - *Providers* in this category include Michigan Works! Northeast Consortium (MW!NC); Michigan Works! Region 7B (Region 7B); and programs under the Michigan Department of Labor & Economic Opportunity (LEO): Michigan Rehabilitation Services (MRS), Bureau of Services for Blind Persons (BSBP), Veterans Services, and Migrant & Seasonal Farmworker Program.
- **Supportive Services**, including public assistance for food, childcare, income, utilities, and more; unemployment compensation; transportation services; food pantries; domestic violence shelters; and many other programs that assist individuals and employers to remove barriers to successful, long-term employment.
  - *Providers* in this domain include the Michigan Department of Health & Human Services (DHHS); LEO-Unemployment Insurance Agency; Northeast Michigan Community Services Agency (NMCSA); local transit authorities; and more.
- **Business Services**, including economic development incentives and supports like site selection and growth; business planning and counseling; access to government contracting; training for new hires and incumbent workers; access to overlooked talent pools including veterans and those with disabilities; coaching on accommodations for individuals with disabilities; retention services to reduce turnover; and work-based training programs, such as apprenticeships, on-the-job training, and incumbent worker training.
  - *Providers* in this domain include economic development entities covering all counties; Small Business Development Center; and Procurement Technical Assistance Center; MRS; BSBP; SafetyNetWorks (BRN administered by MW!NC); and The Network (BRN administered by Region 7B). In addition, providers in most other domains work closely

with employers to better understand their needs and support their workforce, including both MWAs, Veterans Services, MRS and BSBP, and CTE programs. All community colleges in the region have capacity to customize training programs for local employers.

Education and training activities are available for most in-demand industries and occupations. At the postsecondary level, the four community colleges, University Center, and private training providers offer the following programs for in-demand industries (this list is not all-inclusive):

<b><i>Healthcare</i></b>	<b><i>Manufacturing</i></b>	<b><i>Construction and Trades</i></b>	<b><i>Information and Professional</i></b>
<ul style="list-style-type: none"> <li>• <b>Certified Nurse Aide</b></li> <li>• <b>Registered Nurse</b></li> <li>• <b>Health information Technology</b></li> <li>• <b>Surgical Tech</b></li> <li>• <b>Medical Assistant</b></li> </ul>	<ul style="list-style-type: none"> <li>• Manufacturing Technology</li> <li>• Mechatronics</li> <li>• CNC Machining</li> <li>• Automation and Robotics</li> </ul>	<ul style="list-style-type: none"> <li>• Welding</li> <li>• Automotive</li> <li>• HVAC</li> <li>• Concrete Technology</li> <li>• Utility Line Tech</li> <li>• Electrical Systems</li> </ul>	<ul style="list-style-type: none"> <li>• Computer Information Systems</li> <li>• Management</li> <li>• Computer Aided Design</li> </ul>

Career and Technical Education (CTE) programs are offered by eight ISDs and/or local districts. The programs prepare students for most in-demand industries, and are designed to respond to the needs of industry within each community. Several programs offer industry-recognized credentials and/or college credit, some through early or middle college. Many of the programs listed above at the postsecondary level are also available through CTE programs; the programs work together to offer a career pathway with increasing skill levels and access to local employers.

The primary Adult Education program offered throughout the region is administered by Iosco-RESA. Adults can access services at any location to upgrade basic academic skills, improve computer and workplace literacy, and prepare for their GED, HiSET, or other high school equivalency exam.

The top 20 awards – certificates and credentials – earned during the 2018-2019 school year are presented in Table 6. (The Total listed at the top represents all awards and includes those beyond the top 20.) These indicate not only the availability and accessibility of programs matched to high-demand occupations, but also the region's ability to prepare a skilled workforce.

<b>TABLE 6: TOP 20 AWARDS BY PROGRAM (2017-2018) – WIOA REGION 3</b>		
<b>CIP Code</b>	<b>Title</b>	<b>Certificates and 2yr Awards</b>
	<b>Total</b>	1,140
<b>51.3801</b>	Registered Nursing/Registered Nurse	171
<b>24.0101</b>	Liberal Arts and Sciences/Liberal Studies	143
<b>52.0201</b>	Business Administration and Management, General	120

46.0303	Lineworker	80
43.0107	Criminal Justice/Police Science	40
47.0604	Automobile/Automotive Mechanics Technology/Technician	33
48.0508	Welding Technology/Welder	31
47.0201	Heating, Air Conditioning, Ventilation and Refrigeration Maintenance Technology/Technician	28
51.9999	Health Professions and Related Clinical Sciences, Other	26
24.0103	Humanities/Humanistic Studies	24
13.1210	Early Childhood Education and Teaching	22
24.0199	Liberal Arts and Sciences, General Studies and Humanities, Other	21
51.0801	Medical/Clinical Assistant	21
51.0901	Cardiovascular Technology/Technologist	20
51.0907	Medical Radiologic Technology/Science - Radiation Therapist	17
51.3901	Licensed Practical/Vocational Nurse Training	16
24.0102	General Studies	15
48.0507	Tool and Die Technology/Technician	15
15.0201	Civil Engineering Technology/Technician	14
51.0909	Surgical Technology/Technologist	14
Source: JobsEQ® Data as of the 2017-2018 academic year, related occupation data as of 2019Q3 except wages which are as of 2018.		

## Strengths and Weaknesses

The region identified several strengths and weaknesses within the workforce development system. The Regional Service Strategies section below uses these strengths to mitigate weaknesses and turn disadvantages into opportunity.

### Strengths

- *Partnerships and Collaboration:* The region's service providers have a long history of strong partnerships, resulting in collaborative efforts that stretch limited resources.
- *Customer Service:* Because the region is largely rural, many of the providers serve as community hubs, enabling connections and access to resources that would otherwise be unavailable. As one WIOA partner stated during the regional planning process, "the community knows we care."
- *Resourcefulness:* With such small population numbers, formula-based funding for many programs is limited, and does not always provide adequate resources for the unique needs of rural residents. Therefore, partnerships have formed out of necessity, and have stayed strong in order to ensure that the most resources get directly to the customer.
- *Business Engagement:* Small businesses (2 to 9 employees) make up a vast majority of companies in the region, with at least 60% of the total of all establishments in all counties as of

2019.<sup>1</sup> These companies are eager to engage with workforce development programs, due to their limited capacity for human resources functions. Therefore, the collection of providers in the workforce network is well-connected with employers, maintaining a high level of local intelligence about business needs.

- *Strong Education System:* Despite the small size of most local districts, CTE programs, and postsecondary programs, educational outcomes are strong. All educational institutions are dedicated to providing the best education possible for local students, and connecting them to opportunities for continued education and local employment.
- *Co-Location:* While customers of the American Job Centers have meaningful access to all WIOA Required Partners through some means of technology and/or direct referral, many partners have chosen to co-locate within one or more AJCs, or utilize itinerant space. This includes Veterans Services, UIA, MRS, Offender Success, and Adult Education. Co-location strengthens partnerships because frontline staff become familiar with each other and the programs and services offered.

### Weaknesses

Many of the weaknesses held by the workforce development system are due to the geography of the region. The population of slightly less than 275,000 people is spread across a large expanse of 7,865 square miles.<sup>2</sup> Together the 14 counties are larger than the state of Massachusetts.<sup>3</sup> This causes several challenges to service delivery for all domains.

- *Educational opportunities* are constrained, despite the relatively large number of programs and providers, due to geography. For instance, CTE programs are delivered in a scattered site model, because there isn't enough capacity for a centralized location. Therefore, if a student lives too far from the program of their choice, they cannot attend because of the vast travel distance required.

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<sup>1</sup> YourEconomy.org

<sup>2</sup> U.S. Census Bureau, data file from Geography Division based on the TIGER/Geographic Identification Code Scheme (TIGER/GICS), 2010

<sup>3</sup> Land area in square miles, US Census Bureau Quick Facts, 2010

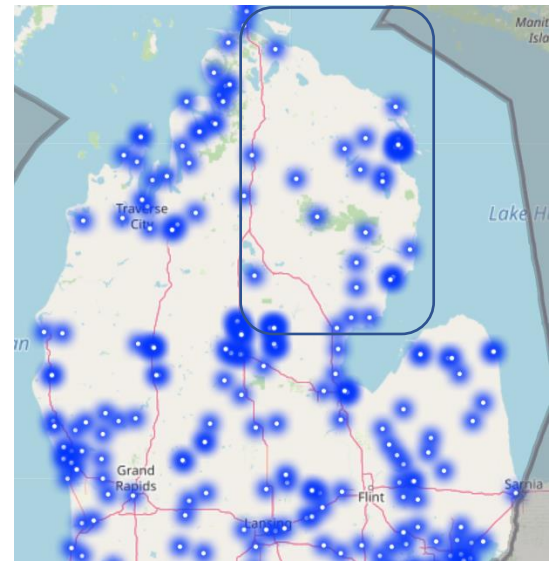
*Transportation options* are very limited. County-based transit authorities exist only in some counties, with limited service. The low population density does not support the full range of transportation services. Therefore, individuals typically use their own vehicles for transportation to and from work. If their income does not support a reliable vehicle and ongoing maintenance, their ability to report regularly and on time is greatly reduced.

- *Lack of broadband internet service* is a significant challenge for small businesses, entrepreneurs, and students. With the onset of COVID-19, more and more virtual work is occurring, but lack of internet access is a prohibiting factor. Because the business model for broadband providers relies on volume to overcome the high costs of building the infrastructure, very few communities in the region meet the necessary critical mass.
- *The region's youth leave for bigger cities* and an exciting lifestyle with more people, amenities, activities, and opportunities.

In addition to the challenges presented by the geography and small cities, other weaknesses were identified during the planning process as follows:

- High ALICE population
- Limited higher wage job opportunities
- Demographics: more individuals are leaving the workforce than entering
- High housing costs in shoreline areas
- Lack of affordable, available childcare
- Lower educational attainment than the state average
- Lack of a strong, unified voice in Lansing

FIGURE 10: FREE WIFI HOTSPOT AVAILABILITY



### Capacity

Both the strengths and weaknesses shown above impact the capacity of the region to meet the needs of local employers, and to help those with barriers to employment. While services are excellent and well-connected to both employer and job seeker needs, the ability to deliver those services to all who could benefit is hindered. The Weaknesses section provided much detail regarding limitations due to geography, but another factor in diminished capacity is funding. Additional funding would provide capacity to expand in underserved communities and assist more people with higher quality and targeted services. 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, and support the higher costs of work-based training such as work experience and apprenticeships.

Additional capacity can be achieved through enhanced partnerships. Although the region is very strong in collaboration and relationships across all providers, there is always room for improvement. As you will

see in the section below, several regional strategies leverage the collaborations existing in the region. Additional coordination will allow for a more streamlined experience for customers and more capacity to reach both job seekers and employers.

- ***A description of the local board's strategic vision and goals for preparing an educated and skilled workforce, including goals relating to performance accountability measures.***

The local Workforce Development Board has established the following Vision and Mission for workforce development activities in the local area:

**Vision:** To unite job seekers and employers towards a prosperous future.

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

In support of this Vision and Mission, the board has issued the following Strategic Priorities:

<b>Strategic Priorities</b>	
<b>Demand-Driven</b>	○ Deliver services that meet employer needs.
<b>Career Pathways</b>	○ Support job seekers in developing career pathways for high demand jobs.
<b>Soft Skills</b>	○ Provide soft skills development for the current and future workforce.
<b>Occupational Awareness</b>	○ Be the leaders and the go-to resource in the region for occupational awareness.
<b>Sector Focus</b>	○ Work with partners to facilitate sector-based strategies based on employer need.
<b>Barriers to Employment</b>	○ Participate in partnerships and initiatives that seek to address barriers to employment.

The board's goal related to performance accountability measures is to meet all measures assigned to the local area in negotiation with the state. The administration establishes performance metrics for each service delivery position, ensuring that each program's performance is on target.

- ***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.***

The local board commits to doing its part in support of several regional strategies that seek to align local resources and partners, both for WIOA core programs and others. Specifically, the relevant strategy regarding collaboration is as follows:

<b>Leverage the strong collaborative spirit in the region to increase</b>	○ Learn more about each other by providing joint orientations and engaging in shared professional development.
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resources, improve services, and ensure efficiency	<ul style="list-style-type: none"> <li>○ Work together to identify and pursue grants, philanthropic funding, and other resource opportunities.</li> </ul>
	<ul style="list-style-type: none"> <li>○ Create marketing partnerships to align messaging and unify the voice of the region's workforce system.</li> </ul>

The goal and strategies above are specific to collaboration, however all other strategies expressed in the regional plan will require collaboration and intentional coordination in order to be successful.

In addition to supporting the region's efforts, the local area is focused on alignment in its eight counties in order to ensure that no duplication of service occurs, as well as to stretch limited resources.

Strategies for this coordination and alignment include the following:

- **Program Integration:** Career Navigators employed by Michigan Works! Northeast Consortium (MW!NC) provide Employment Services to job seekers upon entry to the American Job Center (AJC). They refer customer to other programs within the system, regardless of provider, based on the need of the job seeker. Career Advisors at MW!NC deliver WIOA Adult and Dislocated Worker, PATH, and Trade Act programs. This allows staff to develop a relationship with job seekers upon entry and maintain that relationship regardless of the relevant program; it also allows staff to readily recognize appropriate program enrollments. In addition, these programs, as well as the WIOA Youth program, are provided via direct delivery rather than subcontracted. This provides a closer connection between staff, management, and administration and improved quality control.
- **Cross-Training:** MRS and MW!NC staff meet regularly to discuss updated program information as well as individual cases. MRS provides regular trainings to MW!NC and other workforce partners to improve understanding of services to individuals and youth with disabilities. In addition, the WIOA Regional Plan identifies strategies for sharing professional development opportunities across numerous partners.
- **Referral Systems:** MW!NC and the local area's Adult Education provider (Iosco Regional Education Services Agency) use a formal referral system to connect eligible participants with opportunities delivered by both agencies. The referral system includes a feedback loop to track progress and outcomes, and allows for regular communication between the Adult Education teacher and the MW!NC Career Advisor. In addition, referrals occur from Employment Services to Veterans Services via the OSMIS and use of the Military Service Questionnaire. In addition, MW!NC and MRS staff work collaboratively to refer customers to each other, share information for the benefit of the customer, and track outcomes.
- **Career & Educational Advisory Council (CEAC):** This council is used 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.

- **Business Services Collaboration:** All WIOA core titles are committed to supporting business needs; three providers (MW!NC, Veterans Services, and MRS) have dedicated staff who work directly with local employers. To improve coordination across these three providers, the local board is committed to MW!NC serving as general contacts and connectors to various resources; LVERs at Veterans Services and Business Relations Consultants at MRS provide specialized services in support of their talent pool, as well as provide connections. They use the Business Solutions Professional model to align their approach. As a group, these employer-focused staff are continuously developing ways to collaborate and improve their coordination.
- **Flexibility in Service Delivery:** Workforce development services are most effective when they are customized and delivered in a manner that best meets the needs of the customer. The local area is committed to adjusting its approaches based on economic conditions and specific circumstances. This is increasingly relevant given the COVID-19 crisis, but may also be appropriate in any unforeseen situation where a disaster creates a barrier to reaching customers. Therefore, all services described throughout this plan may be adjusted based on given scenarios, including virtual service delivery. The local area will work collaboratively across all partners, and in compliance with policies, to be flexible and responsive in a way that best serves the local communities.

## The Local Workforce Development System

### **2. A description of the workforce development system in the local area, including:**

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

All WIOA programs and required partner programs are available in the local area. Multiple programs provide aligned services to job seekers depending upon the population and the individual's needs. Also, programs that work with employers provide complementary services.

All programs available in the local workforce system are identified in the list below by the services that they provide.

- Services that connect employers and job seekers are facilitated through the *Wagner-Peyser Employment Service*. This includes the Pure Michigan Talent Connect labor exchange system, the Migrant and Seasonal Farmworker Program, Veterans Services, Reemployment Services and Eligibility Assessment, Fidelity Bonding, and the ES Complaint System. This program also provides universal access to job search assistance for job seekers and support for employers in posting job orders, screening resumes, and recruiting talent.
- Career and Training Services are provided to eligible participants of the *WIOA Adult and Dislocated Worker*, especially those with barriers to employment. This also includes *Rapid*

*Response*, which is coordinated jointly by the Michigan Works Agency and the Michigan Department of Labor and Economic Opportunity.

- A variety of program elements geared toward young people are available through the *WIOA Youth program, Jobs for Michigan's Graduates, and Pre-Employment Transition Services*. These program elements and services include, but are not limited to, drop-out prevention and recovery, mentoring and self-advocacy, career exploration, work-based learning, high school / GED, tutoring, and transition to postsecondary education and employment.
- *Adult Education and Literacy* programs offer basic academic education, high school completion or preparation for equivalency exams, and workplace literacy. GED and HiSET testing are available throughout the local area.
- MRS provides specialized employment and education-related services and training to assist teens and adults with disabilities in becoming employed or retaining employment. In addition, MRS and its partners provide statewide school-to-work, postsecondary, and adult life programs to help individuals with disabilities succeed in secondary and postsecondary education and transition to employment. MRS works with community and business partners to provide education on how to effectively employ individuals with disabilities and provide accommodations which enables retention of employees. MRS utilizes their internal Occupational Therapists to provide worksite evaluations, ergonomic assessments, and develop reasonable accommodation plans. MRS collaborates with individuals with disabilities and business partners to empower individuals to experience sustainable careers and grow professionally.
- MRS-Michigan Career and Technical Institute (MCTI) is a universal access educational center for adults with disabilities in Michigan offering career assessment services that help students explore job options. MCTI has 13 training programs, each with an active advisory committee made up of people who work in that business industry and help ensure our curriculum and equipment meet business standards and needs. MCTI is available to serve as a sponsor and intermediary for local Registered Apprenticeships. They are U.S. DOL approved to handle the administrative burden for businesses in Region 3. They can assist with developing and managing standards, maintaining completed competencies, monitoring work processes and related technical instruction, and implementing program steps.
- BSBP provides training and other services that empower people who are blind or visually impaired to achieve their individual goals. BSBP works with individuals to define their goals and identify appropriate training and other services, providing counseling and training in skills for daily living without vision. Additionally, BSBP works with businesses to identify and integrate accessible technology, creating meaningful career opportunities. BSBP provides services for youth, adults and seniors at various locations including the BSBP Training Center in Kalamazoo, MI.

- Older workers receive services to obtain employment from The *Senior Community Service Employment* program, delivered locally by AARP, which offers subsidized work experience and transitional jobs.
- *Trade Act programs* offer career and training services to those who have been dislocated due to foreign trade.
- *Veterans Employment* programs provide career advising and case management to veterans and qualifying spouses or caretakers who suffer significant barriers to obtaining employment.
- The *Unemployment Insurance Agency (UIA)* provides a safety net of unemployment compensation to eligible individuals while they retrain and/or seek other employment opportunities.
- The *Offender Success* program provides assistance to offenders upon returning to their community in order to ensure public safety and reduce recidivism. Services include career planning and employment assistance, housing, and supportive services.
- The *Partnership. Accountability. Training. Hope. (PATH)* program assists individuals with services necessary to achieve self-sufficiency while receiving cash assistance and other public supports.
- Job retention services are provided through *Business Resource Networks*, which connects workers with supports to remove barriers that could interfere with job success.

Access to all of the services listed above are available through the American Job Centers in the local area. Additional supportive services are also available from providers through referral.

- ***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 workforce development board has elected to provide services under its control via direct delivery rather than subcontracting services. The purpose of this approach is to better coordinate programs through integration. Direct service delivery is used for WIOA Adult, Dislocated Worker, and Youth programs as well as the PATH program. As a merit-staffed entity, MW!NC also provides Trade Act and Employment Services through direct delivery, including the RESEA program, coordination of Fidelity Bonding, and administration of the ES Complaint System.

Adult Education programs are administered in the local area by the Iosco Regional Educational Services Agency (I-RESA). Other core programs are provided by staff from State of Michigan Department of Labor & Economic Opportunity, including MRS, BSBP, and Veterans Services.

Regardless of provider, WIOA Core programs work collaboratively across the local area in order to reduce duplication and streamline resources. This alignment can more readily occur due to co-location within the AJCs, which provides ample opportunity for frontline staff to connect and work together for the benefit of their mutual customers. Co-location varies from permanent, regular office hours to

itinerant use of space, based on the caseloads and needs of each partner. In addition, structured referral systems among core program providers are in place and continuously reviewed for effectiveness.

Another strategy for alignment includes use of the Career & Education Advisory Council (CEAC). The CEAC brings together executives from all organizations providing core services, as well as secondary and postsecondary Career and Technical Education providers. These decision-makers share information about their programs and services, identify opportunities for improved collaboration, and coordinate with the Workforce Development Board.

CTE programs use the CEAC as a forum for developing their Perkins plans. The CEAC reviews them annually, providing feedback and ensuring alignment with the local area's in-demand industries and occupations.

On an operational level, the WIOA Youth program, MRS Pre-Employment Transition Services, BSBP, and Jobs for Michigan's Graduates work extensively with secondary CTE programs to dual-enroll eligible participants. Staff who work with employers connect CTE instructors and their students with companies throughout the local area for co-ops and job opportunities. Together, these programs coordinate Talent Tours, activities for Manufacturing Day, and MiCareer Quest.

The following are additional ways in which WIOA core programs are coordinated, especially in relation to educational activities:

- **Integrated Education & Training:** This partnership across MW!NC, Adult Education, and local training providers will be implemented in the first year of this plan period. The program allows individuals to learn academic skills and occupational skills in a contextualized manner. The program also connects participants directly with local employers both during and after training.
- **Youth Work Experience opportunities:** Work experience opportunities are a proven method for improving employability skills among youth. MW!NC and State Vocational Rehabilitation provide work experience programming; the two entities work collaboratively to ensure that each funding source is put to its highest and best use, with the goal of reaching as many potential youth candidates as possible. Other core WIOA program providers refer individuals as well, including Veterans Services and Adult Education.
- **MiCareer Pathways:** A regional strategy that supports local alignment, MiCareer Pathways will convene business sectors to develop employment and training pathways for in-demand careers. This project will serve as a mechanism for aligning educational opportunities with business needs, and ensure that all stakeholders have easy access to the information. It will serve as a replicable model for other workforce systems.

## Expanded Access, Career Pathways, and Credentials

### **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.***

The local board has made it a priority to maintain American Job Centers (AJC) in most counties the local area in order make services accessible to more communities. There are seven AJCs in the eight-county area; the comprehensive center is located in Alpena, with affiliate centers offering varying hours based on community needs. All AJCs offer meaningful access to all services, either through direct access or referral. In addition, many partners use the space for itinerant office hours, ensuring their services are accessible to their customers.

However, the large geographic area and sparse population in Northeast Michigan results in long distances between AJCs. One of the primary barriers to employment in the area is lack of transportation -- individuals generally live far from employment opportunities and public transit is extremely limited. Virtual delivery of services is one way to expand access to those customers, and the COVID-19 crisis of 2020 caused an unprecedented level of urgency for virtual services. Given the pressure of high demand but the inability to meet customers in person, the workforce system in Northeast Michigan rose to the challenge by conducting virtual appointments via phone and video technology. Now this method of service delivery is available to job seeker and employer customers, and will likely continue as a standard practice well beyond the crisis. Potential means of utilizing virtual technology include:

- WebX appointments with participants and employers;
- Online workshops;
- Video-based student engagement;
- Talent Tours, job fairs, and career expos.

Unfortunately, another barrier in the local area is lack of reliable broadband internet. This limits the workforce system's ability to leverage technology for virtual services. While a coalition of agencies are working on ways to increase the reach of broadband into rural areas, this issue remains an important factor in reaching individuals with barriers to employment. One means of mitigating this problem is to offer videoconferencing capabilities in the AJCs. A partnership with Alpena Community College would allow students to attend online classes at the AJCs when their home broadband isn't sufficient. The workforce system will continue to offer virtual service delivery where feasible, and will work collaboratively with other rural areas to improve broadband access.

Regardless of the method of delivery, access to services is facilitated by frontline staff. Therefore, an important strategy in expanding access is to ensure that staff have extensive information and connections across the local area. MW!NC partners with MRS to provide Windmills training to all Career Advisors. The training improves their awareness regarding disabilities, ADA, etiquette, and reasonable accommodations. In reverse, MRS and BSBP staff are regularly provided with information regarding events and services available through MW!NC programs, as are all other WIOA required partners. Information sharing also occurs through human services collaboratives networks, which are present in all eight counties and include a vast array of partners who provide supportive services.

Another strategy for improving access is to improve awareness of services. The local board works diligently to inform the public about the availability of services provided by the workforce system. Marketing efforts include an email newsletter, use of social media, flyers and other publications, and partnerships with radio stations. The website offers up to date information on events, programs, and initiatives. MW!NC issues press releases and engages local media when launching new programs and to promote existing services.

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

Career Pathways have become a primary focus of the workforce system in the local area, and often result in referrals and co-enrollment across core WIOA programs. Regardless of the starting point for a participant – Employment Services; WIOA Adult/Dislocated Worker/Youth; Adult Education; or MRS / BSBP – all participants are connected with services and programs that fit their individual need. They each have an individualized plan that reflects their career goal and the milestones necessary to achieve that goal. When these milestones require basic skills or high-school equivalency, referrals to Adult Education programs occur. When it is clear that the individual needs other types of training, the system connects with work-based or classroom-based training services. Regardless of the customer's needs, these plans take the long-term perspective, well beyond program exit, to ensure that all customers have a pathway not only for obtaining employment but for further advancing in their career.

Adult Learning Plans in the Adult Education program guide the individuals through specific academic areas, but also require a career goal. The plan ties each participant's learning to the skill needs for that career. This often requires planning beyond the high school diploma or equivalency, resulting in transition to postsecondary education and referrals to WIOA Adult, Dislocated Worker, and Youth programs, and/or vocational rehabilitation services for co-enrollment.

Youth programs especially offer an opportunity for career pathway development. BSBP Services to youth, Pre-Employment Transition Services at MRS, Jobs for Michigan's Graduates, and WIOA Youth services at MW!NC, focus on a long-term plan for each youth participant. This includes overcoming initial barriers, building work experiences and resume history, completing high school or equivalency, and transitioning to postsecondary training.

MW!NC has taken the lead in creating MiCareer Pathways, along with Michigan Works! Region 7B, to create a comprehensive framework for developing and sharing career pathways in the region. The project will bring together employers, education, and workforce entities. Their collaboration will focus on one sector at a time, identifying in-demand occupations and the skills and credentials necessary for each. This work will also reveal gaps in available training resources, providing educators with the information required to meet employer needs. Overall, the project will create a model for developing career pathways that can be continued regularly in the future, maintaining the infrastructure necessary to fill the talent pipeline, and shared with the workforce system across the state. In addition, the project will result in web-based resources for career planning, providing tools to job seekers, employers, partners, and students for devising individual career pathways. The resources will reflect local opportunities for training and employment, and will incorporate existing resources such as Career Pathfinder.

- ***Improve access to activities leading to a recognized post-secondary credential (including a credential that is an industry-recognized certificate or certification, portable, and stackable).***

Projection data for 2016 through 2026 indicate that almost half of available jobs in Prosperity Region 3 (the 8 counties of the local area plus 3 counties to its south) will require a credential beyond the high school level.<sup>4</sup> In order to meet this need, the workforce system must rally to support an increase in postsecondary credentials. This starts with a commitment, including aligning programs with Governor Whitmer's 60 x 30 initiative, ensuring that the local area will do its part to achieve the statewide goal of 60% postsecondary educational attainment by 2030.

The MiCareer Pathways project described above will go a long way toward improving access to recognized post-secondary credentials. The project will provide local, relevant information needed to improve career awareness and planning. Access to these important tools and resources will assist the entire system with connecting students and job seekers to education needed for advancing along a career pathway of certificates, educational milestones, and appropriate credentials.

Youth-focused programs offered throughout the area support the 60 x 30 goal by increasing participants' likelihood of high school completion and transition to postsecondary training. These include WIOA Youth (In-School and Out-of-School), Pre-Employment Transition Services, and Jobs for Michigan's Graduates. Each of these programs help youth to reduce barriers and empower them to create their own success.

Some school districts in the region are making extra efforts to connect area graduates with postsecondary opportunities. This includes Local College Access Networks, participating in FAFSA completion week, and using grants (i.e. Marshall Plan for Talent) to hire Career Navigators. One of the strategies in the WIOA Regional Plan supports additional staff in schools to improve career awareness. Another strategy is to increase career awareness events, such as MiCareerQuest and Talent Tours, by including more schools to reach more students.

In addition, the local area is promoting the use of USDOL Registered Apprenticeship (RA) programs. RA provide a built-in career pathway with mentoring, instruction, and advancement through specific milestones. An RA certificate from the USDOL is portable and often includes college credit via classroom-based training, which may be used toward a degree program.

## Service Strategies

### ***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.***

The Northeast Michigan workforce system uses a demand-driven approach for service delivery, recognizing that meeting employer needs is the best way to help both the employer and the job seeker,

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<sup>4</sup> DTMB, Bureau of Labor Market Information and Strategic Initiatives

as well as the community. Together, the core WIOA partners engage employers in a variety of ways, and use their engagement to drive program development.

One method of engaging local employers is to involve them in events that connect them with students and/or potential candidates for their open positions. Events such as these include:

- Talent Tours
- Job Fairs
- Hiring events at the American Job Centers
- MiCareer Quest

By participating and in some cases planning the events, companies recognize the need for their ongoing and continued engagement with education and workforce, providing information on their current and projected skill needs.

Another method of engaging local employers is the Talent Pipeline Management model. This approach facilitates connections with employers, building their knowledge of the education system as they would their own supply chain. This reinforces the need for their engagement so that both education and workforce have a comprehensive understanding of employer needs.

Another proven approach to employer engagement is through sector initiatives. MW!NC has developed sector groups for *Manufacturing* and *Human Resources*, regularly convening employers within those sectors, as well as WIOA core partners and educators. In addition, the WIOA region will convene the *Manufacturing sector* for the pilot portion of the MiCareer Pathways project, then expanding to other demand sectors in the region.

Business Resource Networks (BRN) engage employers in employee retention – a workforce development strategy that is akin to layoff aversion. BRNs connect incumbent workers with resources to help overcome barriers that may prevent workplace success. The Northeast Michigan business resource network is titled SafetyNetWorks!, and has member businesses in two counties (Alpena and Alcona Counties).

State Vocational Rehabilitation programs provide support to employers as well. MRS provides specialized services to employers through their Business Relations Consultant. They offer accommodations and ADA compliance coaching, disability etiquette training, and Return to Work services. They have access to occupational therapists who can provide on-site recommendations. In addition, the Talent Acquisition Portal offers employers an opportunity to fill their talent needs with an often overlooked but skilled population. BSBP counselors work with companies in much the same way, ensuring that workplaces are a welcoming place for sight-impaired individuals.

All of the above strategies are applicable for both small and large employers. However, they are especially helpful for smaller companies that do not have internal capacity to implement some of these activities on their own. By working collaboratively with other companies and relying on the support of the workforce system, small companies throughout the local area can better compete, attract quality talent, and improve their economic viability.

- ***Support a local workforce development system that meets the needs of businesses in the local area.***

Throughout all strategies that encourage employer engagement, the workforce system uses the Business Solutions Professional approach. All staff members in the WIOA Core Partners who work with employers are certified BSPs or will achieve certification with upcoming training. This approach provides a common framework for all agencies working with employers, and emphasizes that ultimately, workforce and economic development are all about finding solutions that work best for both the company and the talent pool.

This continual engagement of employers enables the local workforce system to learn about employer needs and design its programs accordingly. Services for employers are designed to draw from a wide network of solutions providers, and services for job seekers focus on developing skills that employers need.

In addition to ongoing engagement through BSP and the strategies listed above, the local board utilizes the following structures, programs, and frameworks to support a local workforce development system that meets the needs of businesses:

- Career & Education Advisory Council
- Collaboration with the MiSTEM Network
- GoingPro Talent Fund
- USDOL Registered Apprenticeships
- Other work-based learning opportunities, including On-the-Job Training, Incumbent Worker Training, Customized Training, Work Experience programs, and internships/co-ops

- ***Improve coordination between workforce development programs and economic development.***

The local board ensures coordination with economic development through ongoing relationships with the MEDC, Target Alpena, Northern Lakes Economic Alliance, Crawford County Economic Development Partnership, Economic Development Alliance for Oscoda County, Otsego County Economic Alliance, and chambers of commerce. Staff from these various agencies communicate regularly to provide updates about programs and ensure thorough understanding of services. They also work together to develop appropriate solutions for specific businesses, both those in the attraction stage and existing local businesses. These relationships leverage shared knowledge about employer needs and improve quality of services to businesses.

Ways in which this coordination is cultivated and maintained include the following:

- Participation in the Regional Prosperity Initiative
- Retention visits with MEDC
- Active memberships with local chambers and other associations
- Attendance at community events such as business after hours
- Working together to leverage the services of the Small Business Development Center, Procurement Technical Assistance Center, and sources of capital for local companies

An example of local coordination with economic development occurs annually with the GoingPro Talent Fund. While applications for this grant source are managed by MW!NC, all employer-focused programs

assist with promotion and referrals. Although the fund is suspended for the 2020 fiscal year, the partners look forward to engaging with local companies to access this much-needed assistance for training the current and new workforce.

Another example of local coordination occurred due to the COVID-19 crisis. Business services representatives received numerous contacts from local businesses asking for guidance and assistance. These staff worked with economic development entities, the SBDC, the MEDC, the local Collaborative Development Council and others to ensure that companies had the information they needed to navigate this difficult time.

- ***Strengthen linkages between the One-Stop delivery system and Unemployment Insurance programs.***

The workforce system in the local area has a positive working relationship with the Unemployment Insurance Agency. MW!NC and the UIA recognize the importance of working collaboratively for the benefit of mutual customers. The following strategies have served to strengthen the link between the One-Stop delivery system and the UIA; these strategies will continue in the coming four years and will be enhanced as more coordination occurs. New strategies follow this list.

- MW!NC, through its Employment Services role, performs “register for work” activities to assist persons filing for unemployment compensation.
- All American Job Centers have at least one dedicated UIA phone line for UI customers to readily access meaningful assistance.
- Frontline staff in the AJC provide UI claimants and local employers with fact sheets, guides, and other relevant resources provided by the UIA.
- Business services staff help to promote UIA Employer informational seminars when held in the local area.
- The MW!NC director attends Michigan Works! Association Director meetings in Lansing, and shares information from the region and provides feedback when necessary.
- A local UIA office is housed in the AJC in Alpena, allowing individuals who have difficulty with their claim to speak to a representative; frontline staff work together to ensure that each claimant has the information they need to meet their individual requirements. In addition, there is a local office in Gaylord.
- As UI claimants access the AJC to meet their register for work requirement, staff promote all programs and services available, to help them quickly re-enter the workforce.
- The local workforce system and UIA collaborate on Rapid Response activities, including worker orientations.
- MW!NC delivers the Re-Employment Services and Eligibility Assessment (RESEA) program to individuals selected by UIA; all RESEA participants receive an Individual Employment Plan to customize services based on their needs in an effort to speed their return to work.

In the last two years, the local area has benefited from UIA’s intentional efforts to improve connections with the local workforce boards. The State Administrative Manager for Customer Service and Reemployment Connections has provided training to administration and frontline staff, offered a point of contact for local concerns, and improved the ability of local offices and AJCs to work together. The

local workforce board commits to maintaining this positive relationship and hopes to work collaboratively with all stakeholders to strengthen it further.

During the COVID-19 crisis, the connections between UIA and workforce staff rose to a new level. With unemployment at a drastic upsurge, the workforce system adjusted to a new, dire need from its customers: assistance with filing for unemployment. Even though the registration for work requirement was waived, the AJC staff did everything they could to help, answering thousands of calls from UI claimants who benefited from hearing a live, reassuring voice. The UI system built capacity by allowing MW!NC staff to help with certain aspects of the backlog, and provided training as needed. During the months of April and May, MW!NC staff answered almost 6,000 calls from UI claimants. While there were many bumps along the way, the shared experience in this crisis helped to forge new bonds that will continue to benefit coordination and collaboration.

## Coordination with Economic Development

***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.***

Workforce and economic development programs occur both regionally and locally. All partners work collaboratively to coordinate activities, recognizing that both approaches are necessary for local companies to succeed. Collaborative activities include, but are not limited to, the following:

- Retention Visits;
- Provide workforce investment information as needed for attraction packages;
- Collaborate on specific projects when a business is expanding or downsizing;
- Participate with the local Collaborative Development Council.

The Regional Prosperity Initiative is still active in the local area, which is a part of Prosperity Region 3. Monthly meetings allow regional and local economic development entities to convene with workforce, local governments, and other stakeholders. The RPI's 10-year plan identifies the following three categories as critical aspects of its future success: Community Support, Economic Expansion, and Talent Advancement. The plan cites specific strategies for each category, but many areas overlap and reinforce each other. Below are a few examples of the role of workforce development, as related to both community and economic development.

Category	Strategy	Workforce Development's Role
Community Support	Placemaking	Support regional placemaking and branding efforts to improve talent attraction and retention
	Regional Branding	
	Transportation and Transit	Participate in planning and regional collaboration to improve transportation capacity
	Infrastructure	Participate in planning and regional collaboration to increase broadband availability

	Regional Collaboration and Leadership	Provide leadership across the region as a key stakeholder in economic success
<b>Economic Expansion</b>	Entrepreneurship and Small Business Support	Assist local providers in reaching small businesses and potential entrepreneurs with services that will increase their chances of success
	Industry Clusters	Convene and/or support sector strategies
<b>Talent Advancement</b>	Talent Attraction	Work with local economic developers, employers, and others to attract skilled talent to the area; promote the support available from the workforce system for training.
	Talent Development	Provide workforce services, increase work-based learning opportunities and postsecondary credential attainment, and increase awareness about in-demand opportunities.
	Entrepreneurship	Support local providers with training, career coaching, and other activities where feasible to increase entrepreneurial activity in the region.

Entrepreneurship is a key component of both Economic Expansion and Talent Advancement. The research conducted to develop the RPI's 10-year plan found that entrepreneurial activity is less than optimal within the region, for a variety of reasons. The workforce system will support the strategies identified in the plan, including the following:

- *Increase Awareness about Entrepreneurship* by including information regarding self-employment in labor market information;
- *Increase Young Professionals Programs* in the Region by promoting those that exist and supporting any new programs that form;
- *Increase Entrepreneurial Programming* for Youth by partnering where possible to provide this WIOA Youth program element to youth in the region.

In addition to the above, entrepreneurial skills training and microenterprise activities are supported by the workforce system in many other ways. For instance, the Small Business Development Center in the region is housed in the Alpena AJC, and partners across the workforce system make referrals to their services for both existing businesses and potential start-ups. Staff stay abreast of workshop offerings and updated services available from the SBDC.

## The One-Stop Delivery System

### ***6. A description of the One-Stop delivery system in the local area***

MW!NC operates seven American Job Centers (AJC) throughout the eight-county local area, listed below. The Alpena county service center is the comprehensive AJC; all others are affiliate locations. Meaningful access to all workforce programs is available via all locations.

Staff who work with youth and adults are available for workshops, orientations, and appointments in each AJC. These include MW!NC staff delivering Employment Services WIOA Adult, Dislocated Worker, and Youth programs; PATH services; and Trade Act programs; MRS staff delivering Pre-Employment Transition Services to youth and vocational rehabilitation programs to adults; BSBP services; Veterans Career Advisors delivering intensive services to eligible veterans; Offender Success staff offering support for offender participants; and much more. These career services staff offer a variety of services, including determining eligibility, conducting intake, developing a customized service plan, and assisting with barrier removal. In addition, community meetings are often held in the AJCs, as they provide a central location for partners across a wide spectrum of services.

#### **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

Business services staff also work in the AJCs, but are able to travel in order to connect with customers and develop solutions that meet their workforce needs. Business services staff develop customized recruitment and training strategies with business customers, and work collaboratively across WIOA core programs and with other partners to ensure robust solutions.

In addition to the full WIOA Titles I, III, and IV being available in the AJCs, Title II is also co-located in six of the seven centers. This increases collaboration across all programs and enhances access to Adult Education services.

- ***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 job seekers.***

The local board regularly assesses the quality of the local workforce system. One example of this assessment occurred during the development of the WIOA Regional Plan, where numerous stakeholders gathered to conduct a SWOT analysis and brainstorm strategies for improvement. Another example is via the Memorandums of Understanding with WIOA required partners, where service delivery and referral strategies are examined and agreed upon each year.

Because the local board does not subcontract services, its continuous improvement efforts are primarily tied to the MW!NC organization's focus on quality. The board views a Manager's Report at every meeting, which summarizes activities that implement the strategic plan, including participants and employers served, jobs filled, career awareness events, and training program outcomes. A Quality Assurance specialist employed by MW!NC conducts internal monitoring to ensure that policies are followed and files are maintained appropriately. The administration uses information from these internal reviews to create training plans for individual staff members and staffing groups. Also, staff are encouraged to participate in training offered by the Michigan Works! Association to improve their knowledge about programs and their service delivery skills.

The local board also prioritizes customer service for its continuous improvement activities. Job seeker customers are asked to complete a survey when they leave the AJC, and employers are surveyed at least once per year. The One-Stop Operator is tasked with conducting a customer service analysis annually, consisting of surveys and mystery shoppers. The results of this analysis are reviewed by the board and new approaches are developed, taking into account trends over time.

- ***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 other means.***

The local board's approach to facilitating access to services is to maintain physical locations wherever feasible throughout the local area, and to ensure meaningful access to all programs regardless of point of entry. Although only one AJC is considered comprehensive, all of them offer access to all services, either through direct delivery of the service on-site or through referral. Examples of this facilitation have been provided throughout this local plan, and include (but are not limited to) the following:

- Co-location of Adult Education classrooms in six of the seven AJCs;
- Co-location of a UIA local office in the Alpena AJC;
- Itinerant office space for numerous partners in all AJCs, including the Veterans Career Advisor, MRS Counselor, BSBP staff, and Offender Success staff;
- Integration of Titles I and III, as well as Trade Act and PATH, via direct delivery.

In addition to the above, the board will implement new strategies to improve access to services, including the following:

- *Increase Awareness:* The workforce system still suffers from a lack of awareness about the breadth and depth of services. Many people assume that Michigan Works! is the same as the

Unemployment Agency, and too many employers are unaware of services dedicated to their needs. Individuals and employers won't think to access services if they lack this awareness. The system has vastly improved its marketing and communications efforts in recent years. MW!NC distributes a monthly email newsletter and updates its website regularly, and MRS and Veterans Services circulate flyers and communicate regularly about their offerings. The email newsletter from MW!NC has been cited by stakeholders as a best practice, because it readily shares data about use of the AJC, highlighting the volume of individuals and employers served. In addition, all core program providers share success stories.

- *Increase Capacity:* Despite significant efforts to provide ready access across the local area, many communities are unable to easily receive services due to the long distance they must travel to the closest AJC. Increasing capacity through more physical locations is largely cost-prohibitive. Another means of increasing capacity is through partnerships, which goes a long way to stretching resources, but is constrained by the vast geography of the region. As such, the board seeks to expand its reach to communities that are currently underserved in new and innovative ways. This may include launching staff from the AJCs to various small towns for limited office hours, and/or setting up technology-based services at partner locations in communities that lack an AJC.

The use of technology, especially internet-based, to provide services has long been a promising opportunity to increase capacity and expand the reach of services. Due to the COVID-19 crisis, that opportunity quickly became not only practical but absolutely necessary. Continued use of this service delivery methodology will be further explored in the coming four years. Possibilities, many of which were implemented during the crisis, include one-on-one virtual services such as case management and career coaching, online workshops, and/or access points in small towns such as libraries or local government buildings. This approach will be explored in conjunction with the region's efforts to increase broadband availability, particularly in the most remote and rural corners of the local area.

- ***How entities within the One-Stop delivery system, including One-Stop operators and the One-Stop partners, will comply with the nondiscrimination provisions of WIOA (Section 188), if applicable and applicable provisions of the Americans with Disabilities Act of 1990.***

The local board is committed to nondiscrimination and inclusivity for all customers, including physical and programmatic accessibility of facilities, programs and services, technology, and materials. Various local policies address specific components of equal opportunity and access for individuals with disabilities. All MOUs with required WIOA partners include a provision committing to compliance with WIOA Section 188 and applicable provisions of the Americans with Disabilities Act of 1990.

Current practices to ensure accessibility in the AJCs include immediate responses to requests for reasonable accommodations when feasible, such as adjusting font sizes on the computer, making space for wheelchairs at resource room computers, and using Google Translate. In addition, assistive technology is available in the AJCs, including handicap-accessible computer and JAWS software. With notice, an American Sign Language interpreter can be provided. Customers may use a form to request accommodations that may be reasonable but require time or other resources to deliver.

Equal Opportunity is paramount for the local workforce system, and is addressed with public information (posters), EO statement and acknowledgement for all partners and participants, and the merit-based staffing of WIOA program providers, including MW!NC and the state of Michigan.

Staff training is offered annually to ensure that all positions are up to date and providing services in compliance. Trainings include Windmills provided by MRS to various partners; this training covers topics such as disability awareness, ADA, etiquette, and reasonable accommodations. MW!NC leadership create an annual training plan for all positions, including EO training. Other professional development activities include participation in webinars, such as those provided by the Michigan Works! Association, National Association of Workforce Development Professionals, and the USDOL Employment and Training Administration.

## Adult and Dislocated Worker Employment & Training Activities

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

Employment and training services are available to adults who are unemployed or underemployed. These include basic and individualized career services, specialized counseling to obtain or retain employment, training services, and follow-up services.

- *Basic Career Services*, in conjunction with general *Employment Services*, are available to the general population. They consist of primarily self-directed services such as using resource room computers to search for and apply for jobs, create resumes, and create a profile on Pure Michigan Talent Connect. Some services that involve staff assistance include initial skills assessment and screening for WIOA eligibility, referrals to partners and community programs, and labor market information.
- *Individualized Career Services* require enrollment in WIOA Adult or Dislocated Worker. These services include comprehensive and specialized assessments, development of an Individual Employment Plan, career planning, and financial literacy. Some types of training are also considered Individualized Career Services, including soft skills training, adult education, pre-vocational training, and work experience.
- *Specialized Counseling*: Career counseling and case management is available to individuals with disabilities from MRS, those with sight impairment from Bureau for Services to Blind Persons, and to eligible veterans and eligible partners or caretakers from Veterans Career Advisors. These services are customized to address the unique challenges faced by eligible individuals.
- *Training Services*: WIOA-funded training is available along a spectrum of skill levels, including the following:
  - Integrated Employment and Training;
  - Work-based training, including On-the-Job Training, Incumbent Worker Training, Customized Training, and Apprenticeships;

- Classroom and occupational training resulting in an industry-recognized credential through the use of Individual Training accounts;
- Michigan Career and Technical Institute (by referral).
- *Follow-up Services:* These are available to support individuals in successfully retaining employment following program participation. Services include job retention coaching and referrals to community agencies for supportive services.

### Assessment

While all of the above services are collaboratively delivered across multiple partners, the system does not have the capacity to reach all who could benefit from services. This concern is amplified by the COVID-19 crisis, as an unprecedented number of people find themselves unemployed and job opportunities diminish.

There are also opportunities for improvement in training services. For instance, training has primarily focused on classroom-based training. Work-based training services could be expanded with more Customized Training and Incumbent Worker Training that results in postsecondary credentials. These training programs allow local companies to select and/or develop, with a training provider partner, a training that specifically meets their needs. The worker also benefits by receiving a mobile, stackable credential to build on. This type of training will likely be a higher need in the recovery from the COVID-19 crisis, as businesses attempt to pivot and re-skill their existing workforce. In addition, USDOL Registered Apprenticeship programs are still underutilized by employers in the local area, despite significant efforts to promote it. The earn-and-learn opportunities provided by apprenticeship benefits both the worker and the employer, and provides a built-in career pathway for a worker to advance.

## Design Framework for Youth Programs

***8. A description of the design framework for youth programs in the local area, and how the 14 program elements required in 20 CFR Section 681.460 are to be made available within that framework.***

Youth services are available via a collaborative framework that coordinates WIOA Youth In-School (ISY) and Out-of-School (OSY) programs, Jobs for Michigan's Graduates (JMG), and MRS Pre-Employment Transition Services. MW!NC employs a Youth Programs Manager who oversees OSY, ISY, and JMG programs. This manager works in close coordination with the MRS Site Manager to ensure that the highest level of partnership is achieved.

In 2018, the local board elected to deliver WIOA Youth programming directly, rather than subcontract those services. The decision was made to reduce administrative overhead, thereby increasing resources that go directly to the area's youth. The agency's partnership with the previous provider remains strong, with numerous referrals occurring on a regular basis. Since making this move, the program has expanded to reach more youth in more communities, with enhanced partnerships in numerous school districts as well as with other agencies serving the same population.

The 14 program elements are provided directly by MW!NC Youth Career Advisors or by partners via referral, as indicated below. Each program element is used only when it aligns with the youth's Individual Service Strategy.

<b>Program Element</b>	<b>Partner / Service Explanation</b>
<b>1. Tutoring, study skills, and instruction</b>	Adult Education
<b>2. Alternative school and drop-out prevention</b>	Alternative programs offered by various school districts throughout the local area; drop-out recovery facilitated by MW!NC Youth Career Advisors
<b>3. Paid and unpaid work experiences</b>	Youth participants are employed by MW!NC and placed at local non-profits or companies; placements, support for site supervisor, and correlated training activities are coordinated by MW!NC Youth Career Advisors
<b>4. Occupational Skill Training</b>	ITAs may be utilized by Out of School Youth participants; training is provided by appropriate training entities, including community colleges and private providers
<b>5. Supportive Services</b>	Community resources and/or WIOA program funds may be used to help youth overcome barriers to participation
<b>6. Adult mentoring</b>	MW!NC Youth Career Advisors connect youth participants to appropriate adult influences in their lives; formal mentoring may be arranged in partnership with local agencies
<b>7. Follow-up services (12 months after completion)</b>	MW!NC coordinate the provision of follow-up services, which may include supportive services if necessary to retain employment
<b>8. Comprehensive Guidance and Counseling</b>	Providers of mental health, substance abuse, or other types of counseling may be accessed depending upon the need of the student; school-based group counseling is also used
<b>9. Integrated Education and Training</b>	Adult Education provides academic instruction, local training providers deliver occupational training
<b>10. Financial Literacy Education</b>	Available through various partners, including local banks and school-based programs
<b>11. Entrepreneurial Skills Training</b>	Available through various partners, including local banks and the SBDC
<b>12. Labor Market Information</b>	MW!NC Youth Career Advisors provide all youth participants with information about in-demand careers and facilitate career exploration activities
<b>13. Postsecondary Preparation and Transition Activities</b>	Participants are referred to college access programs, college admissions and financial aid offices, and campus tours. MW!NC also incorporate postsecondary transition into the long-term career planning from the start.

## Youth Basic Skills Deficiency

**9. A local definition of Part B of Basic Skills Deficiency, which reads “a youth who is unable to compute or solve problems, or read, write, or speak English at a level necessary to function on the job, in the individual’s family, or in society.”**

The local WIOA Youth Basic Skills Deficient Local Policy, Attachment A, defines Part B of Basic Skills Deficiency.

## Youth Workforce Investment Activities

**10. 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 an 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 plan.**

Youth services are delivered with a focus on long-term engagement and intensive case management, recognizing that at-risk youth in the local area need high levels of support in order to be successful. Each participant works with their case manager to jointly develop a plan (Individualized Service Strategy for WIOA Youth) that takes into account their individual needs and goals. The plan works through a variety of milestones to overcome barriers. Staff ensure that youth have access to community resources as well as supportive services.

- *WIOA In-School Youth* and *WIOA Out-of-School Youth* services are provided to eligible youth throughout the local area. MW!NC delivers this program in partnership with local school districts and other partners, providing individualized services based on the needs of each participant. The 14 program elements are either delivered directly by MW!NC Youth Career Advisors or via referral to partner programs (see Design Framework section above).
- *Jobs for Michigan’s Graduates* is delivered using both in-school and out-of-school models, by partnering with alternative education programs, CTE, and adult education. The program focuses on employability competencies, re-integration into education, and successful transitions to employment and/or postsecondary training.
- *Pre-Employment Transition Services* are available to youth with disabilities. Services include job exploration, work experience, self-advocacy training, counseling on postsecondary opportunities, and work readiness training.

Co-enrollment across all of the above programs occurs when appropriate for the individual youth.

The local WIOA Youth Individual Who Requires Additional Assistance Local Policy, Attachment B, defines “requires additional assistance” for In-School and Out-of-School Youth eligibility.

### Assessment

Collaboration across youth programs and activities is strong and very effective in the region. The programs often partner on specific projects, including the Summer Young Professionals program,

MiCareer Quest, Talent Tours, and more. Communication across management and among frontline staff occurs regularly and frequently. Partnerships with local school districts, CTE, and postsecondary programs is also strong and continues to grow as youth programs participate in career pathways planning and development.

The primary opportunity for improvement is to reach more youth. As of 2018, 4.2%<sup>5</sup> of the total population is considered “Disconnected Youth.” These are 16-19 year-olds who are not enrolled in school, not high school graduates, and not employed. Fortunately, this is a decrease from 2010’s percentage of 6.2%. However, current numbers indicate that many more people could benefit from youth programs than are currently served. Additional capacity in the form of more funding, especially flexible funding, would make a significant difference in the ability of these programs to expand their reach.

## Waivers

### ***11. Information regarding any waivers being utilized by the local area, in accordance with any Michigan Department of Labor and Economic Opportunity-Workforce Development (LEO-WD) 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 allows more flexibility in serving youth in our communities who live in a wide variety of circumstances and have significant need for services. The local area will utilize the waiver until such time as it expires or is rescinded. In addition, MW!NC will utilize the state’s waiver to allow up to 100% of Summer Young Professionals program funds on In-School Youth.

## Coordination with Secondary and Postsecondary Education

### ***12. A description of how the local board will coordinate relevant secondary and post-secondary education programs and activities with education and workforce investment activities to coordinate strategies, enhance services, and avoid duplication of services.***

The primary means of achieving coordination across relevant secondary and post-secondary education programs is through the local Career and Education Advisory Council (CEAC). Membership on this council consists of representatives from Adult Education, Career and Technical Education, K-12 general education, community colleges, private training providers, local employers, and workforce development. The CEAC provides a forum for generating new ideas and collaboration across the local area. The group discusses new and ongoing skill needs among local employers, and coordinates

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<sup>5</sup> Source: JobsEQ®

responsive strategies among educators. This convening and ongoing, open dialogue avoids duplication of services and ensures that strategies are aligned with employer needs.

The CEAC is charged with specific requirements in order to provide a framework for discussion, planning, and coordination. The group works together to increase career awareness events, tracking activities such as Talent Tours, MiCareer Quest, and career expos. They also track use of apprenticeships in the region, including any newly developed programs. The CEAC must review Perkins plans annually and assists with CTE-based Early/Middle College program applications by reviewing LMI and certifying that the top five cluster rankings are accurate for the local area. The CEAC must also incorporate representation from the MiSTEM Network in its projects.

The CEAC chair provides updates at every Workforce Development Board meeting and leads any discussion that results. This ensures that the CEAC and WDB are working in conjunction toward filling a talent pipeline for local employers.

Other means of coordinating workforce development activities with secondary and postsecondary education programs include the GoingPro Talent Fund, Integrated Education and Training, and partnerships with Local College Access Networks.

## Supportive Services and Needs-Related Payments

***13. A determination of whether the Michigan Works! Agency (MWA) has elected to provide supportive services and needs related payments. The MWAs that elect to provide supportive services to participants during program enrollment must describe the procedure to provide supportive services. The procedure will include the conditions, amounts, duration, and documentation requirements for the provision of supportive services.***

MW!NC has elected to provide supportive services to participants in order to overcome barriers to program participation and obtaining employment. Staff must research other resources prior to using program funds and may only provide supportive services based on individual need. The MW!NC Local Supportive Services Policy for Adult, Dislocated Worker, and Youth is included in this plan as Attachment C. The policy includes the types of supportive services available, along with any restrictions related to conditions, amounts, and duration.

MW!NC has elected to make needs-related payments allowable when financially feasible, at the discretion of the Executive Director. When approved, the use of needs-related payments is governed by the local policy, included here as Attachment D. Payments will only be provided to eligible, enrolled Adult, Dislocated Worker, and Out-of-School Youth participants who are receiving training services. In addition, the participant must be unemployed and either ineligible for or have exhausted unemployment compensation benefits. In all cases, the participant must have a legitimate, demonstrated need based on a financial assessment conducted by the Career Advisor.

## Coordination with Transportation and other Supportive Services

### ***14. 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.***

The local area supports the strategies identified in the WIOA Regional Plan, including the following:

#### **Goal: Increase transportation capacity for the local workforce**

- *Strategy:* Explore rural ride-sharing models and test them with pilots in the region
- *Strategy:* Pursue support from automakers, local employers, and other agencies to sponsor workforce transportation.

The local area also supports the strategies identified in the Regional Prosperity Initiative's 10-year plan, including the following:

#### **Goal: Develop or enhance transportation options across the region for efficiency and accessibility**

- *Strategy:* Increase awareness of existing transportation options and resources for the workforce
- *Strategy:* Collaborate and coordinate across sectors to reduce costs for logistics and workforce transportation

In addition to transportation, other supportive services are necessary to overcome a variety of barriers experienced by job seekers. These include lack of quality and available childcare; physical, mental or emotional disabilities; lack of soft skills; poverty that results in limited or substandard food supply, housing, clothing, and medical care; domestic violence; and many more.

WIOA Title I workforce investment activities (Adult, Dislocated Worker, and Youth) rely on the availability of supportive services to ensure successful outcomes. In order to effectively coordinate the many resources and providers in the local area, the workforce system is committed to the following activities:

- Many of the partners that provide supportive services are represented on the Workforce Development Board and also participate on RPI.
- Sector approaches convened and/or supported by the Michigan Works! Agency will seek to address systemic issues that create barriers to employment, including lack of transportation and other critical needs.
- WIOA Core and other required partners participate in county-based human services councils to share resources and information.
- MW!NC staff are trained MiBridges Navigators to better assist individuals with the application process for public assistance.
- Staff at most partners are trained on available community resources, and maintain this knowledge through regular research and communication.
- 211 is available throughout the region and used extensively by frontline staff.
- MW!NC has pursued and received mini-grants from local foundations to provide additional supportive services, including Northeast Community Foundation (Alpena, Presque Isle, Cheboygan counties), Otsego County Community Foundation, United Way of Alpena and Presque Isle, and United Way of Otsego County.

## Per Participant Funding Cap

### ***15. A description of the local per participant funding cap, if applicable.***

The local board has enacted a policy to limit training funds to \$4,000 per participant, to be utilized for tuition, fees, and books. This is reflected in their ITA Local Policy, Attachment E. Otherwise, no per-participant funding cap has been established.

## Coordination with Wagner-Peyser Act Services

### ***16. 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.***

Through the American Job Centers, all Wagner-Peyser Act services are available to job seekers and employers in the local area. In order to avoid duplication, WIOA partners provide specific elements of those services, as outlined below. Career Navigators, who greet and serve job seekers in the AJCs, facilitate self-directed and staff-assisted services for all job seekers. They help to triage and refer individuals as appropriate to other Employment Services providers and partners. In addition, business services staff at multiple partners work collaboratively to support the needs of local employers.

MW!NC is responsible for, and directly delivers, Employment Services to the universal population of job seekers and employers. These include, but are not limited to, the following:

- Availability of Pure Michigan Talent Connect and other resources on public-use computers in AJC resource rooms.
- Coaching job seekers and employers on effective use of PMTC, such as posting resumes, creating job orders, etc.
- Identifying veterans at point of entry, provide needed services, and ensure priority of service.
- Referring eligible veterans and spouses or caretakers to Veterans Career Advisors using the Military Service Questionnaire and process outlined in the Employment Service Manual.
- Identifying Migrant and Seasonal Farmworkers at point of entry, provide needed services, and refer to MSFW staff if appropriate.
- Providing the following services as needed:
  - Student waivers.
  - Registration for Work.
  - Re-Employment Services and Eligibility Assessment.
  - Fidelity Bonding.
  - ES Complaint System.

MW!NC provides Employment Services for all job seekers in the local area, including UI claimants; in addition, the state of Michigan's Department of Labor and Economic Opportunity-Workforce Development (LEO-WD) provides Wagner-Peyser services for special populations. Veterans Career

Advisors (also supported by Jobs for Veterans State Grant) support veterans who need intensive case management due to significant barriers. LVERs assist employers with accessing and supporting the veteran talent pool. While MW!NC staff work with Migrant and Seasonal Workers as well as agricultural employers, LEO-WD staff in other regions are available to assist and provide guidance.

## Employment Services Plan

**17. 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 the WIOA. This description shall include:**

- ***The identification of a point of contact (name, address, phone number, email).***

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- ***Information regarding whether the MWA is providing employment services directly in the local area or if service providers are being used. If service providers are being used, please include the name of the provider, the type of entity, and whether or not the provider is a merit-based organization. For type of entity, please choose from the following: state governmental agency, local unit of government, special purpose unit of government, school district, intermediate school district, public community college, public university, or other.***

As a merit-based entity formed through Michigan Public Act 7, MW!NC provides employment services directly, without the use of subcontractors.

- ***A description of how Wagner-Peyser funded services will be provided at no cost to employers and job seekers.***

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 local area. Business Services Representatives visit companies at their location, bringing the needed technology to assist with posting job orders, searching for resumes, reviewing training opportunities, and connecting to other resources and partners.

Services to job seekers are provided in seven American Job Centers (AJCs). Career Navigators greet and assist job seekers who enter the AJC. Many no-cost resources are available on public-use computers in the AJC, including Pure Michigan Talent Connect, resume-writing software, and websites to assist with all aspects of job search. In addition to assisting job seekers with these Wagner-Peyser funded services,

Career Navigators identify relevant program opportunities based on customer need and make referrals as appropriate.

- ***An explanation of how labor exchange services will be provided using the three tiers of services: self-services, facilitated services, and staff-assisted services.***

Labor exchange services are provided in the American Job Centers for job seekers and in-person with employers at their location or over the phone. Virtual services are also available when job seekers or employers access web-based labor exchange systems, including Pure Michigan Talent Connect (PMTTC) and the MW!NC website.

#### Labor Exchange Services to Job Seekers

*Basic Career - Self Services* are available to job seekers in the resource rooms of the AJCs throughout the local area. The general public is allowed to utilize the computers and other job search resources for purposes of seeking and obtaining employment. Services 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;
- Printers, copiers, and fax machines; and
- Telephones for job search and unemployment claim purposes.

*Basic Career – Staff Assisted Services (facilitated services)* are provided when job seekers cannot use the resources without support. Their needs vary, but may be due to lack of computer familiarity, low levels of literacy, a disability, or some other barrier. Services include, but are not limited to:

- Assistance navigating PMTC;
- Providing tips for effective job search, resume writing, and interviewing;
- Printing information;
- Reading information and assisting the customer in understanding it;
- Adjusting the screen size for larger font.

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.

*Individualized Career – Staff Assisted Services* are provided when staff work individually with job seekers and invest significant time in supporting them. 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. Services include, but are not limited to:

- Assistance with filing for unemployment compensation;
- Initial assessment;
- Screening for program eligibility;
- Job search planning;
- Customized labor market information;
- Career counseling; and
- Referral to specific jobs.

Staff in the AJCs 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 for Employers

Business Services Representatives (BSR) 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.

*Staff-Assisted Services (facilitated services)* are provided to employers when support beyond self-service is needed. Services include assisting the employer with navigating PMTC, accepting job applications for the employer in the AJC, and connecting employers with other business services available in the area.

*Individualized Staff-Assisted Services* are available to employers to provide a more customized level of support. BSRs may provide the following services, depending upon the need of the company:

- Post job orders on PMTC for the employer;
- Use the Business Solutions Professional model to identify employer's needs, develop and implement solutions, and follow-up to ensure employer satisfaction;
- Organize Talent Tours with local schools and employers for occupational awareness;
- Invite employers to participate in Career Fairs, both virtually and locally;
- 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 PMTC 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.

### Labor Exchange Services for both Job Seekers and Employers

All of the services listed above are provided in compliance with the parameters and processes described in the Employment Services Manual. Staff-assisted services provided to job seekers are recorded in the One-Stop Management Information System and those provided to employers are recorded in Salesforce.

MW!NC will make available the following services to both job seekers and employers.

- Maintaining confidentiality of job seekers and employers;
- Providing an adequate number 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.

#### ● ***A description of the manner in which career services are being delivered.***

Career services – both self-directed and staff-assisted – are primarily provided in the American Job Centers. 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.

Career Navigators stationed in each AJC provide the majority of Career Services to job seekers. When a referral to another WIOA program is warranted (such as MRS, Adult/Dislocated Worker, or other) then other staff work with the customer to determine eligibility.

In the coming four years, MW!NC will explore the potential for using virtual services to expand access to career services.

#### ● ***A listing of how many staff at each site will be available to provide services.***

The location of each AJC is listed below, along with the number of staff available at each center. This information is subject to change, depending upon traffic count, availability of staff, and funding levels.

AJC	Computers available <sup>6</sup>	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) <sup>7</sup>	6	13	1	M-F	8:30a-noon* 1pm-4:30pm

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.

- ***A description of how the Unemployment Insurance (UI) Work Test will be administered. This description must include an explanation of how the registration of UI claimants will be conducted and how reporting claimant non-compliance with the “able, available, and seeking work” requirements will be managed.***

MW!NC Career Navigators conduct 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.

<sup>6</sup> Combination of resource room computers and computer lab.

<sup>7</sup> Also serves as the administrative office

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 form.

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.

- ***A description of how the Reemployment Service Eligibility Assessment requirements will be administered.***

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.

The UIA notifies selected claimants of their requirement to participate in RESEA. Each week MW!NC accesses the list of claimants referred for the Reemployment Service Eligibility Assessment (RESEA) program, in order to gauge the anticipated number of claimants who may access services. In addition, staff reach out to claimants to encourage them to schedule their appointment.

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.

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.

- ***An explanation of how the MWA will participate in a system for clearing labor between the states by accepting and processing interstate and intrastate job orders as a component of the National Labor Exchange System.***

When a business located outside of Michigan wishes to recruit workers from within Michigan, they may use the PMTC system and/or the services of MW!NC.

### 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

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. Staff may provide employers with a bilingual form that will suffice.

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.

- ***An explanation of how the MWA will ensure veterans will be provided access to the same employment services received by the general population. This explanation must include a description of the screening process the MWA uses to refer eligible veterans to Veteran Career Advisors for case management services and how priority of service for veterans and eligible spouses will be applied in the delivery of Wagner-Peyser funded services.***

MW!NC provides all levels of Employment Services to all Veterans as they would for other populations, provides priority of service for those and other services, and documents provision of those services in OSMIS. Staff identify veterans and eligible spouses and family caregivers at point of entry, whether the individual is a walk-in at an AJC, a referral from another partner, or a new participant in a program. 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) and by staff directly asking customers if they are a veteran or eligible spouse or family caregiver.

All customers who self-identify as a covered person – veterans, eligible spouse, or family caretaker – are immediately notified by MW!NC staff that they may qualify to receive individualized case management services from a Veterans Career Advisor. This notification includes the following:

- As a covered person, the customer is entitled to receive Priority of Service;
- As a covered person, 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 the customer is interested in pursuing Veterans Career Advisor services, staff immediately provide them with the Military Service Questionnaire, and inform them of the following:

- The information is being requested on a voluntary basis.
- Completing the form is a requirement for VCA staff services.
- The information will be kept confidential.
- Refusal to provide the information will not subject the customer to any adverse treatment, but they may not be eligible for VCA services.
- The information will be used only in accordance with the law.
- Where to return the completed form.

Upon completion, staff review the form and determine whether a referral to a Veterans Career Advisor is appropriate. If so, staff complete the form and forward it to the local VCA electronically, and follow all other procedural requirements per the Employment Services Manual and local policy. Staff continue to provide services to the veteran and document all services in OSMIS, including the referral.

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

Priority of service is provided to covered persons when providing Employment Services. Examples of how this priority of service is applied include, but are not limited to:

- Covered persons move to the front of the line if there is a wait list to use computers in the resource room;
- When taking applications in the AJC for employment opportunities, applications completed by veterans are provided to the employer first;
- Covered persons are allowed into workshops before non-covered persons if availability is limited;
- PMTC's 24-hour hold allows covered persons to access job postings before other customers.

In compliance with the Jobs for Veterans Act, all other workforce services are provided to covered persons as well, including WIOA individualized career services and training services.

- ***An assurance that Migrant and Seasonal Workers (MSWs) will have equitable access to and receive the full range of employment services that are provided to non-MSW customers.***

Employment Services staff ensure that Migrant Service Workers (MSW) have access to the same employment services, benefits, protections, counseling, testing, and appropriate referrals to other services as the general population. This includes the full range of services available in the resource rooms, such as access to all job orders, support for effective job search, and more, as well as referral to community resources and other workforce programs.

- ***An explanation of the services and staffing the MWA will use to ensure that MSWs will be provided access to the same employment services, benefits, protections, counseling, testing, and job and training referral services received by the general population. This explanation shall include a description of the referral process to MSWs or other appropriate MWA staff.***

Career Navigators are stationed in each AJC to greet customers and provide Employment Services. They are charged with identifying MSWs at point of entry. They are provided with training to ensure that they understand the definitions provided with the Employment Services Manual, and ask the appropriate questions. Career Navigators do not assume MSW status due to race or language spoken, but instead inquire about the nature of prior work.

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, or to have a dedicated bilingual staff member. However, the AES housed in the Northwest region is available for support and service as needed, located at Northwest Michigan Works! Service Center in Traverse City.

- ***A description of any other planned services or activities for which Wagner-Peyser funds will be utilized.***

MW!NC provides Employment Services in compliance with WIOA Title III and the Employment Services Manual issued by the state of Michigan's Department of Labor and Economic Opportunity-Workforce Development (LEO-WD). Only allowable Employment Services are provided; no supportive services or training programs are funded by Wagner-Peyser.

The following services are also available through the AJCs in the local area:

- *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 LEO-WD 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 LEO-WD 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 LEO-WD leadership maintain a high level of communication;
  - The MW!NC Functional Coordinator ensures that LEO-WD field staff are included in local meetings and communications;
  - LEO-WD field staff share weekly schedules with appropriate MW!NC staff.
- *Employer 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

## Navigators

### ***18. A description of any navigators being utilized in the local area to provide targeted support and resources to specific groups of individuals with barriers to employment.***

All staff across WIOA Core Programs are expected to maintain a substantial knowledge base of community resources, and therefore serve as “navigators” to assist their clients as needed. Career Navigators who provide Employment Services in the American Job Centers are especially tasked with knowing and providing support and resources to job seeker customers. This is essential since many job seekers who walk in to an AJC have immediate needs beyond job search, including food for their families, shelter for the night, avoiding utility shut-offs, and much more. In addition, MW!NC staff have been trained as Bridges Navigators by the Michigan Department of Health and Human Services to better provide assistance for customers applying for public assistance.

## Coordination with Adult Education

### ***19. 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 submitted under Title II consistent with the WIOA Sections 107(d)(11)(A) and (B)(i) and the WIOA Section 232.***

The local board works closely with the Adult Education and Literacy fiscal agent, Iosco Regional Education Services Agency (I-RESA), to ensure that programs are consistent with the WIOA Sections 107(d)(11)(A) and (B)(i). The director of I-RESA sits on MW!NC WDB Board and serves as the chair of the CEAC. Adult education programs are co-located in six of the seven AJCs. I-RESA coordinates with MW!NC to review progress of each adult education program and make changes as necessary.

Adult education programs are co-located in six of the seven AJCs. This provides opportunity for enhanced coordination at the service delivery level, where frontline staff work together for the benefit of their mutual customers. In addition to co-location, MW!NC and Adult Education have developed a formal referral system to ensure thorough communication regarding mutual customers. I-RESA 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.

Other examples of coordination across Title I and Title II include the following:

- *Integrated Education and Training* will be implemented as a partnership between Adult Education, MW!NC, other workforce partners, and occupational training providers. This will improve adult education participants’ ability to find and retain employment by combining basic academic education and occupational training.
- The *MiCareer Pathways* project will illustrate the continuum of skills needed by local employers, and identify how Adult Education and other local training entities provide those skills.
- The *Individual Employment Plan and/or Individual Service Strategy* developed for each WIOA Title I participant identifies barriers to employment, including the lack of a high school diploma

or equivalency. This immediately triggers a connection, through referral and collaborative case management, to the Adult Education program in the local area.

The local board also fulfills its coordination role by reviewing applications for WIOA Adult Education and Family Literacy Act funds. These are reviewed the WDB to ensure alignment with this local plan and the WIOA Regional Plan.

## Cooperative Agreements

***20. Copies of executed cooperative agreements 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 delivery system.***

Copies of MOUs, including IFAs, with all required WIOA partners in the local area have been forwarded to LEO-WD. Below is a listing of the specific partner for each required program.

Required Program	Local Partner
Title I: Adult, Dislocated Worker, Youth	MW!NC
Title II: Adult Education	I-RESA HLCS
Title III: Employment Services	MW!NC LEO-WD Veterans Services (including Jobs for Veterans State Grant)
Title IV: Vocational Rehabilitation	Michigan Rehabilitation Services Bureau of Services to Blind Persons
Senior Community Service Employment	AARP Foundation
Carl D. Perkins programs: Postsecondary	North Central Michigan College Alpena Community College Kirtland Community College
Trade Act	MW!NC
Community Services Block Grant Act	None
Department of Housing and Urban Development	None
Unemployment Insurance Compensation	UIA

<b>Job Corps</b>	None
<b>Native American Programming</b>	Little Traverse Bay Bands of Odawa Indians
<b>Migrant Seasonal Farmworker</b>	None
<b>Responsible Reintegration of Ex-Offenders</b>	None
<b>Youth Build</b>	None
<b>TANF</b>	MW!NC
<b>Non-Required Programs</b>	<b>Local Partner</b>
<b>Offender Success</b>	Region 7B
<b>Community Corrections</b>	NEMCOG

## Grant Recipient

### ***21. A description of the entity responsible for the disbursement of grant funds.***

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.

## Competitive Process

### ***22. A description of the competitive process that will be used to award the sub-grants and contracts for the WIOA Title I activities.***

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)]

## Local Levels of Performance

***23. The local levels of performance negotiated with the Governor and CEO(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.***

Performance measures for PY18 and PY19 were negotiated and approved by the LEO-WD and are provided here as Attachment F. Performance measures for PY20 and PY21 are yet to be scheduled at the time of this writing.

## High-Performing Board

***24. A description of the actions the local board will take toward becoming or remaining a high-performing board, consistent with the factors developed by the State Board.***

The local workforce development board (WDB) works diligently to maintain a focus on quality, both in its role for overseeing workforce programs as well as for assessing the One-Stop system. The diverse representation of board members from communities across the local area and from multiple sectors provides a unique convening of various perspectives. To encourage cross-sector strategic thinking, the WDB holds its meetings with the Regional Prosperity Initiative (RPI) Collaborative. The RPI's membership includes representation beyond the requirements of the WDB, including transportation, childcare, and

infrastructure (such as broadband); meeting together maintains connections across many facets of community, economic, and workforce development.

To create a framework for aligning multiple perspectives and to focus on the effectiveness of the workforce system, the WDB developed and approved a Strategic Plan, further described in the section of this plan pertaining to the board's strategic vision. The Strategic Plan is used to guide the board's decisions and target its resources.

Additional ways in which the WDB maintains its role as a high-performing board include the following:

- All new board members attend a comprehensive orientation with the board chair and Michigan Works Director. The orientation covers information about the local and state workforce system, services that the board oversees, and expectations of board member involvement.
- The board chair and other members attend the Michigan Works! Association annual conference, attending sessions to improve their knowledge and comprehension about the workforce system and its programs.
- Several board members from the MW!NC administrative board also hold positions on the local regional planning organization's board.
- Staff regularly present information regarding programs, including performance metrics and qualitative impact, at board members.
- Board members participate in Legislative Day and other communications with legislators, ensuring a high-value relationship with representatives of the local area.
- Board members serve as ambassadors within their communities about Michigan Works, informing their networks about the services and benefits, as well as bringing information about the needs of their communities back to the administration.
- Agenda items at board meetings reflect community needs, changing economic conditions, and issues facing the workforce and local employers. This provides a forum for macro-level discussion that guides the system toward effective and proactive programming.

- ***Effectiveness and continuous improvement criteria the local board will implement to assess their One-Stop centers.***

The board reviews data regularly to assess the effectiveness of the American Job Centers. This includes information from the MW!NC Customer Tracking System, which identifies trends in traffic by office, use of services, and more. This information is used to make decisions regarding office locations, hours open, and availability of resources at each AJC. Other information that is reviewed includes numbers served and performance information by program; career awareness events such as Talent Tours; hiring events such as job fairs; and training programs. The board assesses this information in light of local need for each service, capacity of the system and partners, trends over time.

Another means of evaluating effectiveness of the AJCs is based on customer satisfaction. The One-Stop Operator is tasked with monitoring and assessing customer service. This is done through discussions with AJC staff, MW!NC leadership, and mystery shoppers. In addition, the One-Stop Operator performs the following functions as related to evaluating effectiveness of the AJCs:

- 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 Comprehensive 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.

- ***A description of how the local board will allocate One-Stop center infrastructure funds.***

MW!NC is using the methodology developed by the statewide system of Michigan Works! agencies to allocate One-Stop center infrastructure funds. For partners co-located in the AJCs, the cost methodology is allocated based on Full-Time Equivalencies (FTEs) providing services in the comprehensive center and the Affiliate locations. 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. 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).

- ***A description of the roles and contributions of One-Stop partners, including cost allocation.***

Some partners provide services either in-person or via technology within the centers, including MRS, UIA, and LEO-WD 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.

## Individual Training Accounts and Training Contracts

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

- ***If contracts for training services will be used.***
- ***Coordination between training service contracts and individual training accounts.***
- ***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.***

Individual Training Accounts (ITA) are used as the mechanism to fund occupational and classroom-based training for eligible individuals. MW!NC Career Advisors determine eligibility for WIOA Adult, Dislocated Worker, and Out-of-School Youth programs, all of which support the use of ITAs.

Training services must be deemed necessary by the Career Advisor in order to approve an ITA, based on comprehensive assessment and development of the Individual Employment Plan or Individual Service Strategy. Although the individual does not have to progress through a series of career services prior to pursuing training, the Career Advisor must determine that the participant is unlikely to obtain appropriate employment without training.

The Career Advisor ensures that the customer is well-informed regarding their training options, along with in-demand industries in the local area. Together, they review labor market information and the state's Eligible Training Provider List (ETPL) on Pure Michigan Training Connect. In order for the training program to be approved by the local area, it must be directly linked to employment opportunities in the local area, which the participant must research to ensure that use of the ITA is warranted. If the participant's program of choice is not listed on the ETPL, the Career Advisor works with that provider to obtain approval prior to approving the ITA and moving forward with training enrollment.

ITAs may also be used to support USDOL Registered Apprenticeships, which are automatically incorporated into the ETPL. MW!NC Business Services Representatives work with local employers to navigate the apprenticeship model, and makes appropriate connections with the USDOL Registered Apprenticeship office.

Training contracts are not utilized by the local area.

## Public Comment Period

***26. 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.***

This WIOA Local Plan is publicly available on the MW!NC website, [www.nemworks.org](http://www.nemworks.org), at all times. The public comment period is open from June 22, 2020 to July 21, 2020. All partners were notified by email of the availability of the plan's public comment period and encouraged to review and provide final feedback. These partners include all members of the Workforce Development Board, the Administrative Board, the Career and Education Advisory Council, all WIOA Required partners, and the Regional Prosperity Initiative. In addition, the opportunity to comment was included in the agency's email newsletter, which is sent to constituents across the local area including job seekers, local employers, government officials, and more.

All comments received during the comment period will be included with this plan. 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.

## Information Systems

### ***27. A description of how One-Stop centers are implementing and 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 (OSMIS). This system is used by MW!NC staff delivering all WIOA Title I and III programs. The system also allows integration with other workforce programs, including PATH and Trade Act. Veterans Career Advisors also use the OSMIS.

The OSMIS helps to streamline intake for multiple programs. As such, all individuals who register in Pure Michigan Talent Connect at an AJC are automatically registered in the system (using the Confidential Information page). This reduces administrative burden by staff across programs, and helps to ensure accurate and up to date information for each participant. In addition, the OSMIS allows for collaborative case management to support mutual customers across programs. For instance, an individual receiving RESEA services may also be receiving services from a Veterans Career Advisor. Staff from both programs enter service information, a single IEP, and comprehensive case notes, allowing them to more easily work together and avoid duplication.

Another way that AJCs are implementing technology-based solutions is for customer tracking. Every customer entering an AJC must sign in to a system that records their visit and their use of services. This allows administration to review how the AJCs and their resources are being utilized across the local area.

## Priority of Service

### ***28. 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 G to this plan.

## Coordination with Statewide Rapid Response activities.

### **29. A description of how the local board will coordinate workforce investment activities carried out in the local area with statewide Rapid Response (RR) activities.**

MW!NC, other core partners that work with employers, and local business support partners, all serve as a means of identifying when Rapid Response activities are needed. The network of agencies, including EDCs, SBDC, PTAC, and others, work together to avoid business closures and/or mass layoffs. However, when those situations occur, the network brings together all resources necessary.

Regardless of the agency that initially discovers a business closure or mass layoff, MW!NC ensures that the Rapid Response division of LEO-WD is informed, so that Rapid Response can be activated. If a WARN notice is needed, the business is advised accordingly. LEO-WD staff and MW!NC work collaboratively to connect with the employer, provide information, and institute worker orientations.

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;
- Incumbent Worker Training to prevent layoffs; and
- Solutions for businesses in transition, growth, and decline.

## Local Rapid Response

### **30. A description of RR activities.**

MW!NC delivers the following Rapid Response activities. These are provided in collaboration with local and state partners, and in coordination with the LEO-WD Rapid Response unit.

- *Initial Rapid Response meeting* with the company and union officials (if applicable).
- *Worker orientation meetings* for employees. These include presentations about workforce programs and services, such as Employment Services; WIOA programs; Trade Act as applicable; and special population services including Veterans services, services for individuals with disabilities, and adult education. Representatives from the Unemployment Insurance Agency may also be present at the worker orientation meetings to provide guidance on accessing unemployment compensation benefits.
- *Collection of dislocated worker information* from the company or via survey or form. This provides information on the skills, educational history, and location of the affected workers, and can help to design workforce programming to assist in their transition to new

employment or skills upgrade training.

- *A Joint Action Committee* may be created in order to enhance services and provide a framework for partnership with a union, if present at the company.
- Additional resources from *State Adjustment Grants, National Dislocated Worker Grants*, or other programs. This may especially be necessary in the case of large-scale layoffs where providing workforce services to a significant volume of individuals is not feasible with the area's formula funds.

The local area's Rapid Response local policy provides more detail on the above and the methods for implementing rapid response activities, and is included in this plan as Attachment H.

## Appendix A: Basic Skills Deficient Definition

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### LOCAL POLICY: BASIC SKILLS DEFICIENT

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<b>Policy Effective Date:</b>	February 26, 2020
<b>Board approval Date:</b>	February 26, 2020
<b>To:</b>	All Staff
<b>Subject:</b>	Basic Skills Deficient
<b>Programs Affected:</b>	WIOA Youth, Adult, and Dislocated Worker
<b>Purpose:</b>	To provide the local definition of Basic Skills Deficiency for WIOA Youth, Adult, and Dislocated Worker eligibility
<b>Rescissions:</b>	LOCAL (Youth) – Basic Skills Deficient Effective July 1, 2015/October 23, 2019
<b>References:</b>	Workforce Development Agency WIOA Manual

## Background

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Low educational functioning levels can be a significant barrier to educational and/or employment success. WIOA combines the prior definitions of “Deficient in Basic Literacy Skills” and “Basic Skills Deficient” into the singular term “Basic Skills Deficient.”

Basic Skills Deficiency (BSD) is one of the possible barriers required as eligibility criteria for WIOA Youth Participants.

## Policy

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WIOA defines Basic Skills Deficiency as the following:

- a) Who is a youth that has English reading, writing, or computing skills at or below the 8th (8.9) grade level. All WIOA Youth participants must be assessed for basic skills deficiency using one of the tools listed below:

- Test for Adult Basic Education (TABE);
- Comprehensive Adult Student Assessment System (CASAS);

If the participant scores at an 8th (8.9) grade level or lower in reading, writing, or computing skills, then he/she is considered Basic Skills Deficient;

**OR**

- b) Who is a youth or adult that is unable to compute or solve problems, or read, write, speak English, at the level necessary to function on the job, in the individual’s family, or in society. The Michigan Works! Northeast Consortium defines an individual who is unable to compute

or solve problems, or read, write, speak English, at the level necessary to function on the job, in the individual's family, or in society, as an individual who:

- Reading, writing, or computing skills at or below the 8th (8.9) grade level; or
- English is the individual's second language; or
- Has a social, mental or physical impairment as documented by a physician or other qualified service provider; or
- Enrolled in remedial courses in post-secondary education; or
- Lacks the short-term pre-vocational skills (i.e. the learning skills, communication skills, or computer literacy skills) an individual needs to prepare for unsubsidized employment or training , as documented by and in his/her comprehensive assessment; or
- **On-the-Job-Training ONLY:** if an individual possesses 50% or less of the skills required to do the job as indicated by the training outline.

**MW!NC Staff - whenever ANY of the above are applicable, staff must notify the Career Advisor/Youth Career Advisor and provide the specific BSD information. The Career Advisor/Youth Career Advisor will enter the BSD in OSMIS and enter a BSD case note.**

**Youth Staff - whenever ANY of the above are applicable it must be entered in OSMIS and a BSD case note entered.**

## Appendix B: Youth who Requires Additional Assistance Definition

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### LOCAL POLICY: (YOUTH) INDIVIDUAL WHO REQUIRES ADDITIONAL ASSISTANCE

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

## Appendix C: Supportive Services Local Policy

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

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<b>Policy Effective Date:</b>	February 26, 2020
<b>Board approval Date:</b>	February 26, 2020
<b>To:</b>	All Staff
<b>Subject:</b>	Supportive Services for Adult, Dislocated Worker & Youth
<b>Programs Affected:</b>	WIOA Adult, Dislocated Worker & Youth
<b>Purpose:</b>	To establish required policy regarding the determination of need, documentation, and payment of supportive services
<b>Rescissions:</b>	Local Supportive Services and NRPs (Youth NRP Only) (WDB Approval May 22, 2019)
<b>References:</b>	Workforce Development Agency WIOA Manual USDOL Training & Employment Guidance Letter 19-16

## Background

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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

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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 \$10,000.00 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. This 2 weeks can be extended with supervisory approval.

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**

<b>Program(s)</b>	<b>Service</b>	<b>Policy</b>	<b>Cap or Restriction</b>
ADULT, DW, YOUTH	Transportation	Public transportation allowances or private automobile mileage reimbursement may be provided to participants during the duration of their enrollment.  Allowable transportation activities include traveling to and from the participant's home to a job interview, childcare provider, an education or training facility.	Compensation for transportation is the actual cost for public transportation or up to 40 cents per mile for the use of a private automobile. Payment of a flat rate is allowed, but the rate must be based on public transit costs or actual miles.
ADULT, DW, YOUTH	Childcare	Reimbursement for child/dependent care may be provided in order for the participant to complete his/her WIOA activities.	Compensation for child/dependent care is up to \$2 an hour, per child/dependent.
ADULT, DW, YOUTH	Automobile Repair	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.  To prevent a misappropriation of funds, the automobile must be registered and insured in the name of the participant or an immediate family member. Repairs must be conducted by a licensed mechanic.	Automobile repairs may be authorized up to \$900 per participant in any 12-month period.

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>	There is a \$500 limit per participant in a 12-month period.
ADULT, DW, YOUTH	Relocation	<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>	Moving expenses are limited to \$1500 per participant per move.
ADULT, DW, YOUTH	Other	<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, <b>Youth IS Only</b> – textbooks/materials/fees for post-secondary/training.</p> <p><i>*Adult/DW/OS – ITA’s cover post-secondary tuition, books, and fees.</i></p>	The maximum expenditure for other miscellaneous services is \$800 within a 12-month period.

ADULT, DW, YOUTH	Needs Related Payment	See Separate Local Policy for Needs Related Payment	See Separate Local Policy for Needs Related Payment
YOUTH	Housing	<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>

## Appendix D: Needs-Related Payments Local Policy

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### LOCAL POLICY: NEEDS-RELATED PAYMENTS

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

## Background

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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

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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.

## Appendix E: Individual Training Accounts Local Policy

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### LOCAL POLICY: WIOA INDIVIDUAL TRAINING ACCOUNTS

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<b>Policy Effective Date:</b>	February 26, 2020
<b>Board Approval Date</b>	February 26, 2020
<b>To:</b>	All Staff
<b>Subject:</b>	WIOA Individual Training Accounts (ITAs)
<b>Programs Affected:</b>	WIOA Adult, Dislocated Worker & Out-of-School Youth
<b>Purpose:</b>	Updated to Reflect Change in ITA Lifetime Limit.
<b>Rescissions:</b>	LOCAL POLICY: WIOA Individual Training Accounts 4-17-19/10-23-19
<b>References:</b>	WIOA Final Rules, section 680 & 681 Michigan Training Connect (MiTC) Policy Manual Workforce Development Agency WIOA Manual

## Background

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Training service for eligible individuals are provided by training providers who receive payment for their services through an Individual Training Account (ITA). The ITA is a payment agreement established on behalf of a participant with an eligible training provider. WIOA title I Adult, Dislocated Workers and Out-of-School Youth purchase training services from eligible providers they select in consultation with the case manager, which includes discussion of quality and performance information on the available training providers.

## Policy

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In consultation with the career advisor, an ITA may be issued to eligible participants in need of training. Individuals receiving ITAs may use them to access any training program that is listed as ITA-eligible on the MiTC, which can be accessed by going to <http://www.mitalent.org/mitc>

Training must lead to an in-demand occupation, as defined by the local Workforce Development Board (WDB), and be completed within the time limits established by the WDB. The selection of a program of training services must be directly linked to employment opportunities either in the local area, the planning region, or in another area to which the individual is willing to commute or relocate.

Consistent with the WIOA Final Rules, the participant's case file must contain a determination of the need for training services as determined through the interview, evaluation, or assessment and career

planning informed by local Labor Market Information and training provider performance information or through any other career service received.

An ITA will have a lifetime limit of up to \$4,000 on tuition, books and fees for each Adult, Dislocated Worker and Out-of-School Youth funded by WIOA. This impacts all new training participants as of policy effective date. All other applicable and allowable training related materials may be provided out of the supportive services budget. On a case by case basis, management staff may approve the ITA annual lifetime limit to exceed the defined cap. If approved, documentation of need and management approval must be in the participant file and documented in OSMIS case notes.

Staff must utilize other funding sources first to pay the costs of training, such as State-funded training funds, Trade Adjustment Assistance, Federal Pell Grants established under Title IV of the Higher Education Act of 1965, and scholarships prior to authorizing WIOA funds to support training costs. Staff must document in case notes if the participant is unable to obtain grant assistance.

## Appendix F: Performance

Michigan Works! Northeast Consortium		
Performance Measure	PY 2018 Negotiated Performance Level	PY 2019 Negotiated Performance Level
<b>WIOA Title I – ADULTS</b>		
Employment Rate 2 <sup>nd</sup> Quarter After Exit	85.0%	85.0%
Employment Rate 4 <sup>th</sup> Quarter After Exit	80.0%	80.0%
Median Earnings – 2 <sup>nd</sup> Quarter After Exit	\$6,900	\$6,900
Credential Attainment Rate – 4 <sup>th</sup> Quarter After Exit	70.0%	74.0%
<b>WIOA Title I – DISLOCATED WORKER</b>		
Employment Rate 2 <sup>nd</sup> Quarter After Exit	85.0%	87.0%
Employment Rate 4 <sup>th</sup> Quarter After Exit	82.4%	82.4%
Median Earnings – 2 <sup>nd</sup> Quarter After Exit	\$6,722	\$6,722
Credential Attainment Rate – 4 <sup>th</sup> Quarter After Exit	73.2%	77.0%
<b>WIOA Title I – YOUTH</b>		
Employment Rate 2 <sup>nd</sup> Quarter After Exit	67.0%	67.0%
Employment Rate 4 <sup>th</sup> Quarter After Exit	69.8%	69.8%
Credential Attainment Rate – 4 <sup>th</sup> Quarter After Exit	61.0%	63.2%
<b>WIOA Title III – WAGNER-PEYSER</b>		
Employment Rate 2 <sup>nd</sup> Quarter After Exit	68.3%	68.3%
Employment Rate 4 <sup>th</sup> Quarter After Exit	67.0%	67.0%
Median Earnings – 2 <sup>nd</sup> Quarter After Exit	\$5,145	\$5,158

## Appendix G: Priority of Service Local Policy

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### LOCAL POLICY: PRIORITY OF SERVICE

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

### Background

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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

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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 H: Rapid Response Local Policy

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### LOCAL POLICY: RAPID RESPONSE & LAY-OFF AVERSION

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<b>Policy Effective Date:</b>	May 22, 2019
<b>Board approval Date:</b>	May 22, 2019
<b>To:</b>	All Staff
<b>Subject:</b>	Rapid Response
<b>Programs Affected:</b>	WIOA Adult and Dislocated Worker
<b>Purpose:</b>	To provide policy and identify strategies for implementing an effective rapid response system in the local area
<b>Rescissions:</b>	15 Local Rapid Response Policy
<b>References:</b>	Workforce Development Agency WIOA Manual

## Background

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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

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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 Solutions Manager and/or Business Service Professionals (BSPs) will Convene, Facilitate, and Broker Connections, Networks, and Partnerships to ensure:
  - 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 Solutions Manager 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 Solutions Manager 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 Solutions Manager 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 Solutions Manager, 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 Solutions Manager  
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 Solutions Manager and/or local BSP. Business Solutions Manager 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 Program Specialist. The Program Specialist 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 Solutions Manager 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 Solutions Manager 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 Solutions Manager 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 Solutions Manager 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](http://www.michigan.gov/uia). MW!NC Business Solutions team will be lead for smaller layoffs when TIA is not directly involved.

**NOTE:** *Materials brought to Orientation can be found in NEMC 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 Solutions Manager 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 Solutions Manager, 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 Solutions Manager 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 Solutions Manager, 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 Solutions Manager 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 Solutions Manager 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](http://www.michigan.gov/uia)
- In addition, the Business Solutions Manager 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/NEMC 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 Program Specialist 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.

# WARN DATABASE REPORTING FORM

RR Staff _____	Status _____	Notice No. _____	Entry Date _____
(A=Active; C=Complete)		WARN <input type="checkbox"/> Sub-WARN <input type="checkbox"/>	

## COMPANY INFORMATION

**Company Name:** \_\_\_\_\_

**Site Address/City/Zip:** \_\_\_\_\_

**County:** \_\_\_\_\_ **MWA Name/Region #:** \_\_\_\_\_

**Parent Company/DBA/Known Names:** \_\_\_\_\_

**Contact Name and Title:** \_\_\_\_\_

**Contact Address:** \_\_\_\_\_

**Contact Phone:** \_\_\_\_\_ **Contact Fax:** \_\_\_\_\_ **Contact Email:** \_\_\_\_\_

**Type of Business:** \_\_\_\_\_ **NAIC code(s):** \_\_\_\_\_

## INCIDENT & EMPLOYEE DEMOGRAPHICS

**Total empl at site:** \_\_\_\_\_ **Total empl laid off:** \_\_\_\_\_ **Total Union empl:** \_\_\_\_\_ **Total Non-Union Empl:** \_\_\_\_\_

**Will employees receive severance/benefits/etc. (include details)?** \_\_\_\_\_

**Job Titles/Positions:** \_\_\_\_\_

Age Range:	Average Seniority:	MRS/Disability:
Non-English Speaking:	No HS Diploma/GED:	Temps/Contractors:
Veterans:	Average Wage/Range:	Commuting Areas:
#of Shifts:	Salaried:	
Additional Information:		

## INCIDENT & NOTIFICATION INFORMATION

**Notice Date:** \_\_\_\_/\_\_\_\_/\_\_\_\_ **Date Rec'd:** \_\_\_\_/\_\_\_\_/\_\_\_\_ **First Contact Date:** \_\_\_\_/\_\_\_\_/\_\_\_\_

**Incident Type:** ☐ SITE CLOSING ☐ MASS LAYOFF

**Notification Type:** ☐ WARN LETTER ☐ PHONE CALL ☐ NEWS CLIP ☐ OTHER: \_\_\_\_\_

**Layoff Reason(s):** ☐ NOT REPORTED ☐ COMPANY SOLD ☐ BANKRUPTCY ☐ FINANCIAL TROUBLE ☐ OPERATIONS TRANSFERRED ☐ COMPANY RESTRUCTURED ☐ UNPROFITABLE ☐ REDUCED BUSINESS/WORK ☐ MERGER/ACQUISITION ☐ INDETERMINABLE ☐ OTHER: \_\_\_\_\_

**First Layoff Date:** \_\_\_\_/\_\_\_\_/\_\_\_\_ **Final Layoff Date/Closing:** \_\_\_\_/\_\_\_\_/\_\_\_\_

**Additional Layoff Dates:** \_\_\_\_\_ **Date Employees Notified:** \_\_\_\_/\_\_\_\_/\_\_\_\_

# WARN DATABASE REPORTING FORM

## UNION-RELATED INFORMATION

**Union Local:** \_\_\_\_\_

**Union Officer/Title** \_\_\_\_\_

**Address/City/Zip:** \_\_\_\_\_

**Phone:** \_\_\_\_\_ **Email** \_\_\_\_\_ **Fax:** \_\_\_\_\_

**Union  
Members  
Laid Off:** \_\_\_\_\_

Additional Comments/Information Related to Union

## RESPONSE & DELIVERY SERVICE INFORMATION

**Type of Response:** ☐ UNKNOWN ☐ RRT; RR MEETING DATE: \_\_\_\_/\_\_\_\_/\_\_\_\_ ☐ PHONE CONTACT  
☐ NO RESPONSE ☐ OTHER: \_\_\_\_\_

**Reason for No RR Meeting:** ☐ UNKNOWN ☐ LAYOFFS ☐ SUB WARN ☐ TEMP LAYOFFS  
☐ PRIOR RESPONSE ☐ CORPORATE REASON ☐ ACTION COMPLETED PRIOR TO NOTIFICATION  
☐ OTHER: \_\_\_\_\_

**Service Vehicles:** ☐ IN-HOUSE LABOR MGMT. COMMITTEE ☐ UNION SPONSORED TASK FORCE  
☐ ONSITE RESOURCE CENTER ☐ OUTPLACEMENT AGENCY ☐ JAC ☐ MWA ☐ UIA  
☐ PEER COUNSELING

### **Employee Services**

☐ WORKER ORIENTATION MEETINGS: MEETING DATES & TIMES: \_\_\_\_\_

☐ TRADE INFORMATION MEETINGS ☐ JOB SEARCH AND RESUME WRITING WORKSHOPS

☐ OTHER WORKSHOPS \_\_\_\_\_

### **Check Box if:**

### **Trade Adjustment Assistance**

☐ AUTO RELATED ☐ APPLIED FOR TAA/ATAA; APPLICATION DATE: \_\_\_\_/\_\_\_\_/\_\_\_\_ ☐ PETITION#: \_\_\_\_\_  
☐ COMPANY 'AT RISK' ☐ APPLICATION APPROVED; CERTIFICATION DATE: \_\_\_\_/\_\_\_\_/\_\_\_\_ ☐ APPLICATION DENIED

Additional Comments/Information Related to Response & Delivery Service

## REGIONAL SITE VISIT INFORMATION

**Regional Site Visit Date:** \_\_\_\_/\_\_\_\_/\_\_\_\_

### **Employer Services:**

☐ SAG ☐ REFERRAL TO MMTC ☐ INCUMBENT WORKER TRAINING FUNDS ☐ LMI  
☐ DWG ☐ STTF ☐ ESOP PRE-FEASIBILITY FUNDING STUDY  
☐ REFERRAL TO GLTAac ☐ DW SURVEY ☐ OTHER \_\_\_\_\_

Additional Comments/Information for entire form: