

---

# Four-Year WIOA Local Plan

July 1, 2024 – June 30, 2028



*Michigan Works! Northeast Consortium is an equal opportunity employer/program. Proud partner of the American Job Center Network. Auxiliary aids and services are available upon request. Supported by the State of Michigan. Funded with federal funds; details available at [www.miworksne.org/about](http://www.miworksne.org/about). TTY#711*

## Table of Contents

Regional Labor Market Data and Economic Conditions .....	3
The Local Workforce Development System.....	41
Expanded Access, Career Pathways, and Credentials.....	44
Service Strategies.....	46
Coordination with Economic Development.....	49
The One-Stop Delivery System .....	50
Adult and Dislocated Worker Employment & Training Activities.....	53
Design Framework for Youth Programs.....	54
Youth Basic Skills Deficiency .....	55
Youth Workforce Investment Activities.....	56
Waivers .....	57
Coordination with Secondary and Postsecondary Education.....	57
Supportive Services and Needs-Related Payments .....	58
Coordination with Transportation and other Supportive Services.....	59
Per Participant Funding Cap.....	60
Coordination with Wagner-Peyser Act Services .....	60
Employment Services Plan.....	61
Navigators .....	69
Coordination with Adult Education .....	69
Cooperative Agreements .....	70
Grant Recipient .....	71
Competitive Process .....	71
Local Levels of Performance .....	72
High-Performing Board .....	72
Individual Training Accounts and Training Contracts .....	74
Public Comment Period .....	75
Information Systems.....	75
Priority of Service.....	76
Coordination with Statewide Rapid Response activities. ....	76
Local Rapid Response.....	77
Attachment A: Basic Skills Deficient Local Policy.....	1
Attachment B: Youth Who Requires Additional Assistance Local Policy.....	3

Attachment C: Supportive Services Local Policy .....	5
Attachment D: Needs Related Payments Local Policy .....	11
Attachment E: Individual Training Account Local Policy.....	14
Attachment F: Local Levels of Performance .....	16
Attachment G: Priority of Service .....	17
Attachment H: Rapid Response Local Policy.....	19

## Table of Tables

Table 2: Online Advertised Job Postings in Michigan Works! MW!NC.....	8
Table 3: Online Advertised Job Postings in Michigan Works! Region 7B .....	8
Table 4: Top High-Demand, Lower-Wage Occupations Requiring High School Diploma or Equivalent and Short-Term Training, Through 2030 .....	10
Table 5: Top High-Demand, High Wage STEM Occupations, Through 2030 .....	11
Table 6: Top High-Demand, High Wage Postsecondary Certificate or Moderate-Term Training Occupations Through 2030.....	12
Table 7: Top High-Demand, High Wage Associate Degree/Long-Term Training/Apprenticeships Occupations Through 2030.....	13
Table 8: Top High-Demand, High Wage Bachelor’s Degree or Higher Occupations Through 2030 .....	14
Table 9: Occupations with the Most Projected Annual Openings Through 2030 - High Demand (Not High Wage), Require High School Diploma or Equivalent Short-Term Training .....	15
Table 10: Occupations with the Most Projected Annual Openings through 2030 - High Demand and High Wage, Require Education/Training Beyond High School.....	16
Table 11: Education and Training Activities in the Region (not all-inclusive).....	32
Table 12: Top 19 Awards by Program, 2021-2022 Academic Year .....	34

## Table of Figures

Figure 1: Distribution of Industry Jobs, Second Quarter 2023, MW!NC.....	5
Figure 2: Distribution of Industry Jobs, Second Quarter 2023, Region 7B .....	6
Figure 3: Private Sector Job Trends, 2017-2023, MW!NC .....	7
Figure 4: Private Sector Job Trends, 2017-2023, Region 7B .....	7
Figure 5: Skills Gaps - 2023 Q4, All Occupations, MW!NC .....	18
Figure 6: Skills Gaps - 2023 Q4, All Occupations, Region 7B.....	19

Figure 7: Population Change, 2012-2022, MW!NC.....	20
Figure 8: Population Change, 2012-2022, Region 7B .....	20
Figure 9: Population by Age Group, MW!NC .....	21
Figure 10: Population by Age Group, Region 7B.....	21
Figure 11: Population by Race and Ethnicity, MW!NC.....	22
Figure 12: Population by Race and Ethnicity, Region 7B .....	22
Figure 13: Unemployment Rates by Area and Year, MW!NC.....	23
Figure 14: Unemployment Rates by Area and Year, Region 7B.....	23
Figure 15: Labor Force Status of Older Workers, MW!NC.....	24
Figure 16: Labor Force Status of Older Workers, Region 7B .....	24
Figure 17: Unemployment Rates by Age and Gender, MW!NC.....	25
Figure 18: Unemployment Rates by Age and Gender, Region 7B .....	25
Figure 19: Unemployment Rates by Race and Ethnicity, MW!NC.....	26
Figure 20: Unemployment Rates by Race and Ethnicity, Region 7B.....	26
Figure 21: Poverty by Race and Ethnicity, MW!NC.....	27
Figure 22: Poverty by Race and Ethnicity, Region 7B .....	27
Figure 23: Population with a Disability by Age and Gender, MW!NC.....	28
Figure 24: Population with a Disability by Age and Gender, Region 7B .....	28
Figure 25: Educational Attainment (Ages 25+), MW!NC .....	29
Figure 26: Educational Attainment (Ages 25+), Region 7B .....	29

## Regional Labor Market Data and Economic Conditions

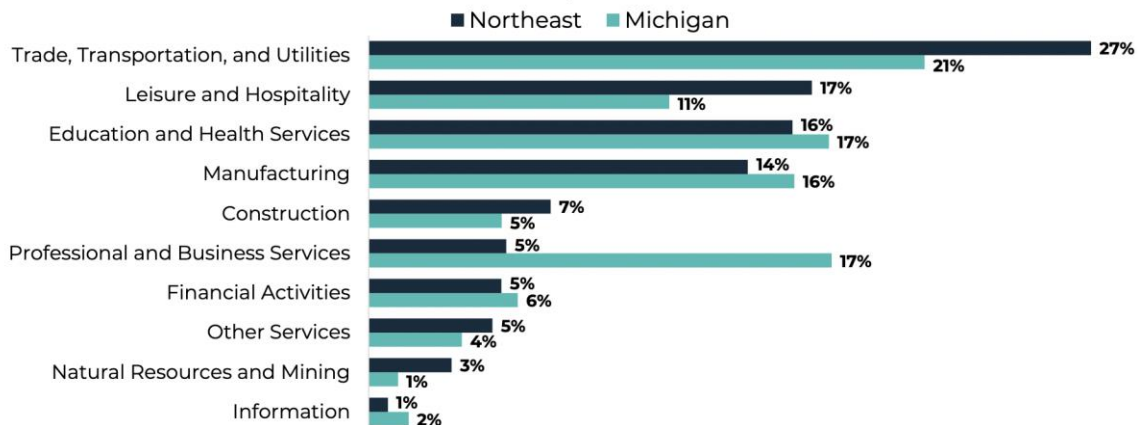
### ***An analysis of regional labor market data and economic conditions including the regional analysis prepared as part of the Regional Plan.***

The labor market economic analysis that follows draws heavily on the data and assessment provided by the Michigan Center for Data and Analytics Annual Planning Information and Workforce Analysis Reports 2024 (MCDA 2024).<sup>1</sup> In these reports, the component 14 counties of WIOA Region 3 are split between 2 different reports: Michigan Works! Northeast Consortium (MW!NC) and Michigan Works! Region 7B (Region 7B). We present below the charts for both MW!NC and Region 7B, on the same page for ease of reference. This presentation shows how frequently the trends are very much the same in these two geographies, and we discuss where they differ significantly. Conveniently, MW!NC and Region 7B are areas of similar populations (136,000 and 142,000, respectively), making these comparisons of similar scale.

### *Existing and Emerging Industry Sectors and Occupations*

The Region’s employment is dominated by two sectors: Trade, Transportation, and Utilities and Leisure and Hospitality. Nearly half of all jobs are in these sectors, significantly greater than the statewide average. Most other sectors are on par with Michigan averages, while Professional and Business Services is significantly under-represented, comprising just 5% of employment, compared to 17% statewide. Distribution across all sectors is provided in Figures 1 and 2.

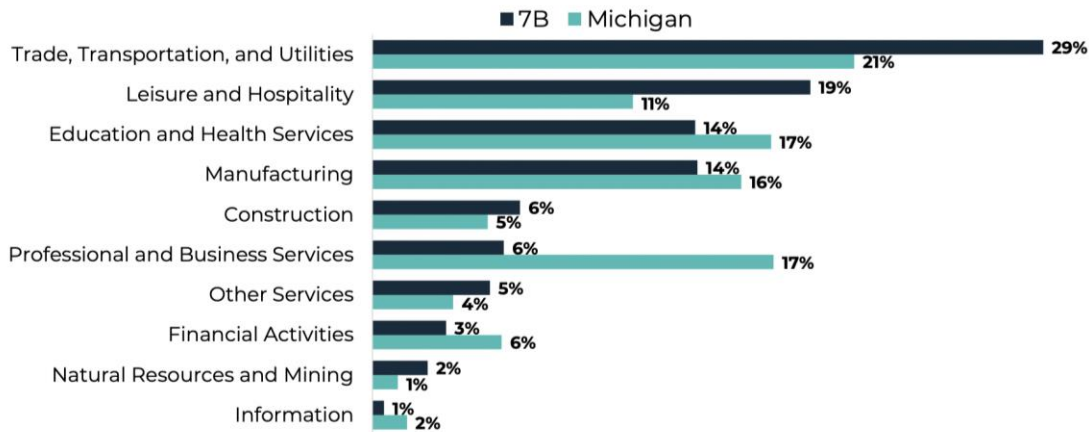
Figure 1: Distribution of Industry Jobs, Second Quarter 2023, MW!NC



Source: MCDA 2024 from Quarterly Census of Employment and Wages, Michigan Center for Data and Analytics.

<sup>1</sup> Available at <https://www.michigan.gov/mcda/reports/annual-planning-information-and-workforce-analysis-reports-2024>

Figure 2: Distribution of Industry Jobs, Second Quarter 2023, Region 7B



Source: MCDA 2024 from Quarterly Census of Employment and Wages, Michigan Center for Data and Analytics.

Figures 3 and 4 show employment trends from 2017-2023, reflecting some commonalities, but also some opposite trends within the Region. We note that these 6 years compare before and after COVID employment. The previous Regional Plan Update contained data from during the pandemic and reflected COVID-related employment volatility, especially in the Leisure and Hospitality sector. These data reflect a more stable before and after the pandemic comparison.

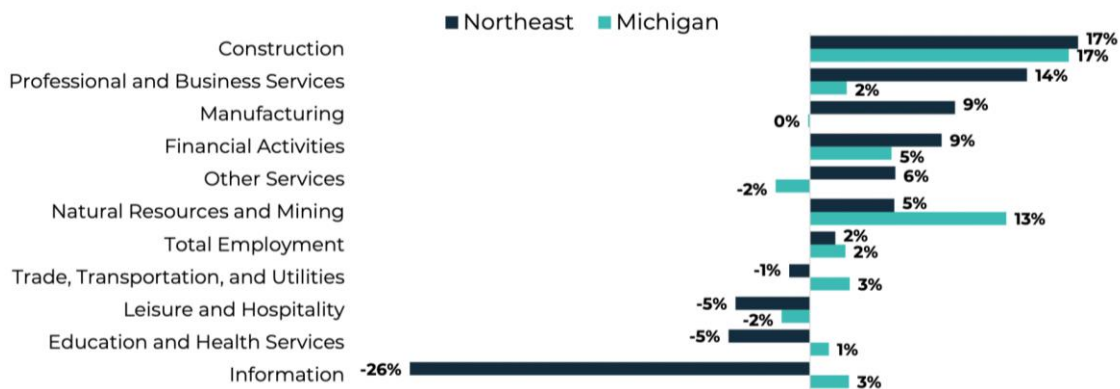
In both the MW!NC and Region 7B areas, total employment trended up a small amount (+2% and +5%, respectively) from 2017-2023. The Region’s top sector, Trade Transportation and Utilities, held steady at -1% and +1% in MW!NC and 7B, respectively. The Information sector shows large declines here (down 26% and 36%, respectively), but it is important to note that this is only 1% of the Region’s employment, so very small changes in the number of jobs show up as large percentage changes.

Many other sectors show opposing trends:

- **Leisure and Hospitality:** In this Region’s prominent sector, Region 7B experienced 17% growth in employment, while MW!NC saw a 5% decline.
- **Construction:** In MW!NC, Construction is the top growth sector at 17%, on par with statewide trends. In Region 7B, Construction grew half as fast at 9%.
- **Professional and Business Services:** In MW!NC, this sector grew by 14%, significantly outpacing Michigan’s average of 2%. Region 7B experienced an opposite trend, where Professional and Business Services declined by 14%.

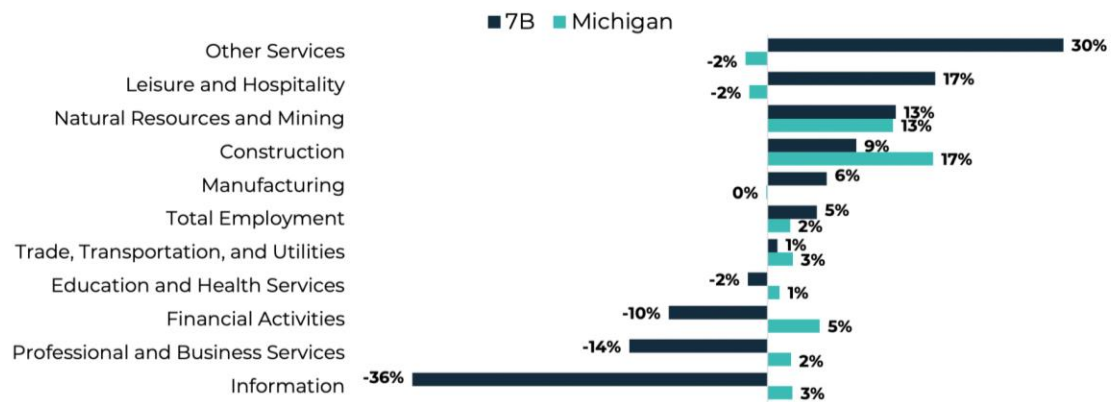
- **Other Services:** While Professional and Business Services declined in Region 7B, Other Services grew by 30%, significantly greater than MW!NC where Other Services grew by 6%. This compares to a 2% decline statewide. The Other Services category includes personal care services (dry cleaning, laundry), home repair and maintenance, funeral homes and death care services, religious services, private household services, as well as other services.
- **Financial Activities:** The MW!NC area saw 9% growth in Financial Activities, while Region 7B experienced an opposite 10% decline.

Figure 3: Private Sector Job Trends, 2017-2023, MW!NC



Source: MCDA 2024 from Quarterly Census of Employment and Wages, Michigan Center for Data and Analytics.

Figure 4: Private Sector Job Trends, 2017-2023, Region 7B



Source: MCDA 2024 from Quarterly Census of Employment and Wages, Michigan Center for Data and Analytics.

Tables 2 and 3 show the most frequent online job postings in the region in 2023. There were 9,100 online job postings in the region: 5,200 in MW!NC, and 3,900 in Region 7B. Consistent with the prevalence of the Leisure and Hospitality sector, retail salespersons and supervisors are most frequent, with merchandise display and several food service roles also making the list. Registered Nurses and nursing assistants were also frequently posted.

Table 2: Online Advertised Job Postings in Michigan Works! MW!NC

<b>Job Title</b>	<b>Postings</b>
Retail Salespersons	394
Registered Nurses	336
First-Line Supervisors of Retail Sales Workers	334
Customer Service Representatives	177
Merchandise Displayers and Window Trimmers	168
Fast Food and Counter Workers	157
Nursing Assistants	136
Cashiers	101
Stockers and Order Fillers	95
Sales Reps., Goods, Nontechnical	92

Source: MCDA 2024 from Help Wanted OnLine, Lightcast Developer.

Table 3: Online Advertised Job Postings in Michigan Works! Region 7B

<b>Job Title</b>	<b>Postings</b>
Retail Salespersons	396
First-Line Supervisors of Retail Sales Workers	217
Registered Nurses	152
Merchandise Displayers and Window Trimmers	104
Fast Food and Counter Workers	100
Customer Service Representatives	88
Food Service Managers	81
Tree Trimmers and Pruners	71
Nursing Assistants	65
Cashiers	64

Source: MCDA 2024 from Help Wanted OnLine, Lightcast Developer.



## **Employment needs of employers in those existing and emerging in-demand industry sectors and occupations**

Tables 4-8 are from the Michigan Center for Data and Analytics Northeast Michigan Career Outlook through 2030 (MCDA 2030).<sup>2</sup> The region for this analysis covers Prosperity Region 3, which only includes 11 of the 14 WIOA Region 3 counties. We include this here as this is the best data available indicative of the Region. .

The tables highlight occupations likely to be in demand through 2030, estimating their expected annual opening rates, percentages growth, and average wages. The listings are by different levels of educational attainment, presented in alphabetical order, and there is also a separate listing for STEM jobs. Following the MCDA tables, we provide summary tables with rankings of top jobs in order by projected openings (Tables 9 and 10).

---

<sup>2</sup> Available at: <https://www.michigan.gov/mcda/reports/regional-career-outlooks-through-2030>.

Table 4: Top High-Demand, Lower-Wage Occupations Requiring High School Diploma or Equivalent and Short-Term Training, Through 2030

OCCUPATION (JOB TITLE)	ANNUAL OPENINGS	GROWTH (%)	WAGE RANGE
Animal Caretakers	35	19.0	\$12–\$15
Childcare Workers	70	14.3	\$12–\$19
Construction Laborers	65	16.4	\$17–\$23
Cooks, Institution & Cafeteria	35	13.6	\$13–\$16
Counter & Rental Clerks	35	14.8	\$13–\$21
Customer Service Representatives	110	3.6	\$13–\$19
Dishwashers	55	12.5	\$11–\$14
Fast Food & Counter Workers	420	11.8	\$11–\$13
Home Health & Personal Care Aides	215	26.7	\$13–\$15
Janitors & Cleaners, Except Housekeepers	110	8.1	\$14–\$17
Laborers & Freight, Stock & Material Movers	85	5.0	\$14–\$18
Landscaping & Groundskeeping Workers	70	12.5	\$13–\$18
Light Truck Drivers	65	33.3	\$15–\$23
Passenger Vehicle Drivers, Except Bus	35	7.7	\$15–\$20
Receptionists & Information Clerks	55	7.3	\$13–\$17
Refuse & Recyclable Material Collectors	10	16.7	\$15–\$25
Retail Salespersons	275	5.3	\$12–\$17
Social & Human Service Assistants	25	25.0	\$13–\$17
Stockers & Order Fillers	310	9.4	\$14–\$17
Waiters & Waitresses	240	13.6	\$11–\$21

Source: MCDA 2030.

Table 5: Top High-Demand, High Wage STEM Occupations, Through 2030

OCCUPATION (JOB TITLE)	ANNUAL OPENINGS	GROWTH (%)	WAGE RANGE
Architectural & Engineering Managers	10	0.0	\$49–\$65
Biological Techs	10	-10.0	\$18–\$23
Civil Engineers	5	0.0	\$30–\$44
Computer & Information Systems Managers	<5	0.0	\$36–\$62
Computer User Support Specialists	10	9.1	\$19–\$31
Electrical Engineers	<5	0.0	\$38–\$53
Environ. Scientists & Specialists, Including Health	5	0.0	\$30–\$39
Forest & Conservation Techs	10	-11.1	\$17–\$24
Foresters	5	0.0	\$29–\$39
Industrial Engineers	10	23.1	\$31–\$46
Licensed Practical and Licensed Vocational Nurses ◊	25	9.7	\$23–\$27
Mechanical Engineers	20	16.7	\$29–\$42
Medical and Health Services Managers ◊	25	35.0	\$35–\$48
Nurse Practitioners ◊	5	66.7	\$47–\$59
Pharmacists ◊	10	8.7	\$52–\$65
Physician Assistants ◊	5	40.0	\$50–\$60
Radiologic Technologists and Technicians ◊	15	14.3	\$24–\$30
Registered Nurses ◊	70	11.3	\$31–\$38
Software Developers & Quality Assurance Analysts	5	20.0	\$29–\$49
Zoologists & Wildlife Biologists	<5	0.0	\$33–\$41

Source: MCDA 2030.

Table 6: Top High-Demand, High Wage Postsecondary Certificate or Moderate-Term Training Occupations Through 2030

OCCUPATION (JOB TITLE)	ANNUAL OPENINGS	GROWTH (%)	WAGE RANGE
Aircraft Mechanics & Service Techs	70	13.0	\$19–\$30
Billing & Posting Clerks	20	12.5	\$16–\$21
Captains, Mates, & Pilots of Water Vessels	5	25.0	\$32–\$62
Cement Masons & Concrete Finishers	10	9.1	\$19–\$26
Coating & Painting Machine Operators	5	16.7	\$19–\$29
Construction & Building Inspectors	5	0.0	\$23–\$69
Ctrl. & Valve Install. & Repairers, Ex. Mech. Door	5	33.3	\$30–\$43
Dental Assistants	15	10.0	\$17–\$21
Eligibility Interviewers, Government Programs	5	0.0	\$26–\$28
First-Line Supervisors of Police & Detectives	5	12.5	\$28–\$39
Heavy & Tractor-Trailer Truck Drivers	125	0.9	\$21–\$25
Insurance Sales Agents	40	21.9	\$21–\$61
Licensed Practical & Licensed Vocational Nurses	25	9.7	\$23–\$27
Logging Equipment Operators	25	6.2	\$17–\$21
Maintenance & Repair Workers, General	70	11.5	\$14–\$24
Operating Engineers	45	10.5	\$24–\$28
Police & Sheriff's Patrol Officers	35	2.3	\$25–\$34
Production, Planning, & Expediting Clerks	10	12.5	\$18–\$29
Sales Reps., Services	20	13.3	\$21–\$45
Welders, Cutters, Solderers, & Brazers	40	2.8	\$16–\$22

Source: MCDA 2030.

Table 7: Top High-Demand, High Wage Associate Degree/Long-Term Training/Apprenticeships Occupations Through 2030

OCCUPATION (JOB TITLE)	ANNUAL OPENINGS	GROWTH (%)	WAGE RANGE
Automotive Body & Related Repairers	10	0.0	\$18–\$25
Bus & Truck Mech. & Diesel Engine Specialists	15	6.7	\$21–\$26
Cardiovascular Technologists & Techs	<5	0.0	\$16–\$33
Carpenters	50	8.3	\$19–\$27
Claims Adjusters, Examiners, & Investigators	5	0.0	\$29–\$39
Court, Municipal, & License Clerks	30	7.4	\$17–\$22
Dental Hygienists	5	11.1	\$30–\$38
Diagnostic Medical Sonographers	5	33.3	\$29–\$37
Electrical Power-Line Installers & Repairers	10	42.9	\$47–\$51
Electricians	25	10.0	\$18–\$30
HVAC & Refrigeration Mechanics & Installers	10	10.0	\$19–\$27
Industrial Machinery Mechanics	35	30.0	\$21–\$29
Machinists	35	6.2	\$17–\$25
Mobile Heavy Equip. Mechanics, Except Engines	10	12.5	\$22–\$29
Motorboat Mechanics & Service Techs	10	0.0	\$20–\$23
Paralegals & Legal Assistants	10	0.0	\$19–\$26
Plumbers, Pipefitters, & Steamfitters	15	8.3	\$19–\$30
Radiologic Technologists & Techs	15	14.3	\$24–\$30
Respiratory Therapists	5	40.0	\$31–\$31
Tool & Die Makers	10	0.0	\$21–\$30

Source: MCDA 2030.

Table 8: Top High-Demand, High Wage Bachelor’s Degree or Higher Occupations Through 2030

OCCUPATION (JOB TITLE)	ANNUAL OPENINGS	GROWTH (%)	WAGE RANGE
Accountants & Auditors	40	10.8	\$25–\$38
Buyers & Purchasing Agents	15	0.0	\$21–\$35
Child, Family, & School Social Workers	30	10.7	\$18–\$31
Compliance Officers	5	20.0	\$26–\$37
Elementary School Teachers	55	-2.5	\$23–\$35*
Financial Managers	15	21.4	\$36–\$63
General & Operations Managers	110	12.5	\$22–\$49
Human Resources Specialists	15	7.7	\$22–\$32
Industrial Engineers	10	23.1	\$31–\$46
Industrial Production Managers	10	7.1	\$39–\$61
Lawyers	5	0.0	\$34–\$53
Management Analysts	10	11.1	\$35–\$66
Mechanical Engineers	20	16.7	\$29–\$42
Medical & Health Services Managers	25	35.0	\$35–\$48
Pharmacists	10	8.7	\$52–\$65
Project Management & Business Oper. Specialists	30	2.7	\$28–\$41
Registered Nurses	70	11.3	\$31–\$38
Secondary School Teachers	15	0.0	\$23–\$32*
Social & Community Service Managers	10	9.1	\$30–\$41
Software Developers & Quality Assurance Analysts	5	20.0	\$29–\$49

Source: MCDA 2030.

Drawing from Tables 5-8 above, the top in-demand jobs are ranked in Tables 9 and 10 below. There are far more projected openings in occupations that require a high school diploma or equivalent and short-term training than those in other categories, but these occupations also pay lower hourly rates (Table 9). Table 10 ranks occupations with more educational requirements and higher wages.

Fast food and retail occupations dominate the top of this list, consistent with the Region’s extensive Leisure and Hospitality sector. Heavy tractor-trailer truck drivers top the list of high demand, high wage jobs, indicative of continuing growth in the Region’s transportation industry. The expanding healthcare sector is reflected in the number of openings for Registered Nurses and home health care aids. Childcare workers and elementary school teachers are also in high demand, consistent with stakeholder discussion during the Strategy Session.

Table 9: Occupations with the Most Projected Annual Openings Through 2030 - High Demand (Not High Wage), Require High School Diploma or Equivalent Short-Term Training

<b>Occupation (Job Title)</b>	<b>Annual Openings</b>	<b>Wage Range (\$\$, hourly)</b>
Fast Food & Counter Workers	420	11-13
Stockers & Order Fillers	310	14-17
Retail Salespersons	275	12-17
Waiters & Waitresses	240	11-21
Home Health & Personal Care Aids	215	13-15
Customer Service Representatives	110	13-19
Janitors & Cleaners, Except Housekeepers	110	14-17
Childcare Workers	70	12-19
Landscaping & Groundskeeping Workers	70	14-17

Source: Our own compilation from MCDA 2030.

Table 10: Occupations with the Most Projected Annual Openings through 2030 - High Demand and High Wage, Require Education/Training Beyond High School

Occupation (Job Title)	Annual Openings	Wage Range (\$s, hourly)	Education required
Heavy & Tractor-Trailer Truck Drivers	125	21-25	Postsecondary Certificate or Moderate-Term Training
General & Operations Managers	110	22-49	Bachelors Degree or Higher
Registered Nurses	70	31-38	Bachelors Degree or Higher
Aircraft Mechanics & Service Techs	70	19-30	Postsecondary Certificate or Moderate-Term Training
Maintenance & Repair Workers, General	70	14-24	Postsecondary Certificate or Moderate-Term Training
Elementary School Teachers	55	23-35	Bachelors Degree or Higher
Carpenters	50	19-27	Associates Degree/Long-Term Apprenticeships
Operating Engineers	45	24-28	Postsecondary Certificate or Moderate-Term Training
Accountants	40	25-38	Bachelors Degree or Higher
Welders, Cutters, Solderers, & Brazers	40	16-22	Postsecondary Certificate or Moderate-Term Training
Insurance Sales Agents	40	21-61	Postsecondary Certificate or Moderate-Term Training

Source: Our own compilation from MCDA 2030.



## Knowledge and Skills Needs

### **An analysis of 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 with in-demand industries are determined through a combination of labor market data, job postings, and information directly from local businesses. Business Solutions Professionals (BSPs) within workforce programs (MWAs, Michigan Rehabilitation Services (MRS), Veterans Services) establish ongoing relationships with employers throughout the WIOA region, maintaining a high level of local intelligence regarding their needs.

Regardless of industry or occupation, all employers in the region cite the need for workplace skills. Also referred to as “essential” or “soft” skills, these skills are 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.

*Healthcare* is a top growth area, with workers needed over a range of education and skill levels. Registered Nurses, nursing assistants, and home health aides rank high on the MCDA 2030 occupational growth tables. Regional Leadership also notes needs for medical secretaries, administrative assistants, and mental health counselors, as well as broader needs in healthcare practitioners and social and human services occupations. These occupations cover a broad range of education and training levels, from Registered Nurses (requiring a bachelor’s degree or associate’s degree) to home health aides and administrative assistants (requiring high school diploma and/or short-term training).

*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.

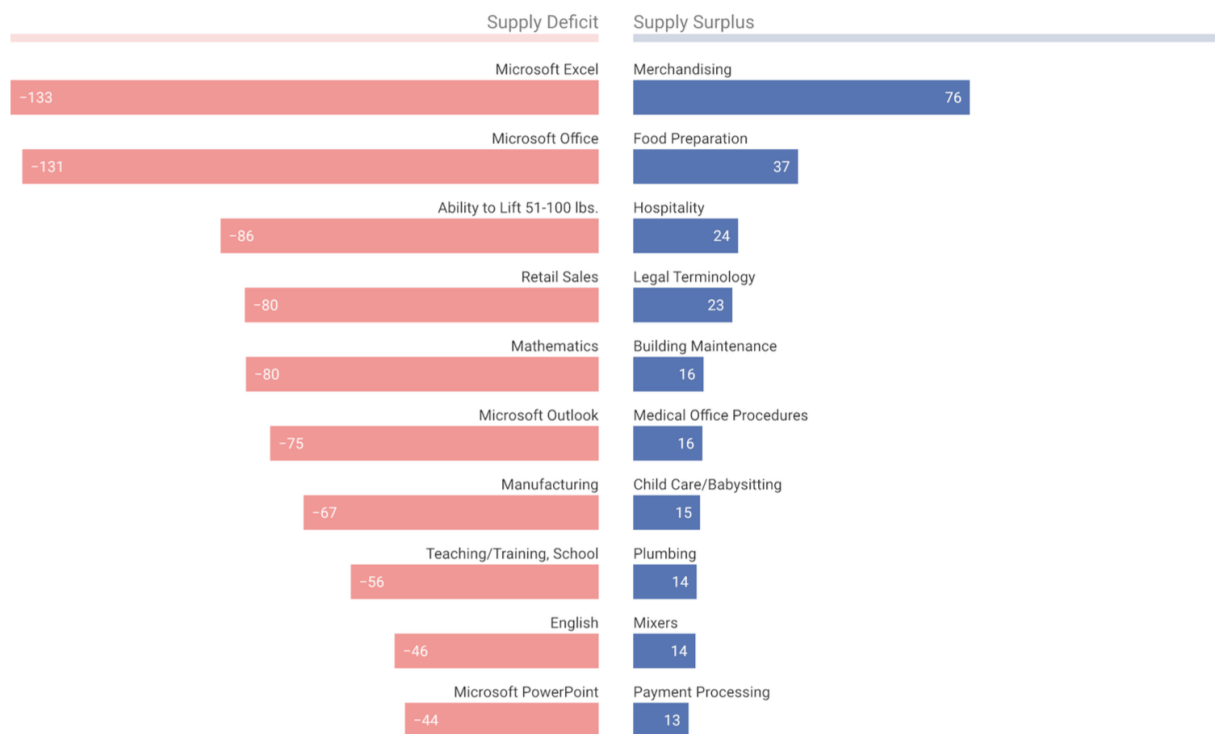
Manufacturing companies are also more in need of highly skilled positions than ever before, such as various types of engineers and designers. These positions are very difficult to find in the labor pool within the region, so companies are often forced to recruit from outside. Talent attraction continues to be a challenge because of the lack of broadband internet, large cities, and amenities. In addition, the lack of housing at a variety of price points is a barrier to attracting talent from outside the area. The lack of housing also presents an issue related to transportation, as workers have a higher cost for commuting to and from available homes.

The *Transportation and Warehousing* industry is in need of heavy and tractor-trailer drivers - estimated in the MCDA 2030 tables as the most in-demand high-wage occupation through 2030. Specifically, more drivers with CDL certification are needed. This has been a consistent top employment need from the previous plan. Regional Leadership identifies light truck drivers, laborers and freight workers, stockers, and material movers as additional key needs in this sector. *Construction* companies need workers with the ability to install HVAC and electrical, measure and cut accurately, frame and finish carpentry (a top high-wage occupation in the MCDA 2030 forecast), and follow safety regulations. Although construction typically is seasonal, workers with cross-functional skill sets are highly sought after to work on outdoor projects in the summer and indoor projects in the winter.

The *Retail Trade* and *Accommodation and Food Service* industries traditionally hired individuals without much training, unless hiring for management or skilled positions, such as Executive Chef. Highly skilled positions in food service used to require an industry certification and/or associate’s degree in the culinary arts. However, the severe need for workers in this industry has caused many employers to relax their requirement for credentials and offer on the job training. Most of the employers in these industries need employees with good customer service skills, but will train in-house on all other occupational skills.

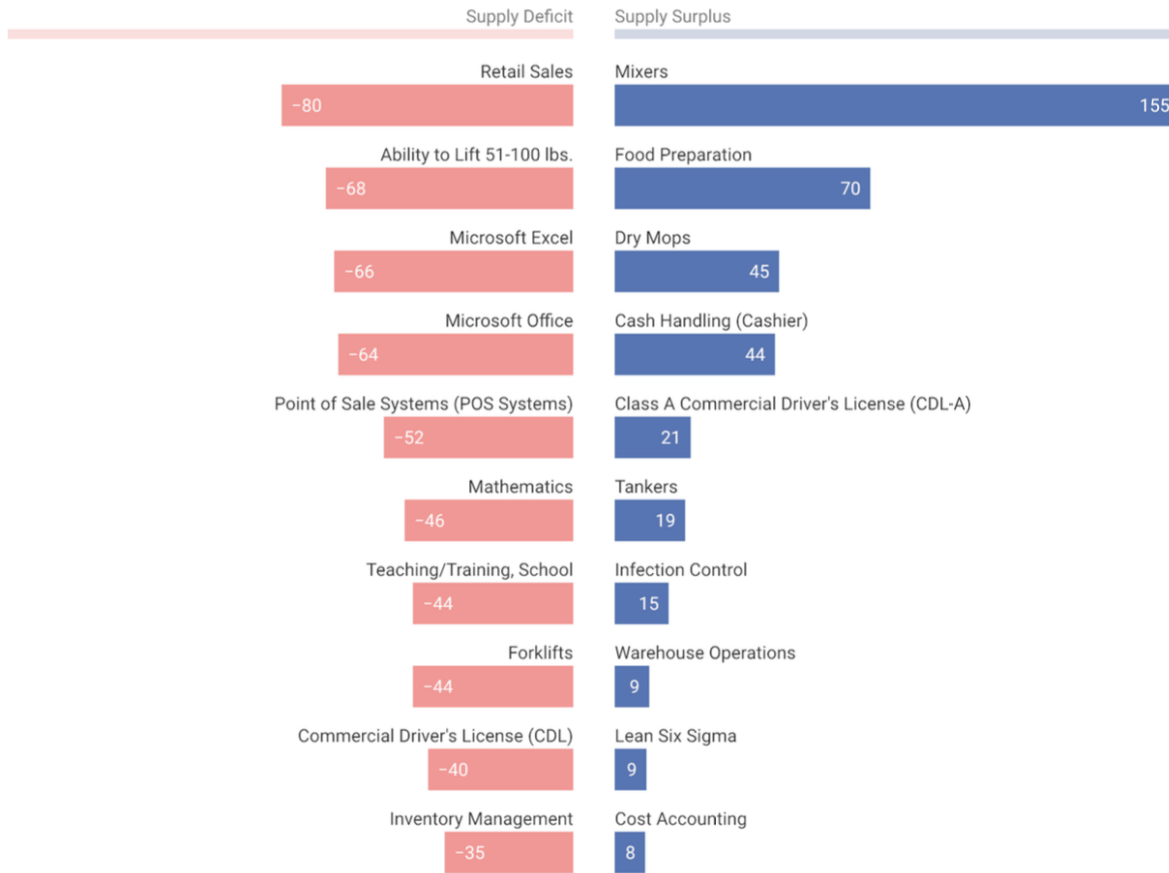
Figures 5 and 6 present skills gaps in the MW!NC and Region 7B across all occupations. Many of the skill needs are consistent with the sector-specific needs described previously: Commercial Drivers License, retail sales, and teaching. A notable recent change is the deficit of Microsoft Office and Excel skills. These were listed as a top skills surplus four years ago, and they now rank as a top deficit. Leadership confirm this new trend, that employers are consistently in need of more Microsoft Application skills.

Figure 5: Skills Gaps - 2023 Q4, All Occupations, MW!NC



Source: JobsEQ

Figure 6: Skills Gaps - 2023 Q4, All Occupations, Region 7B



Source: JobsEQ

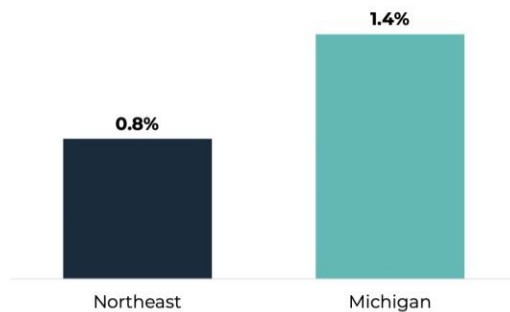
## Workforce Analysis

**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.**

### *Background Demographic Trends in the Region: Population Change, Age Distribution, Race/Ethnic Mix*

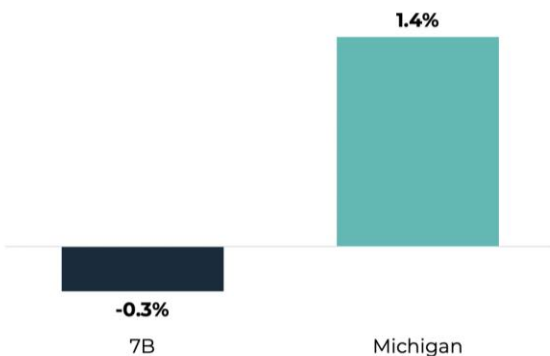
Region 3 is home to 273,000 residents, and this population is evenly split between MW!NC and Region 7B. As a whole, Region 3 is experiencing slow growth, less than half the statewide average over 2012-2022 (Figures 7 and 8).

Figure 7: Population Change, 2012-2022, MW!NC



Source: MCDA 2024 from Population Estimates Program, US Census Bureau.

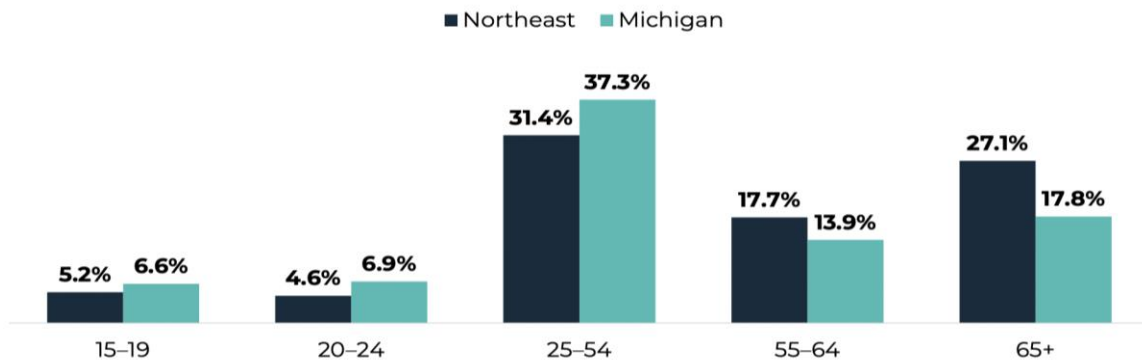
Figure 8: Population Change, 2012-2022, Region 7B



Source: MCDA 2024 from Population Estimates Program, US Census Bureau.

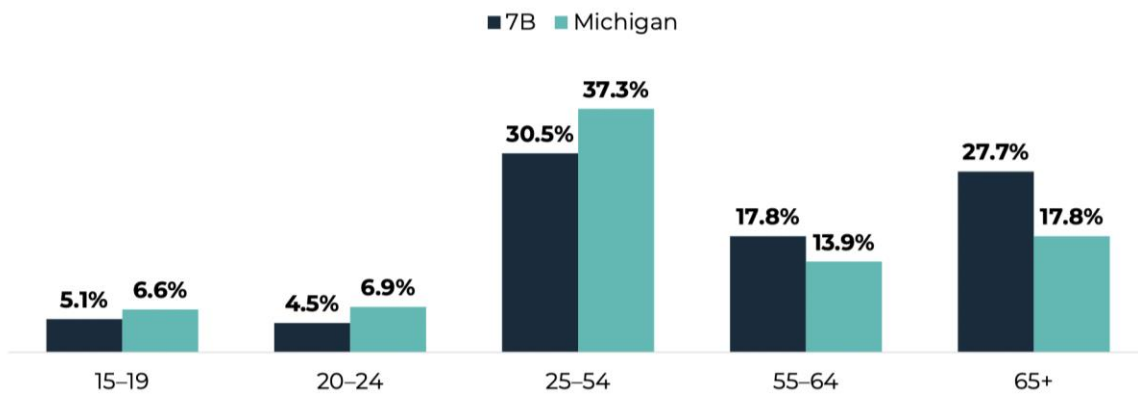
Region 3's population distribution is considerably older than statewide averages (Figures 9 and 10). Nearly 45% of the population is 55+. The Region's 65+ population makes up 10 percentage points more of the total population than the state's average, and the higher-than-average proportion of the population 55-64 suggests the region will struggle with labor force participation and will have to work diligently to replace retiring workers in the coming years. This is a challenge, given that younger age groups are smaller in numbers.

Figure 9: Population by Age Group, MW!NC



Source: MCDA 2024 from 2018-2022 Five-Year Estimates, American Community Survey, US Census Bureau.

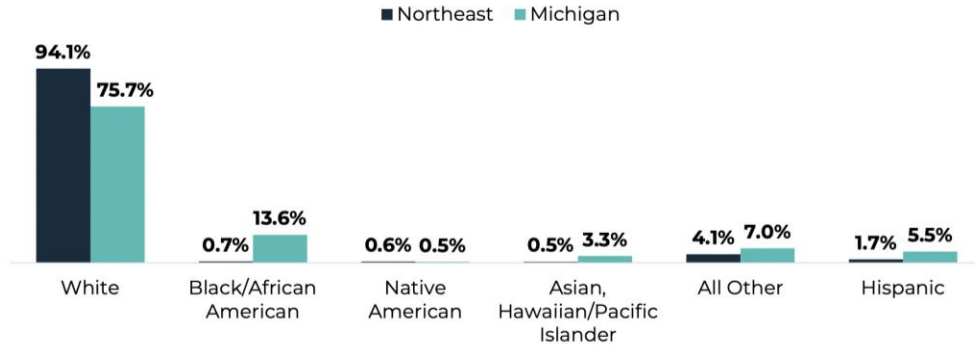
Figure 10: Population by Age Group, Region 7B



Source: MCDA 2024 from 2018-2022 Five-Year Estimates, American Community Survey, US Census Bureau.

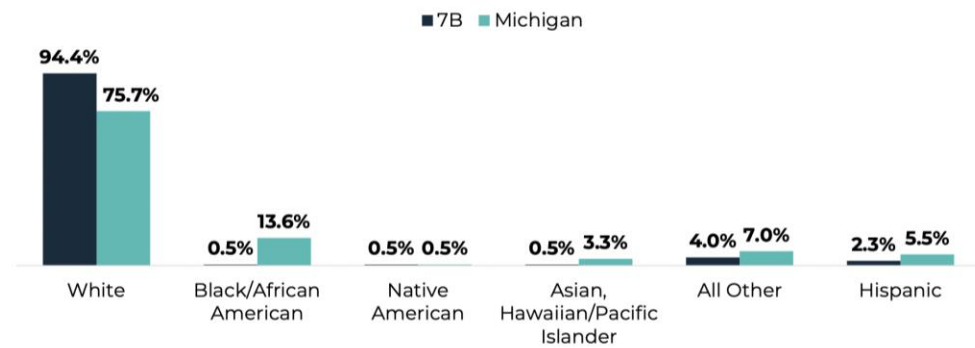
In terms of race and ethnicity, the Region is predominantly white (94%), compared to a statewide average of 76% (Figures 11 and 12).

Figure 11: Population by Race and Ethnicity, MW!NC



Source: MCDA 2024 from 2018-2022 Five-Year Estimates, American Community Survey, US Census Bureau.

Figure 12: Population by Race and Ethnicity, Region 7B



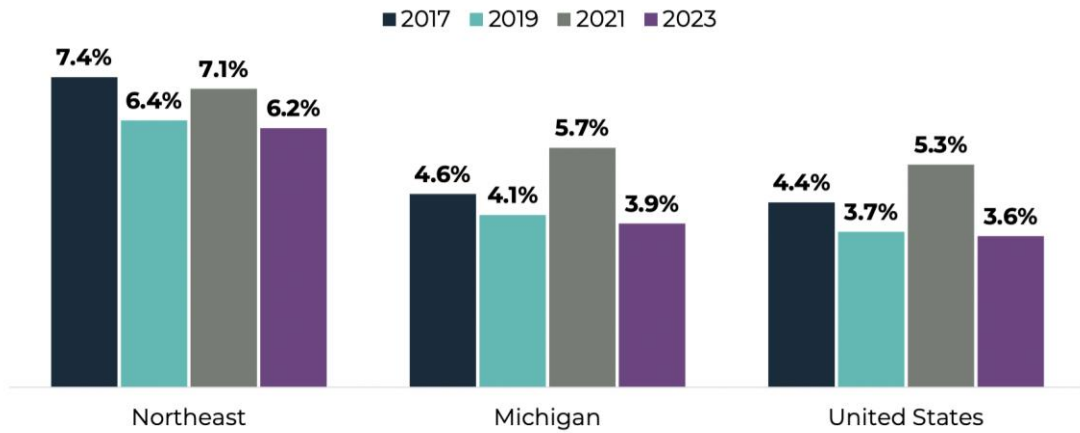
Source: MCDA 2024 from 2018-2022 Five-Year Estimates, American Community Survey, US Census Bureau.

### *Labor Market Trends: Employment/Unemployment Data & Labor Force Characteristics*

Unemployment in 2023 returned to pre-pandemic levels, at 6.3%, though it remains elevated compared to statewide and national trends (Figures 13 and 14). Elevated unemployment in the Region is largely driven by higher unemployment among those 55+ and among males. Figures 15 and 16 show that the 55+ population is a greater share of the region’s residents, and that this population has both lower rates of labor force participation and lower rates of employment than statewide averages. Unemployment among males is elevated (7% and 8.8%, compared to 6.2% in Michigan), while unemployment among females is level with Michigan at 5.8% (Figures 17 and 18).

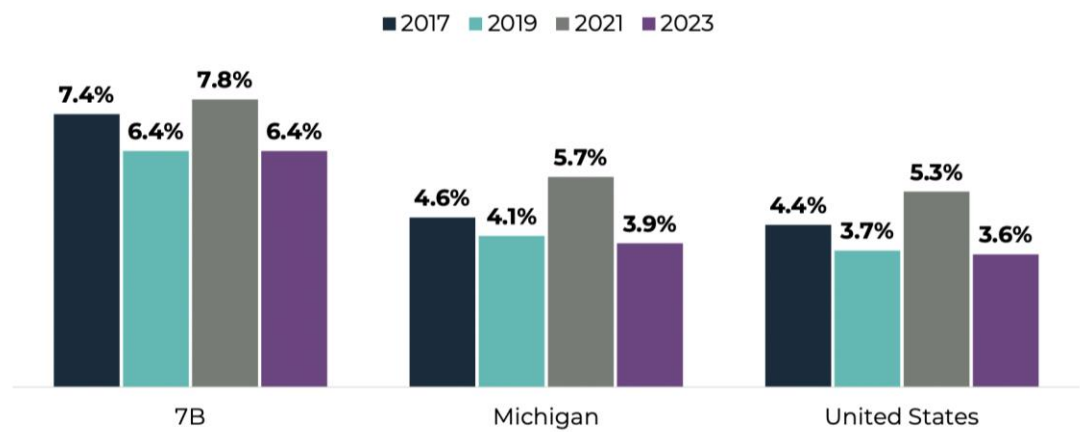
Figures 17 and 18 indicate slightly higher unemployment rates in Region 7B than in MW!NC (7.4% and 6.5%, respectively), looking at 2022 ACS data.

Figure 13: Unemployment Rates by Area and Year, MW!NC



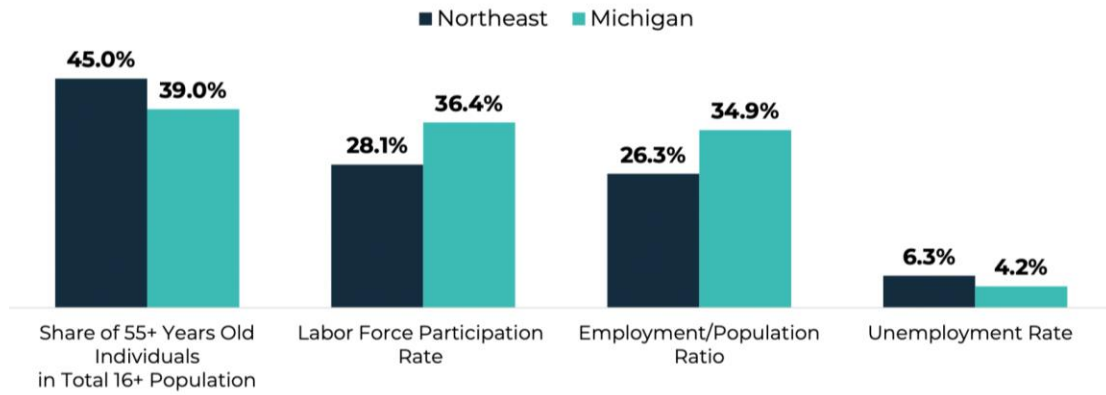
Source: MCDA 2024 from Local Area Unemployment Statistics.

Figure 14: Unemployment Rates by Area and Year, Region 7B



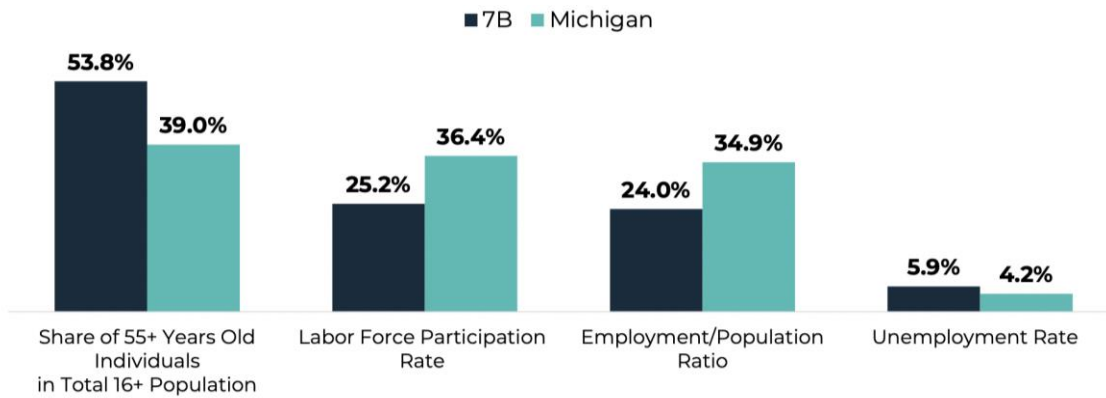
Source: MCDA 2024 from Local Area Unemployment Statistics.

Figure 15: Labor Force Status of Older Workers, MW!NC



Source: MCDA 2024 from 2018-2022 American Community Survey Five-Year Estimates, US Census Bureau.

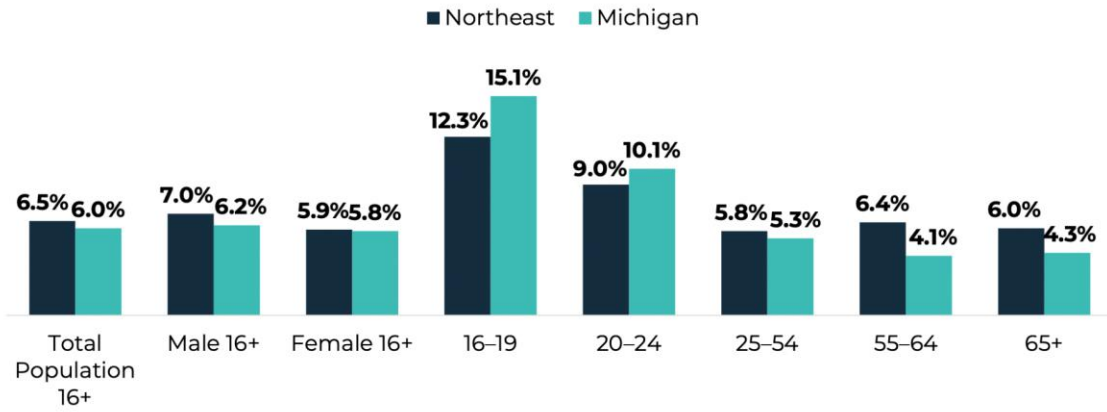
Figure 16: Labor Force Status of Older Workers, Region 7B



Source: MCDA 2024 from 2018-2022 American Community Survey Five-Year Estimates, US Census Bureau.

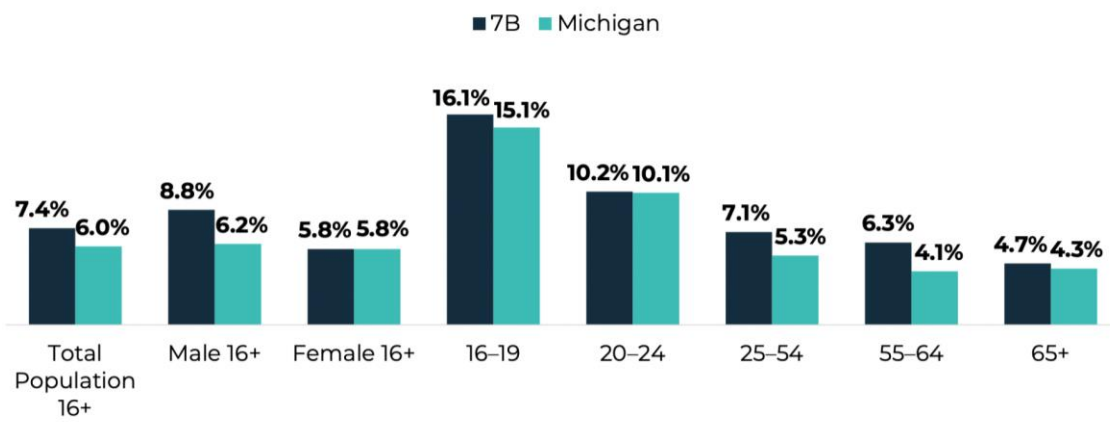


Figure 17: Unemployment Rates by Age and Gender, MW!NC



Source: MCDA 2024 from 2018-2022 American Community Survey Five-Year Estimates, US Census Bureau.

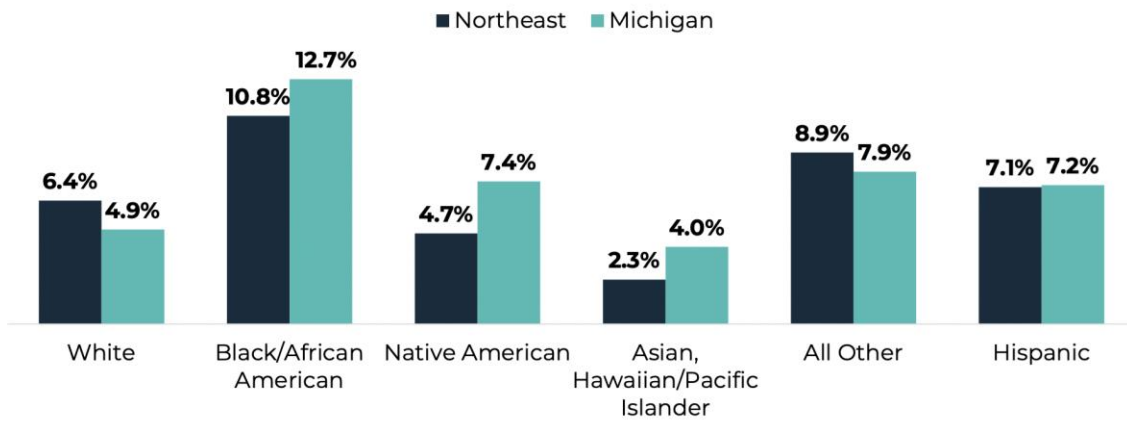
Figure 18: Unemployment Rates by Age and Gender, Region 7B



Source: MCDA 2024 from 2018-2022 American Community Survey Five-Year Estimates, US Census Bureau.

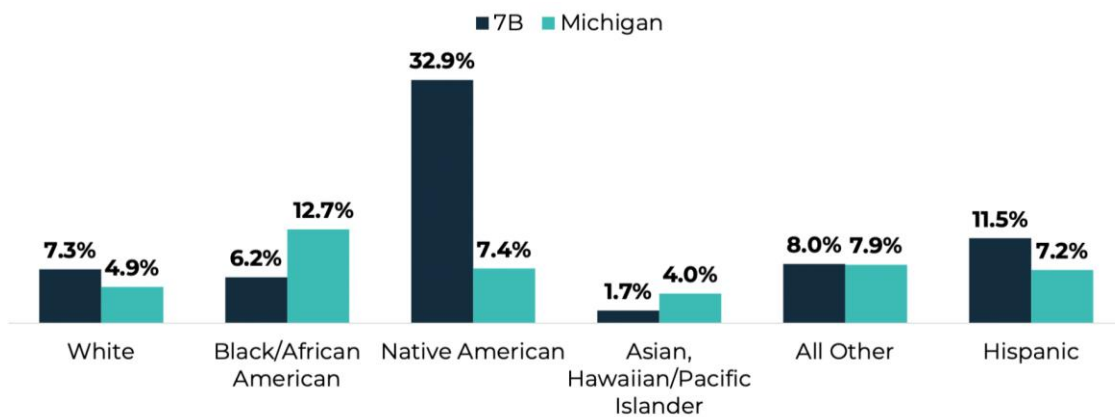
Unemployment by race and ethnicity is shown in Figures 19 and 20. The Region is predominantly white, so unemployment rates among very small groups can be difficult to interpret. We note a high 33% unemployment rate identified among Native Americans in 7B, though Native Americans comprise 0.5% of the population in 7B. This is likely attributable shift in business model for the area’s largest employer of the Native American population, Soaring Eagle Casino, where food service workers were laid off and transitioned to an outsourced company. Small changes such as this show up as large percentages for such a small group, but this could be something to watch over time.

Figure 19: Unemployment Rates by Race and Ethnicity, MW!NC



Source: MCDA 2024 from 2018-2022 American Community Survey Five-Year Estimates, US Census Bureau.

Figure 20: Unemployment Rates by Race and Ethnicity, Region 7B

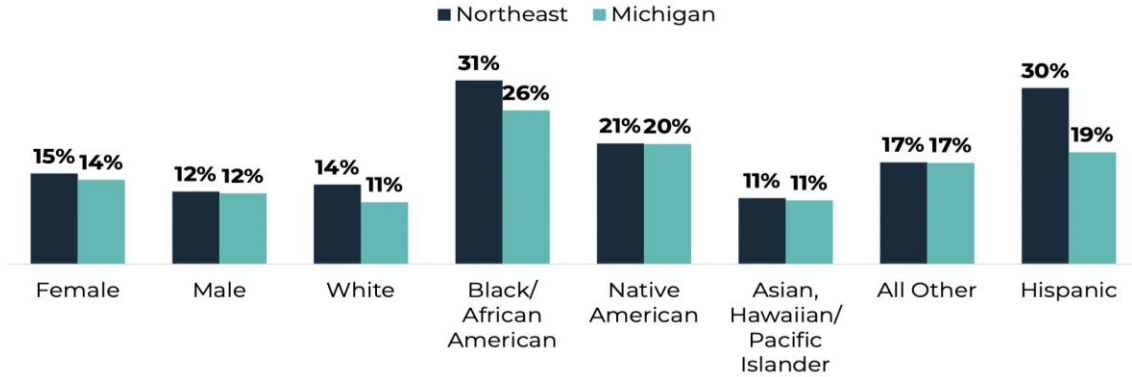


Source: MCDA 2024 from 2018-2022 American Community Survey Five-Year Estimates, US Census Bureau.

*Individuals with Barriers to Employment*

Poverty across the Region is elevated, largely driven by an elevated poverty rate in Region 7B (16.8%) compared to MW!NC (13.8%) and Michigan (13.1%) (Figures 21 and 22). Given the low populations among all non-white groups, percentages of poverty among non-white groups are likely to be noisy and are difficult to draw conclusions from in a single year datapoint.

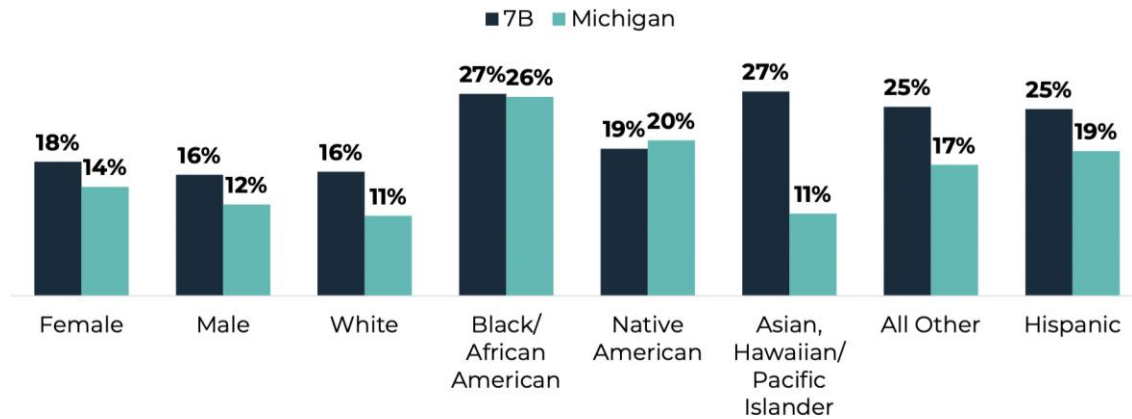
Figure 21: Poverty by Race and Ethnicity, MW!NC



Source: 2018-2022 American Community Survey Five-Year Estimates, U.S. Census Bureau (Table 14)

Source: MCDA 2024 from 2018-2022 American Community Survey Five-Year Estimates, US Census Bureau.

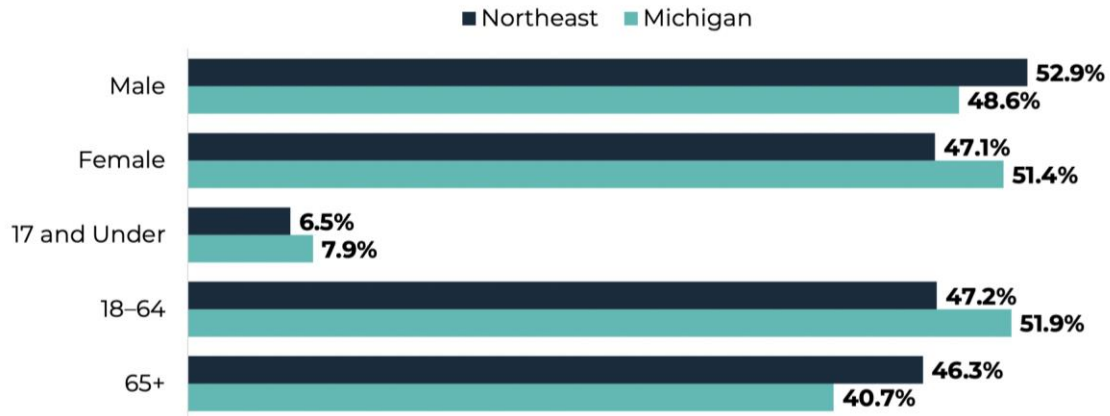
Figure 22: Poverty by Race and Ethnicity, Region 7B



Source: MCDA 2024 from 2018-2022 American Community Survey Five-Year Estimates, US Census Bureau.

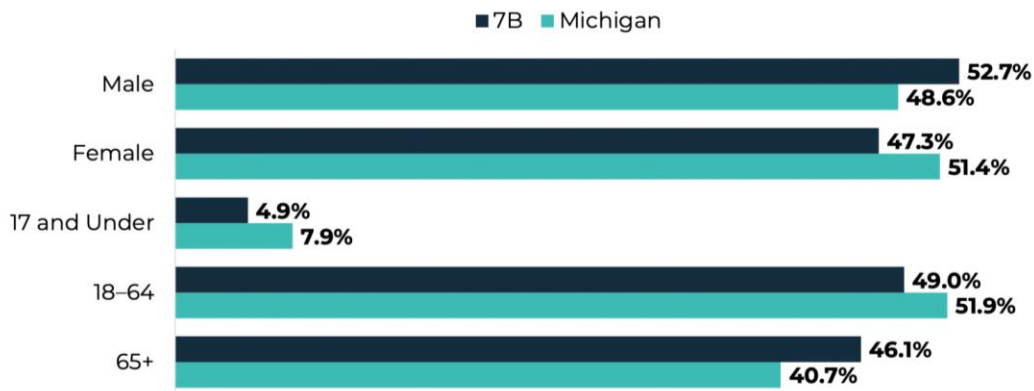
Disability rates across the Region were high among those 65+ but lower than state averages among those 64 and under (Figures 23 and 24). Notably, there are more males with disabilities than females, opposite of the statewide trend.

Figure 23: Population with a Disability by Age and Gender, MW!NC



Source: MCDA 2024 from 2018-2022 American Community Survey Five-Year Estimates, US Census Bureau.

Figure 24: Population with a Disability by Age and Gender, Region 7B

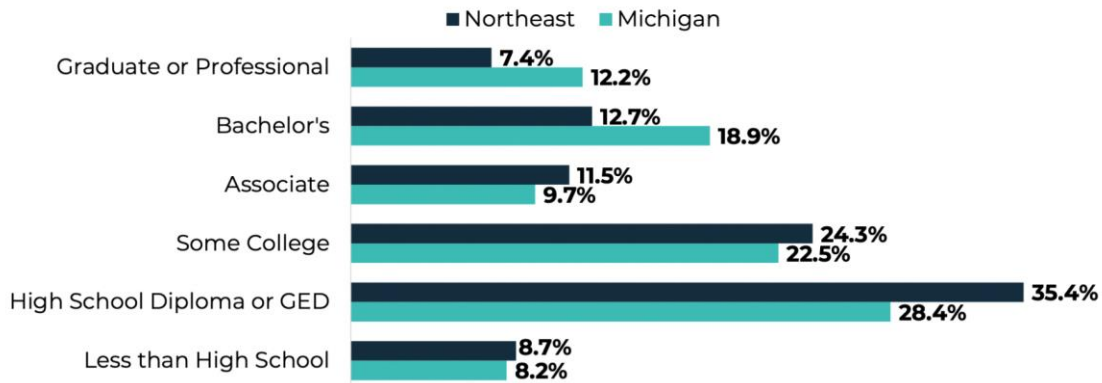


Source: MCDA 2024 from 2018-2022 American Community Survey Five-Year Estimates, US Census Bureau.

### Educational and Skill Levels of the Workforce

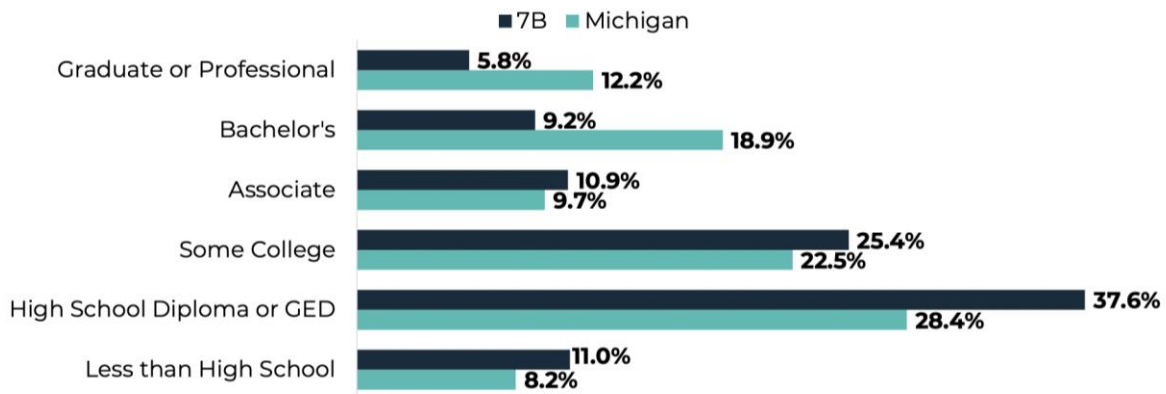
Educational attainment is relatively low in Region 3. The region has nearly half the rate of college and advanced degrees than the statewide average, and the proportion with a high school diploma or equivalency is around 30% more than the state average (Figures 25 and 26).

Figure 25: Educational Attainment (Ages 25+), MW!NC



Source: MCDA 2024 from 2018-2022 American Community Survey Five-Year Estimates, US Census Bureau.

Figure 26: Educational Attainment (Ages 25+), Region 7B



Source: MCDA 2024 from 2018-2022 American Community Survey Five-Year Estimates, US Census Bureau.

## Workforce Development in the Region

**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.**

### *Workforce Development Activities*

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 Independent School Districts (ISDs); Iosco-RESA Adult Education; Houghton Lake Alternative and Community Education; Alpena Community College; Kirtland Community College; Kirtland Gaylord M-TEC; North Central Michigan College; Mid-Michigan Community College; Industrial Arts Institute; and several private sector postsecondary training providers including Road Warriors Truck Driving School.
  - Kirtland Community College and Alpena Community College recently expanded partnerships with Saginaw Valley State University increasing access to Bachelor of Science degrees in Nursing (BSN).
  - A Healthcare Career Pathway, funded by a grant which ended in December 2023, increased nursing training at Alpena Community College and fostered collaborations within the healthcare field in the Region.
  
- **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, justice-impacted individuals, 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; substance use disorder rehabilitation; 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 (NEMCSA); local transit authorities; Great Start to Quality Resource Center; United Way; Health Departments; 2-1-1; Northern Michigan Substance Abuse Services (NMSAS); faith-based organizations such as Catholic Human Services and Salvation Army; and more. Both Michigan Works! Agencies also directly provide supportive services that address barriers to employment through a variety of funding sources, including the Barrier Removal Employment Success program.
  
- **Business Services**, including hiring assistance, training programs, retention services, layoff aversion strategies, talent attraction services, labor market information, and wage data, are available through a variety of workforce development programs. In addition, business services across the ecosystem include economic development incentives and supports like site selection and growth; business planning and counseling; help with government contracting; access to overlooked talent pools (including justice impacted individuals, 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 both Michigan Works! Agencies, economic development entities covering all counties; the Michigan Small Business Development Center; APEX Accelerator; MRS; BSBP; 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 Career and Technical Education (CTE) programs. All community colleges in the region have capacity to customize training programs for local employers.

*Education and Training Opportunities*

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):

Table 11: Education and Training Activities in the Region (not all-inclusive)

<b>Healthcare</b>	<b>Manufacturing</b>	<b>Construction and Trades</b>	<b>Information and Professional</b>
<ul style="list-style-type: none"> <li>● Certified Nurse Aide</li> <li>● Registered Nurse</li> <li>● Health Information Technology</li> <li>● Surgical Tech</li> <li>● Medical Assistant</li> <li>● Critical Care Paramedic</li> <li>● Community Paramedic</li> <li>● Fast Track Healthcare Program (Clinical Medical Assistant; EKG Technician; Phlebotomy)</li> </ul>	<ul style="list-style-type: none"> <li>● Manufacturing Technology</li> <li>● Mechatronics</li> <li>● CNC Machining</li> <li>● Automation and Robotics</li> <li>● Programmable Logistics Control</li> <li>● CAD</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> <li>● Mobility Operators – ROV and UAV</li> <li>● CDL - A</li> <li>● Utility Arborist</li> <li>● Diesel Technician</li> <li>● EV Technician</li> </ul>	<ul style="list-style-type: none"> <li>● Computer Information Systems</li> <li>● Management</li> <li>● Computer Aided Design</li> <li>● IT Fundamentals</li> <li>● Cybersecurity</li> <li>● Law Enforcement</li> </ul>

Source: Our own compilation from Regional Leadership.

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. Houghton Lake Alternative and Community Education is a partner for Adult Education in Crawford and Oscoda Counties. 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 19 awards – certificates and credentials – earned during the 2021-2022 school year are presented in Table 12.

A number of high-demand occupations highlighted previously feature prominently here, including several health occupations, welding, CAD/CADD drafting, and HVAC technician. Notably, Registered Nurse Awards (122) are down a little from the previous Regional Plan (146 awards in 2019-2022). There have been significant efforts in this space in 2023 with the Healthcare Career Pathways and BSN partnerships, hopefully increasing this number in the future.

Table 12: Top 19 Awards by Program, 2021-2022 Academic Year

	Total Awards
Liberal Arts and Sciences/Liberal Studies	160
Registered Nursing/Registered Nurse	122
Business Administration and Management, General	113
Lineworker	91
Criminal Justice/Police Science	53
Welding Technology/Welder	45
Medical/Clinical Assistant	43
Medical Radiologic Technology/Science - Radiation Therapist	29
Automobile/Automotive Mechanics Technology/Technician	22
Heating, Air Conditioning, Ventilation and Refrigeration Maintenance Technology/Technician	20
Licensed Practical/Vocational Nurse Training	19
Cardiovascular Technology/Technologist	18
Surgical Technology/Technologist	18
Electrician	16
Electrical, Electronic, and Communications Engineering Technology/Technician	15
General Studies	14
Health Professions and Related Clinical Sciences, Other	13
CAD/CADD Drafting and/or Design Technology/Technician	13

Physical Therapy Assistant	10
----------------------------	----

Source: Our own compilation from JobsEQ data provided by MW!NC and Region 7B.

### 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

- *Make-It-Work Approach:* The region’s service providers have a long history of strong partnerships, resulting in collaborative efforts that stretch limited resources.
- *Youth Engagement:* A range of programs are building awareness and opportunities for youth such Jobs for Michigan’s Graduates, MW Youth programs – in-school and out-of-school, in-school navigators, CTE programs, school partnerships, and college access networks (OCAN). In addition to these programs, career exploration events are helping to expose youth to local options for career pathways, including MiCareerQuest, Talent Tours, Manufacturing Day, and Apprenticeship Week.
- *Jobs-Based Job Training:* The region successfully emphasizes apprenticeships, on-the-job training, Going PRO Talent Fund awards, and is collaborating to create meaningful training opportunities.
- *Broad Reach:* The region recognizes not everyone can or wants to attend college and cultivates opportunities for a variety of education/training levels, ensuring that there are multiple pathways to employment and economic opportunity.

#### Weaknesses

The labor market and economic conditions presented previously highlight a number of demographic challenges in this region:

- An older age distribution, with fewer young people aging into the workforce than seasoned workers reaching retirement age.
- Relatively high levels of unemployment and poverty.
- Lower than average educational attainment.
- A significant share of jobs (present and predicted future) in lower-wage occupations.

- Relatively high long-term unemployment as those who exhaust unemployment benefits do not become re-employed.

In addition, the geography of the sparsely populated region creates challenges for the workforce development system. The population of slightly less than 278,000 people is spread across a large expanse of 7,865 square miles.<sup>3</sup> Together the 14 counties are slightly larger than the state of Massachusetts.<sup>4</sup> This causes several challenges to service delivery for all domains:

- *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 available and/or affordable childcare* and long drives to childcare opportunities constrain working opportunities for parents.
- *Lack of affordable housing*, which is also compounded by limited transportation services and a dispersed population, constrain employment and training opportunities.
- *Educational opportunities* are constrained, despite the relatively large number of programs and providers, due to geography. If a student lives too far from the program of their choice, they cannot attend because of the vast travel distance required.
- *Lack of broadband internet service* is a significant challenge for small businesses, entrepreneurs, and students. Though improvements are on the horizon, the lack of comprehensive broadband coverage in this rural region is a challenge.

Together, the “Big 3” structural challenges of transportation, available and affordable housing and childcare were reiterated throughout the strategic planning process. We underscore the difficulties of workforce development amidst these challenges, though directly remedying them is largely beyond the scope of workforce development.

### *Capacity*

The strengths and weaknesses discussed above illustrate both how well Regional Leadership are aware of the ongoing challenges and how dedicated they are to working on overcoming these barriers.

---

<sup>3</sup> U.S. Census Bureau, data file from Geography Division based on the TIGER/Geographic Identification Code Scheme (TIGER/GICS), 2010

<sup>4</sup> Land area in square miles, US Census Bureau Quick Facts, 2010

While services are excellent and well-connected to both employer and job seeker needs, this is a challenging task in a geographically dispersed region. Stretching program funds over a wider geographic area with transportation challenges inherently reduces capacity. Additional funding could improve capacity to provide more resources in more locations, improving accessibility. Additional funding would provide capacity to expand in underserved communities and assist more people with higher quality and targeted services. In a region with more persistent and structural barriers to employment, more individualized attention, longer-term relationships with staff, and more supportive services are especially valuable. Additional funding could provide more of this resource-intensive support. Additional training dollars could support more individuals with 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. This is a collaborative region, accustomed to making the most of the resources available. In the Strategy Session, leadership discussed ways to continue and enhance collaborations for 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 updated its Strategic Plan for the time period 2022 - 2026. This plan established the following Vision and Mission for workforce development activities in the local area:

**Vision:** *A united community of employers and jobseekers working together towards a prosperous future.*

**Mission:** *To empower today's workforce and ignite tomorrow's economy by bringing together employers, job seekers, and partners.*

The following strategic priorities were identified through a comprehensive process of examining strengths, weaknesses, ideal future states, and the barriers and challenges identified in customers. The priorities are categorized by those for improving services and for focusing on the organization.

#### **Services:**

- **Essential Skills:** Improve the essential skills of the workforce by offering soft skills training and coaching; technology training and support; career awareness services; and job search assistance.
- **Occupational Skills:** Improve the occupational skills of the workforce for in-demand jobs through classroom and work-based training, thereby increasing the credential attainment of the region.
- **Job Placement and Retention:** Improve retention by identifying the right match between job seekers and employers and providing supports before and after placement.

#### **Organization:**

- **Quality:** Improve quality for all we do – services, workplace, and partnerships – by focusing on performance and professional development.

- Engagement: Improve internal and external engagement with colleagues, customers, and partners by increasing outreach, leveraging technology, and communicating effectively.
- Use of Resources: Make the best use of resources internally and externally by braiding funding and referring to community partners.

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. In addition, a sub-goal within the Organizational strategic priorities is to “increase positive outcomes while maintaining high quality service.”

● ***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. The strategies identified during regional planning are below, also indicating alignment with the state’s workforce plan:

Opportunity	Strategies
<i>Strengthen employer engagement and leadership within the system</i>	<ul style="list-style-type: none"> <li>● Define the value proposition to employers and strengthen relationships to understand changing talent needs</li> <li>● Identify employers that are succeeding with talent recruitment, development, and retention and promote their models, i.e. Exit interviews, Investment in addressing barriers such as available and affordable childcare</li> <li>● Use sector strategies to increase collaboration across partners and companies (<i>Pillar 1</i>)</li> <li>● Collaborate with economic development organizations to include regional priorities in wider economic strategies and to learn best practices from regions with similar priorities/challenges (<i>Pillar 3</i>)</li> </ul>
<i>Leverage technology to increase connections and collaboration among partners (Pillar 1)</i>	<ul style="list-style-type: none"> <li>● Customize services to a wide range of technology abilities (<i>Pillar 2</i>)</li> <li>● Streamline onboarding with tech screening/microbadging               <ul style="list-style-type: none"> <li>○ Utilize existing tech skills screening to identify and fill skill gaps</li> <li>○ Provide more extensive tech skills where needed</li> </ul> </li> <li>● Combine with face-to-face / hybrid for workplace skills</li> <li>● Increase use of social media/technology for greater visibility in the community and collaboration among partners</li> </ul>

<p><i>Address the different needs of generations and make intergenerational connections</i></p>	<ul style="list-style-type: none"> <li>● Facilitate educational opportunities on communication preferences for all generations</li> <li>● Use technology to better reach younger generations <ul style="list-style-type: none"> <li>○ More virtual options for programming</li> <li>○ Increase social media outreach</li> </ul> </li> <li>● Increase intergenerational mentoring</li> <li>● Support entrepreneurship opportunities for young people to take over businesses from retiring small business owners <i>(Pillar 3)</i></li> <li>● Increase financial literacy for younger and retiring generations <i>(Pillar 2)</i></li> </ul>
<p><i>Support progress in “The Big 3” challenges: housing, childcare, transportation (Pillar 2)</i></p>	<ul style="list-style-type: none"> <li>● Focus on workforce issues related to these systemic barriers <ul style="list-style-type: none"> <li>○ Apprenticeships for childcare, construction workforce</li> <li>○ Entrepreneurship, especially related to childcare</li> </ul> </li> <li>● Involve employers <ul style="list-style-type: none"> <li>○ Educate companies on the barriers</li> <li>○ Help employers strategize retention and attraction strategies: Company cars, arranged carpooling / incentives, revolving loan fund for car repair/purchase</li> </ul> </li> <li>● Have a voice to represent the challenges that the workforce faces</li> <li>● Maintain a workforce-focused effort here; avoid spreading too thin in this broad policy space</li> </ul>
<p><i>Maintain strong partnerships and efforts for youth career exploration and planning (Pillars 1 and 2)</i></p>	<ul style="list-style-type: none"> <li>● Connect with youth at a younger age <ul style="list-style-type: none"> <li>○ More schools involved in youth career exploration</li> <li>○ More youth from each school participating</li> <li>○ Elementary age career exploration</li> </ul> </li> <li>● Manage expectations of younger generations <ul style="list-style-type: none"> <li>○ Entry level progression in the workforce</li> <li>○ In person vs. virtual opportunities</li> </ul> </li> </ul>

The local region is committed to supporting and coordinating efforts across its eight counties to avoid duplication of services and make the most of limited resources. Key strategies for achieving this coordination and alignment include:

- **Program Integration:** Career Navigators at Michigan Works! Northeast Consortium (MW!NC) offer Employment Services to job seekers at the American Job Centers (AJCs), directing them to appropriate programs based on their needs. Career Advisors manage WIOA Adult and Dislocated Worker programs, PATH, and Trade Act programs, allowing them to build and maintain relationships with job seekers and identify suitable program enrollments. Delivering

these programs directly, rather than subcontracting, ensures closer connections between staff, management, and administration, and enhances quality control. In a model that is unique in the state, MW!NC has unified its Youth Program and Business Solutions Professionals departments under one manager, ensuring all staff working with youth or businesses are certified BSPs who connect with employers to provide work experience and job opportunities for youth.

- **Cross-Training:** MRS and MW!NC staff regularly convene to update program information and discuss individual cases. Michigan Rehabilitation Services (MRS) conducts ongoing training sessions for MW!NC and other workforce partners to enhance their understanding of services for individuals and youth with disabilities. The WIOA Regional Plan also outlines strategies for sharing professional development opportunities across various partners. The MRS Business Relations Consultant, certified as a Business Solutions Professional, collaborates with MW!NC BSPs to engage local employers.

MW!NC facilitates virtual meetings with Adult Education partners by county. Each county meets at least 4 times per year. The group conducts joint case load review, including enrollments for Integrated Employment and Training. Staff also share program updates and best practices, discuss referrals and the referral process, identify community resources, and discuss training.

- **Referral Systems:** MW!NC and local Adult Education providers (Iosco Regional Education Services Agency and Houghton Lake Community Education) use a formal referral system to link eligible participants with opportunities from both agencies. This system includes a feedback loop to track progress and outcomes and fosters regular communication between Adult Education teachers and MW!NC Career Advisors. Staff are held accountable for referrals through annual personnel reviews. Referrals are also made from Employment Services to Veterans Services via OSMIS and the Military Service Questionnaire, with MW!NC and MRS staff working together to refer customers, share information, and track outcomes.
- **Career & Educational Advisory Council (CEAC):** The CEAC promotes alignment and cooperation among educational entities, including K-12, postsecondary, and adult education. With a diverse membership base, the CEAC serves as an ideal forum for planning and discussion. It supports apprenticeship programs, career exploration, and awareness activities, and advises the workforce development board to influence workforce system strategy, prioritizing educational opportunities.
- **Business Services Collaboration:** All WIOA core titles support the needs of businesses, with MW!NC, Veterans Services, and MRS dedicating staff to work directly with local employers. The local board ensures MW!NC serves as general contacts and connectors to various resources, while Veterans Employment Representatives at Veterans Services and Business Relations Consultants at MRS provide specialized services for their talent pools. Using the Business Solutions Professional model, these employer-focused staff continually develop ways to collaborate and improve coordination.



- **Flexibility in Service Delivery:** Workforce development services are most effective when tailored to meet customer needs. The local area remains adaptable, adjusting approaches based on economic conditions and specific circumstances, such as the COVID-19 crisis or other unforeseen events. Services described in this plan may be modified, including virtual delivery, to ensure flexibility and responsiveness in serving local communities. Collaborative efforts across all partners, adhering to policies, ensure the best outcomes for the region.
- **Rural Readiness Network:** MW!NC is leading the development of a Rural Readiness Network per the Office of Rural Prosperity, in collaboration with Northeast Michigan Council of Governments, Alpena Community College, Kirtland Community College, Iosco Regional Education Services Agency, and Northern Lakes Economic Alliance. The focus of the network will be workforce training and development, talent attraction, and education.

## 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.***

The local area offers a comprehensive suite of WIOA and partner programs to meet the diverse needs of job seekers and employers. Each program is designed to provide aligned, complementary services tailored to specific populations and individual requirements. Here's an overview of the services available:

*Employer and Job Seeker Connections:* The Wagner-Peyser Employment Service facilitates key services, including 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. It ensures universal access to job search assistance for job seekers and supports employers with job postings, resume screenings, and talent recruitment.

*Career and Training Services:* These are available to eligible participants of WIOA Adult and Dislocated Worker programs, particularly those facing employment barriers. Services include comprehensive assessments, barrier removal through referrals and direct support, employment planning, career exploration, workplace literacy, on-the-job training, classroom training, apprenticeships, and more. These are also offered through other programs funded by various grants, such as the Michigan Rural Enhanced Access to Careers in Healthcare (MiREACH), and the Electric Vehicles Jobs Academy (EVJA).

*Rapid Response:* Delivered in coordination between the Michigan Works! Agency and the Michigan Department of Labor and Economic Opportunity, this initiative supports individuals affected by mass layoffs or business closures, helping them transition to new employment opportunities.

*Youth Services:* Programs like WIOA Youth, Jobs for Michigan's Graduates, and Pre-Employment Transition Services provide numerous elements for young people, such as drop-out prevention, mentoring, career exploration, work-based learning, high school/GED completion, tutoring, and transitions to postsecondary education and employment.

*Adult Education and Literacy:* These programs offer basic academic education, high school completion or equivalency exam preparation, and workplace literacy. GED and HiSET testing are readily accessible throughout the area and are co-located in all but one AJC.

*Services for Individuals with Disabilities:* MRS specializes in employment and education-related services for teens and adults with disabilities, aiding in job retention and career advancement. MRS, alongside its partners, offers school-to-work, postsecondary, and adult life programs statewide. It provides education for employers on effective disability accommodations, thereby supporting individuals in the workplace who may be at risk of job loss due to injury. They utilize Occupational Therapists for worksite evaluations and ergonomic assessments.

MRS also provides access to the Michigan Career and Technical Institute (MCTI), an educational center for adults with disabilities. With 13 training programs, MCTI provides accommodations for training and connections to employers. They also serve as a sponsor and intermediary for local Registered Apprenticeships.

*Services for the Blind and Visually Impaired:* Bureau of Services for Blind Persons (BSBP) offers training and services to help individuals achieve their goals, including daily living skills and career counseling. BSBP collaborates with businesses to integrate accessible technology, enhancing career opportunities for the blind and visually impaired.

*Services for Older Workers:* The Senior Community Service Employment program, delivered locally by AARP, provides subsidized work experience and transitional jobs to help older workers secure employment.

*Trade Act Programs:* Although sunsetted, these programs offer career and trainings services to individuals who were certified Trade Act eligible due to prior job loss at qualifying companies. MW!NC continues to engage those who are eligible but never utilized their benefits.

*Veterans Employment Programs:* These programs provide career advising and case management for veterans and qualifying spouses or caretakers facing employment barriers.

*Unemployment Insurance:* The Unemployment Insurance Agency (UIA) offers unemployment compensation to eligible individuals, serving as a safety net while they retrain and/or seek new employment.

*Offender Success:* The OS Reentry program supports citizens who are reentering the community, offering career planning, employment assistance, housing, and supportive services to enhance public safety and reduce recidivism.

*Partnership. Accountability. Training. Hope. (PATH):* PATH supports individuals in achieving self-sufficiency while receiving cash assistance and other public supports. MW!NC work closely with participants to identify skills, career paths, and to improve long-term career success, thereby reducing reliance on public assistance.

All the above services are accessible through the American Job Centers in the local area, with additional supportive services available via referrals.

- ***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 opted to directly deliver services under its jurisdiction rather than subcontracting. This strategy aims to enhance program coordination through integration. Direct service delivery is utilized for WIOA Adult, Dislocated Worker, and Youth programs, the PATH program, and MiREACH. As a merit-staffed entity, MW!NC also provides Trade Act and Employment Services directly, including the RESEA program, Fidelity Bonding coordination, and the administration of the ES Complaint System.

In the local area, Adult Education programs are administered by the Iosco Regional Educational Services Agency (IRESA). Other core programs are delivered by staff from the State of Michigan Department of Labor & Economic Opportunity, including MRS, BSBP, and Veterans Services. Regardless of the provider, WIOA Core programs collaborate across the local area to minimize duplication and streamline resources. This alignment is facilitated by co-location within the American Job Centers (AJCs), allowing frontline staff ample opportunities to connect and collaborate for the benefit of their mutual customers. Co-location arrangements range from permanent, regular office hours to itinerant use of space, depending on the caseloads and needs of each partner. Additionally, structured referral systems among core program providers are in place and are continuously reviewed for effectiveness.

Another key strategy for alignment is the use of the Career & Education Advisory Council (CEAC). The CEAC brings together executives from all organizations providing core services, along with secondary and postsecondary Career and Technical Education (CTE) 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, which are reviewed annually to ensure 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 closely with secondary CTE programs to dual-enroll eligible participants. Staff who engage with employers connect CTE instructors and their students with local companies for co-ops and job opportunities. Together, these programs coordinate Talent Tours, Manufacturing Day activities, and MiCareerQuest.

The coordination of WIOA core programs extends to various educational activities, enhancing their overall effectiveness. Here are some additional ways this integration is achieved:

*Youth Work Experience Opportunities:* Providing work experience is a proven strategy for enhancing employability skills among youth. MW!NC and State Vocational Rehabilitation collaborate to deliver work experience programs, ensuring that each funding source is utilized optimally to reach the maximum number of youth candidates. Other core WIOA program providers, including Veterans Services and Adult Education, also refer individuals to these opportunities. Youth Career Advisors and Business Solutions Professionals work together in an integrated approach to engage employers, partnering with MRS consultants.

*MiREACH*: This grant offers training and supportive services to individuals entering healthcare careers in rural communities. Especially relevant for the local area, MiREACH is a significant means of reducing severe workforce shortages in short-term care, emergency services, nursing, and more.

*Additional grants*: New grants received by MW!NC leverage WIOA funds and core program services from all providers. Regardless of the entry point, the intake process assesses a customer's potential for all programs, with referrals made as appropriate. Funding is braided to ensure optimal utilization, maximizing the impact and reach of each program.

Although many grants are short-term, their impact extends beyond the funding window. The local workforce system aims to enhance collaboration and maximize resources when specialized funding is available. Two examples of these grants are as follows:

- Collaborations established under the *Michigan Learning and Educational Advancement Program* continue to benefit the local system. Navigators from MW!NC were housed at postsecondary institutions, improving cross-training and connections across programs. Although the grant ended, referrals and communication are ongoing.
- *MiCareer Pathways*: The MiCareer Pathways program developed a Healthcare Career Pathway to support currently employed workers. Due to this grant, Alpena Community College has increased its capacity to train nurses, tapping into a new market of students who begin their training via part-time, hybrid, online, and evening/weekend courses. These students can pursue necessary classes while maintaining their jobs. The pathway facilitates career progression from Certified Nurse Aide to Licensed Practical Nurse to Registered Nurse.

## 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 prioritizes maintaining American Job Centers (AJCs) across most counties in the area to ensure services are accessible to more communities. There are seven AJCs in the eight-county region, with the comprehensive center in Alpena and affiliate centers operating with varying hours based on community needs. All AJCs provide meaningful access to services, either directly or through referrals. Many partners use these spaces for itinerant office hours, ensuring their services are accessible to their customers.

However, the large geographic area and sparse population in Northeast Michigan result in significant distances between AJCs. A primary employment barrier in the area is the lack of transportation, as individuals often live far from job opportunities and public transit is extremely limited. Virtual service delivery has emerged as a critical method to expand access. Most employers, job seekers, and partners adapted to virtual service delivery during the COVID-19 crisis of 2020. Virtual services remain available; however, many people now prefer in-person services. This reinforces relationship-building and improves fact-finding. The local area is committed to utilizing the method of service delivery that best meets the customer's need.

Another significant barrier in the area is the lack of reliable broadband internet, which limits the ability to provide virtual services. Broadband expansion into rural areas is under way, but this remains an essential issue for reaching individuals with employment barriers. To mitigate this, videoconferencing capabilities are offered in the AJCs. Students attending virtual postsecondary courses may do so at the AJCs when home broadband is insufficient. The workforce system will continue offering virtual services where feasible and collaborate with other rural areas to improve broadband access.

Regardless of the delivery method, access to services is facilitated by frontline staff. An important strategy for expanding access is ensuring staff have extensive information and connections across the area. MW!NC partners with MRS to provide Windmills training to all Career Advisors, enhancing their awareness of disabilities, ADA, etiquette, and reasonable accommodations. Conversely, MRS and BSBP staff receive regular updates on events and services available through MW!NC programs, as do all other WIOA-required partners. Information sharing also occurs through human services collaborative networks in all eight counties, which include a wide array of supportive service partners.

Improving service awareness is another strategy for enhancing access. The local board diligently informs the public about workforce system services through outreach efforts such as email newsletters, social media, flyers, 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 promoting existing services.

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

Career Pathways have become a central focus of the local workforce system, often leading to referrals and co-enrollment across core WIOA programs. No matter where a participant begins—whether with Employment Services, WIOA Adult/Dislocated Worker/Youth programs, Adult Education, or MRS/BSBP—all are connected with services and programs tailored to their individual needs. Each participant has a personalized plan reflecting their career goals and the milestones necessary to achieve them.

When milestones require basic skills or high school equivalency, referrals to Adult Education programs are made. If other types of training are needed, the system connects participants with work-based or classroom-based training services. These plans are designed with a long-term perspective, ensuring that customers have a pathway not only to employment but also for career advancement well beyond program exit.

Adult Learning Plans within the Adult Education program guide individuals through specific academic areas while also requiring a career goal. These plans tie each participant's learning to the skill needs for their chosen career. This often involves planning beyond the high school diploma or equivalency, leading to transitions to postsecondary education and referrals to WIOA Adult, Dislocated Worker, and Youth programs, or vocational rehabilitation services for co-enrollment.

Youth programs, in particular, provide significant opportunities for career pathway development. BSBP services for youth, Pre-Employment Transition Services at MRS, Jobs for Michigan's Graduates, and WIOA Youth services at MW!NC all focus on long-term plans for each youth participant. These plans

include overcoming initial barriers, building work experiences and resume history, completing high school or equivalency, and transitioning to postsecondary training.

Use of USDOL Registered Apprenticeship is growing in the local area, due in part to the promotional efforts of the workforce system, along with the resources made available to local employers. Registered Apprenticeship offers an earn-and-learn career pathway for job seekers and a trained, productive individual for companies. MW!NC employs a dedicated Apprenticeship Success Coordinator to serve as a liaison between the company, the individual, and the USDOL.

- ***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).***

The local area has a postsecondary educational attainment level of 31.7%,<sup>5</sup> consisting of the population 25 years or older with an associate's degree or higher. This does not include those with certificates from training programs beyond high school. However, given this low level of education across the local area, the workforce system must support an increase in postsecondary credentials. This aligns with Governor Whitmer's 60 x 30 initiative, committing our local area to contributing to the statewide goal of achieving 60% postsecondary educational attainment by 2030.

Youth-focused programs throughout the area, such as WIOA Youth (both In-School and Out-of-School), Pre-Employment Transition Services, and Jobs for Michigan's Graduates, play a crucial role in supporting the 60 x 30 goal. These programs help increase high school completion rates and facilitate transitions to postsecondary training, reducing barriers and empowering youth to achieve success.

Several school districts in the region are making significant efforts to connect graduates with postsecondary opportunities. Initiatives include Local College Access Networks, FAFSA completion week participation, and employing Career Navigators within the schools. The WIOA Regional Plan supports continued career awareness and increasing the reach of career awareness events, such as MiCareerQuest and Talent Tours, to include more schools and students.

As mentioned above, the local area is also actively promoting the use of USDOL Registered Apprenticeship (RA) programs. RAs 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 through classroom-based training, which can be applied 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 employs a demand-driven approach to service delivery, understanding that addressing employer needs is the most effective way to benefit not only the

---

<sup>5</sup> American Community Survey, 2019-2022 Five Year Estimates, U.S. Census Bureau

employers but also job seekers and the broader community. Core WIOA partners collaborate to engage employers in various capacities, using their input to shape program development.

One key strategy for engaging local employers involves their participation in events that connect them with students and potential candidates for their open positions. These events include:

- Talent Tours
- Job Fairs
- Hiring events at the American Job Centers
- MiCareerQuest
- Career Expo

By participating in and sometimes organizing these events, companies see the importance of their sustained involvement with education and workforce initiatives. This helps provide valuable insights into their current and future skill requirements.

MW!NC will be partnering with the Northeast Michigan Great Lakes Stewardship Initiative and the Northeast Michigan Council of Governments to develop a large-scale career exploration event in water-based occupations. This may evolve into an annual event.

State Vocational Rehabilitation programs also support employers. MRS offers specialized services through their Business Relations Consultant, including accommodations and ADA compliance coaching, disability etiquette training, and Return to Work services. They also have access to occupational therapists for on-site recommendations. The Talent Acquisition Portal helps employers find skilled individuals from an often-overlooked population. BSBP counselors work similarly with companies to ensure workplaces are accommodating for sight-impaired individuals.

These strategies are beneficial for both small and large employers, but they are particularly valuable for smaller companies that may lack the internal capacity to implement these activities independently. By collaborating with other businesses and leveraging the support of the workforce system, small companies throughout the local area can better compete, attract quality talent, and enhance their economic sustainability.

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

Throughout all strategies that foster employer engagement, the workforce system employs the Business Solutions Professional (BSP) approach. All staff members within the WIOA Core Partners who work with employers are certified BSPs or are on track to achieve certification with upcoming training. This approach establishes a unified framework for all agencies engaging with employers, underscoring that workforce and economic development ultimately aim to identify solutions that benefit both companies and the workforce.

The ongoing engagement with employers allows the local system to understand their needs and customize its programs to meet those needs. Services for employers are designed to leverage a broad network of solution providers, while services for job seekers focus on developing the skills that employers demand. Beyond continuous engagement through BSP and the previously mentioned

strategies, the local board employs the following structures, programs, and frameworks to support a local workforce development system that aligns with business needs:

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

By integrating these components, the local workforce system ensures that it remains responsive and adaptive, fostering a symbiotic relationship between employers and the emerging workforce.

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

The local board maintains robust coordination with economic development through sustained partnerships 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 local chambers of commerce. Staff from these agencies regularly communicate to share updates on programs and ensure a comprehensive understanding of available services. They collaborate to devise tailored solutions for both incoming and existing local businesses, leveraging shared insights into employer needs to enhance service quality.

The workforce system is actively involved in the Community Development Collaborative (CDC), administered by Northeast Michigan Council of Governments on behalf of the Michigan Economic Development Corporation. Its purpose is to enhance collaboration and provide strategic direction for economic development in the Northeast Region.

Additional coordination is fostered and sustained through various initiatives:

- Retention visits with the MEDC and local economic development organizations (EDOs)
- Memberships in local chambers and other associations
- Participation at community events such as business after hours
- Collaborative efforts to leverage services from the Small Business Development Center, the Small Business Administration, APEX Accelerator (formerly Procurement Technical Assistance Center), and capital sources for local companies

A prime example of local coordination with economic development is the annual GoingPRO Talent Fund. While MW!NC manages applications for this grant, all employer-focused programs assist with its promotion and referral process. This collective effort ensures that businesses receive comprehensive support and access to valuable resources, reinforcing the local workforce system's commitment to economic growth and development.

In the MW!NC area, GPTF programs include:

- Fiber Char - Alpena, 13 employees, manufacturing
- Terra Caloric - Alpena, 5 employees, manufacturing



- Timm Construction - Alpena, 3 employees, construction
- H & H Tube - Vanderbilt, 4 employees, manufacturing
- Springs Window Fashions - Grayling, 4 employees, manufacturing

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

The local workforce system has cultivated a fruitful partnership with the Unemployment Insurance Agency (UIA). Both MW!NC and the UIA acknowledge the value of working together harmoniously for the benefit of their shared customers. Several strategies have been implemented to reinforce the connection between the One-Stop delivery system and the UIA, with plans for further coordination and enhancement in the coming years.

- MW!NC, in its capacity within Employment Services, facilitates Register-for-Work activities to support individuals filing for unemployment compensation.
- American Job Centers (AJC) utilize the prioritized UIA customer phone number, ensuring UI customers can easily access valuable assistance. In addition, a local UIA office is located in Gaylord.
- Frontline staff at AJCs provide UI claimants and local employers with informational materials such as fact sheets, guides, and other resources from the UIA.
- Business services staff actively promote UIA Employer informational seminars held locally, fostering greater awareness and participation.
- The MW!NC Director regularly attends Michigan Works! Association Director meetings in Lansing, sharing insights from the region and offering feedback as needed.
- As UI claimants fulfill their Register-for-Work requirement at AJCs, staff introduce them to all available programs and services to facilitate their swift re-entry into the workforce.
- The local workforce system and UIA collaborate on Rapid Response activities, including worker orientations.
- MW!NC administers the Reemployment Services and Eligibility Assessment (RESEA) program to UIA-selected individuals, providing them with personalized Individual Employment Plans tailored to expedite their return to work.

## 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 efforts are multifaceted, operating at both regional and local levels. Recognizing the significance of both approaches in fostering success for local businesses, all partners collaborate closely to synchronize activities. These collaborative efforts encompass a range of activities, including but not limited to:

- Convening of all economic development organizations, workforce development, and other partners through the Community Development Collaborative (CDC).
- Conducting Retention Visits to understand and address the needs of existing businesses.
- Providing workforce investment information as needed to support attraction packages for prospective businesses.
- Collaborating on specific projects such as expansions or downsizings within businesses.
- Working together on promotional efforts for the GoingPRO Talent Fund to maximize its impact.

In addition to these collaborative endeavors, the workforce system extends support for entrepreneurial skills training and microenterprise activities through various channels. Partners throughout the workforce system regularly refer both existing businesses and potential start-ups to the SBDC for assistance. Staff remain updated on workshop offerings and new services provided by the SBDC, ensuring that businesses receive comprehensive support and guidance.

## 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 (AJCs) spread across the eight-county local area. Among them, the Alpena county service center serves as the comprehensive AJC, while the rest function as affiliate locations. All AJCs ensure meaningful access to a wide array of workforce programs.

At each AJC, dedicated staff members cater to both youth and adults, offering workshops, orientations, and personalized appointments. These services encompass a range of programs, including MW!NC's Employment Services covering WIOA Adult, Dislocated Worker, and Youth programs, as well as PATH services and Trade Act programs. Additionally, MRS staff provide Pre-Employment Transition Services to youth and vocational rehabilitation programs to adults, while BSBP services and Veterans Career Advisors deliver intensive services to eligible veterans. Other offerings include Offender Success staff providing support for offender participants and more. Career services staff handle various tasks such as determining eligibility, conducting intake processes, developing customized service plans, and assisting with barrier removal.

The AJCs also serve as hubs for community meetings, offering a central location that facilitates collaboration among partners across a diverse range 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

**Montmorency County (by appointment only)**  
14332 State Street  
Atlanta, MI 49709

**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

Moreover, business services staff are stationed within the AJCs, ensuring accessibility for customers while also having the flexibility to travel as needed. They collaborate closely with business clients to craft tailored recruitment and training strategies, leveraging partnerships across WIOA core programs and other entities to deliver comprehensive solutions.

In addition to housing full WIOA Titles I, III, and IV services, five of the seven centers also co-locate Title II services, further promoting collaboration and expanding access to Adult Education services throughout the region.

- ***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 places a strong emphasis on continuously assessing and enhancing the quality of the local workforce system. One notable example of this assessment took place during the development of the WIOA Regional Plan, where numerous stakeholders convened to conduct review challenges and barriers facing the system, as well as conduct a SOAR analysis and brainstorm regional strategies. Another avenue for assessment is through the annual Memorandums of Understanding with WIOA required partners, where service delivery and referral strategies are thoroughly examined and mutually agreed upon.

Given the board's decision not to subcontract services, its ongoing improvement efforts primarily revolve around MW!NC's organizational focus on quality. At every board meeting, a Manager's Report is presented, summarizing activities aligned with the strategic plan and highlighting program performance metrics such as participants and employers served, job placements, career awareness events, and training program outcomes. To ensure adherence to policies and proper file management, a Quality Assurance specialist employed by MW!NC conducts internal monitoring. Insights from these internal reviews inform the creation of tailored training plans for individual staff members and groups, fostering continuous improvement in service delivery.

Additionally, staff members are encouraged to participate in training opportunities provided by the Michigan Works! Association, enhancing their program knowledge and service delivery skills.

Customer service remains a top priority in the board's continuous improvement efforts. Job seeker customers are invited to complete surveys upon leaving the AJC, while employers are surveyed at least annually. The One-Stop Operator undertakes an annual customer service analysis, incorporating surveys and utilizing mystery shoppers. The board carefully reviews the results of these analyses, identifying trends over time and devising new approaches to further enhance customer satisfaction.

- ***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 commitment to facilitating access to services is demonstrated by maintaining physical locations throughout the area and ensuring meaningful access to all programs, regardless of the point of entry. While only one American Job Center (AJC) is comprehensive, all centers provide access to all services either directly or through referrals. This approach is exemplified by various strategies outlined in the local plan, including:

- Co-locating Adult Education classrooms in five AJCs.
- Providing itinerant office space for various partners like Veterans Career Advisor, MRS Counselor, BSBP staff, and Offender Success staff across all AJCs.
- Integrating Titles I and III, along with Trade Act and PATH programs, through direct delivery.
- Offering technology access in AJCs for individuals without broadband at home.
- Partnering with postsecondary providers to offer remote class attendance spaces in AJCs.

The local area has long recognized that a lack of awareness about services limits access. Therefore, efforts are underway to combat the misconception that Michigan Works! is synonymous with the Unemployment Agency and to raise awareness among employers about dedicated services. Improved outreach and communication include monthly newsletters, website updates, and regular communication from MRS and Veterans Services, showcasing success stories and program usage data.

The use of technology for service delivery, accelerated by the COVID-19 crisis, presents an opportunity to expand service reach. This encompasses virtual one-on-one services, online workshops, and access points in small towns like libraries or government buildings. Continued exploration of these methods aligns with efforts to improve broadband access, particularly in remote areas.

- ***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 prioritizes nondiscrimination and inclusivity for all customers, ensuring accessibility in both physical and programmatic aspects of facilities, programs, services, technology, and materials. Specific policies are in place to uphold equal opportunity and access for individuals with disabilities, as outlined in all MOUs with required WIOA partners, committing to compliance with WIOA Section 188 and relevant provisions of the Americans with Disabilities Act of 1990 and subsequent updates.

Current practices at the AJCs focus on immediate responses to requests for reasonable accommodations, such as adjusting computer font sizes, providing wheelchair-accessible space at resource room computers, and utilizing tools like Google Translate. Assistive technology like handicap-accessible computers and JAWS software is available, and arrangements for an American Sign Language interpreter can be made with prior notice. Customers have a mechanism to request accommodations that may require time or additional resources for delivery.

Equal Opportunity is a core value within the local workforce system, demonstrated through public information posters, EO statements, and acknowledgments for all partners and participants. The merit-based staffing approach ensures fairness in WIOA program providers, including MW!NC and the State of Michigan.

Continuous staff training is integral to maintain compliance and provide quality services. Annual training covers a range of topics, including disability awareness, ADA, etiquette, and reasonable accommodations through programs like Windmills by MRS. An annual training plan crafted by MW!NC leadership ensures EO training for all positions, complemented by participation in webinars offered by organizations like the Michigan Works! Association, National Association of Workforce Development Professionals, and USDOL Employment and Training Administration.

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

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.

## 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 cater to adults facing unemployment or underemployment, offering a range of options to assist them in securing and maintaining employment. These services are structured as follows:

- ***Basic Career Services:*** These are open to the general population and encompass self-directed activities like job searching, resume creation, and profile setup on Pure Michigan Talent Connect. Staff assistance is available for initial skills assessment, determining WIOA eligibility, and making referrals to community programs.
- ***Individualized Career Services:*** Accessible through enrollment in WIOA Adult or Dislocated Worker programs, these services entail comprehensive assessments, development of Individual Employment Plans, career planning, financial literacy guidance, and various training opportunities.

- *Specialized Advising:* Tailored career advising and case management services are provided to individuals with disabilities, sight impairments, justice-impacted individuals, those impacted by opioid addiction, and eligible veterans and their partners or caretakers. These specialized services are customized to address the unique needs of those in these special populations.
- *Training Services:* These include a spectrum of skill-level training, from work-based options like On-the-Job Training and Apprenticeships to classroom and occupational training leading to industry-recognized credentials. Referrals to institutions like the Michigan Career and Technical Institute are also available.
- *Follow-up Services:* Aimed at supporting individuals in retaining employment post-program, these services include job retention coaching and referrals to supportive community agencies.

While these services are delivered collaboratively across multiple partners, the local system faces a capacity challenge, due to funding constraints. Addressing this gap requires innovative approaches to reach untapped labor force segments, retain young talent, and overcome barriers to employment. Improvements in training services are also needed, such as expanding virtual and hybrid training models, enhancing broadband access, and focusing on work-based training like Customized and Incumbent Worker Training leading to postsecondary credentials. Promoting USDOL Registered Apprenticeships further could bridge gaps, benefiting both workers and employers in the region.

## 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 operate within a collaborative structure that brings together WIOA Youth In-School (ISY) and Out-of-School (OSY) programs, Jobs for Michigan’s Graduates (JMG), and MRS Pre-Employment Transition Services. This collaboration is partially facilitated by having Youth and Business Solutions staff managed under one leader. This manager closely coordinates with Youth Career Advisors, Business Solutions Professionals, the MRS Site Manager, and various partners across our region.

In 2018, the local board made a strategic decision to directly deliver WIOA Youth programming instead of subcontracting these services. This move aimed to streamline administrative processes, resulting in more resources directly benefiting youth. While maintaining a strong partnership with our previous provider, we have significantly increased our outreach to youth in various communities. This expansion has been made possible through enhanced partnerships with multiple school districts and other agencies serving this population.

The 14 program elements are now delivered directly by MW!NC Youth Career Advisors or through partner referrals, depending on what aligns best with each youth’s Individual Service Strategy. This approach ensures that each young person receives tailored services that suit their needs and goals.

<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. Education offered concurrently with workforce preparation</b>	Workforce preparation activities such as career exploration, soft skills coaching, and job search assistance are provided to all youth participants who are also enrolled in training, delivered by MW!NC Youth Career Advisors.
<b>6. Leadership development</b>	Leadership development opportunities are offered through partner programs, including Junior Achievement, Jobs for Michigan's Graduates, and school-based programs.
<b>7. Supportive Services</b>	Community resources and/or WIOA program funds may be used to help youth overcome barriers to participation; JMG and BRES funds may also be leveraged, depending upon need and eligibility.
<b>8. 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>9. 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>10. 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>11. Financial Literacy Education</b>	Available through various partners, including local banks and school-based programs
<b>12. Entrepreneurial Skills Training</b>	Available through various partners, including local banks and the SBDC
<b>13. 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>14. 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 in the local area prioritize long-term engagement and intensive case management, recognizing the unique challenges faced by at-risk youth. We understand that these young individuals require significant support to thrive and succeed. Our approach involves working closely with each participant to jointly create an Individualized Service Strategy tailored to their specific needs and goals. This strategy is designed to address barriers and achieve milestones towards their success, with a strong emphasis on accessing community resources and supportive services.

Here's how our youth services are structured:

- We provide WIOA In-School Youth and Out-of-School Youth services to eligible youth across the local area. These programs are delivered in collaboration with local school districts and other partners, ensuring that each participant receives personalized services. Our team of Youth Career Advisors delivers the 14 program elements directly or refers participants to partner programs, as outlined in the Design Framework section.
- Jobs for Michigan’s Graduates follows an out-of-school model, partnering with alternative education programs, Career and Technical Education (CTE), and adult education. The program focuses on enhancing employability skills, supporting reintegration into education, and facilitating successful transitions to employment or postsecondary training.
- Pre-Employment Transition Services are specifically designed for youth with disabilities. These services include job exploration, work experience opportunities, self-advocacy training, counseling on postsecondary options, and work readiness training.
- Our Young Professionals Program offers engaging experiences that increase career awareness and readiness for young adults in our region. The local area offers an expanded work experience program during the summer, along with a Career Readiness & Exploration (CRE) program.

We also facilitate co-enrollment across these programs when it benefits the individual youth. Additionally, we may braid WIOA Youth funding with other sources, such as MiREACH, ensuring efficient use of resources without duplication.

Collaboration across youth programs and activities in our region is not just strong but also highly effective. Our programs frequently partner on various initiatives, such as the Summer Young Professionals program, MiCareerQuest, Talent Tours, career expos, and more. This collaboration extends beyond activities to include joint projects and shared resources, enhancing the impact of our services.



Regular and frequent communication occurs at all levels, from management to frontline staff, ensuring alignment and coordination in our efforts.

Our partnerships with local school districts, Career and Technical Education (CTE) programs, and postsecondary institutions are robust and continually evolving. We actively participate in career pathways planning and development, contributing to the growth and success of our region's youth.

Expanding our reach requires additional capacity, especially in terms of flexible funding. With increased resources, we can make a substantial difference in reaching and supporting more youth in our community.

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.

## 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 following available waivers. The local area will utilize these waivers until such time as they expire or are rescinded.

- Waiver of requirements for Workforce Innovation and Opportunity Act (WIOA) Section 129(a)(4) (A) and 20CFR681.410 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.
- Waiver of requirements for WIOA Section 134(d)(4) and 20 CFR 680.800(a), limiting the use of Adult and Dislocated Worker funding to 20% for Incumbent Worker Training (IWT). The waiver allows use of up to 50% of Adult and Dislocated Worker funding for IWT with any employer, regardless of size.
- Waiver of requirements in 20 CFR 680.780 that an incumbent worker, or a majority of a group of incumbent workers, have an established employment history with the employer of six months or more in order to be eligible to receive IWT. This allowance will provide maximum flexibility to serve the variety of employers in our region.

## 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 avenue for coordinating secondary and post-secondary education programs in our area is through the local Career and Education Advisory Council (CEAC). This council brings together representatives from Adult Education, Career and Technical Education, K-12 general education, community colleges, private training providers, local employers, and workforce development. The CEAC serves as a platform for generating innovative ideas and fostering collaboration across our community. It facilitates discussions on emerging skill needs identified by local employers and coordinates strategies among educators to address these needs effectively. This proactive approach prevents service duplication and ensures that our efforts are closely aligned with the requirements of employers.

The CEAC operates under specific guidelines, per state policy, to structure discussions, planning, and coordination efforts. One of its key responsibilities is to enhance career awareness events, such as Talent Tours, MiCareerQuest, and career expos. Additionally, the council monitors the utilization of apprenticeships in our region, including the development of new programs. It conducts annual reviews of Perkins plans and supports applications for CTE-based Early/Middle College programs by validating the accuracy of the top five cluster rankings for our area based on Labor Market Information (LMI). Representation from the MiSTEM Network is integrated into CEAC projects, further enriching the collaborative efforts.

Regular updates from the CEAC chair at Workforce Development Board meetings ensure that the council and the board are aligned in their efforts to build a skilled workforce pipeline for local employers. Furthermore, other mechanisms such as the GoingPRO Talent Fund, Michigan Reconnect, the Michigan Achievement Scholarship, and partnerships with Local College Access Networks complement our coordination efforts between workforce development and educational programs at secondary and post-secondary levels.

## 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 chosen to offer supportive services to its participants to help them overcome obstacles to program participation and securing employment. Our staff are required to explore alternative resources before utilizing program funds, ensuring that supportive services are provided based on individual needs. The MW!NC Local Supportive Services Policy for Adult, Dislocated Worker, and Youth is a crucial component of our strategy, and it's included in this plan as Attachment C. This policy outlines the types of supportive services available and any limitations regarding conditions, amounts, and duration.

We have also decided to allow needs-related payments when feasible, with the Director having discretion over their approval. These payments are governed by our local policy, detailed in Attachment D. Needs-related payments are only provided to eligible Adult, Dislocated Worker, and Out-of-School

Youth participants enrolled in training services. Furthermore, participants must be unemployed and either ineligible for or have exhausted unemployment compensation benefits. Each participant must undergo a financial assessment conducted by our Career Advisor to establish a genuine, demonstrated need for these payments.

## 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.**

Transportation remains a significant challenge in the local area, with limited availability of public transit primarily in densely populated areas and even then, on a restricted schedule. Nevertheless, staff diligently coordinates with available transportation services and maximizes their utilization whenever possible.

The local area is committed to supporting the strategies outlined in the WIOA Regional Plan, with the following inclusive of transportation.

<p><i>Support progress in “The Big 3” challenges: housing, childcare, transportation (Pillar 2)</i></p>	<ul style="list-style-type: none"> <li>● Focus on workforce issues related to these systemic barriers             <ul style="list-style-type: none"> <li>○ Apprenticeships for childcare, construction workforce</li> <li>○ Entrepreneurship, especially related to childcare</li> </ul> </li> <li>● Involve employers             <ul style="list-style-type: none"> <li>○ Educate companies on the barriers</li> <li>○ Help employers strategize retention and attraction strategies: i.e. Company cars, arranged carpooling / incentives, revolving loan fund for car repair/purchase, MiTriShare</li> </ul> </li> <li>● Have a voice to represent the challenges that the workforce faces</li> <li>● Maintain a workforce-focused effort here; avoid spreading too thin in this broad policy space</li> </ul>
---	---

Beyond transportation, we recognize the importance of various supportive services in overcoming barriers faced by job seekers. These barriers encompass a wide range of challenges such as inadequate childcare options, physical or mental health disabilities, lacking soft skills, poverty leading to limited access to basic necessities like food, housing, clothing, and healthcare, domestic violence, and more.

The success of WIOA Title I workforce investment activities for Adult, Dislocated Worker, and Youth programs relies heavily on the availability of supportive services. To effectively coordinate these resources and providers within our community, we are dedicated to the following initiatives:

- Many of our partners providing supportive services are active members of the Workforce Development Board and participate in the Collaborative Development Council (CDC).
- Sector-based approaches facilitated or supported by the Michigan Works! Agency are geared towards addressing systemic issues that act as barriers to employment, including transportation challenges and other critical needs.
- WIOA Core partners and other mandated stakeholders actively engage in county-based human services councils, fostering resource sharing and information exchange.
- Our MW!NC staff members are trained as MiBridges Navigators, enhancing their ability to assist individuals with the application process for public assistance.
- Staff members across various partners undergo training on available community resources and stay updated through regular research and communication.
- The availability of the 211 service is widely promoted and utilized by our frontline staff to connect individuals with essential resources.
- We leverage funding from the Barrier Removal Employment Success initiative to bridge gaps in supportive service availability.
- MW!NC has successfully secured mini-grants from several local foundations to expand our supportive services offerings, including:
  - Community Foundation for Northeast Michigan (serving Alpena, Alcona, Presque Isle, and Montmorency Counties);
  - Straits Area Community Foundation (serving Cheboygan County);
  - North Central Michigan Community Foundation (serving Crawford and Oscoda Counties);
  - Otsego County Community Foundation (serving Otsego County);
  - 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 \$6,000 per participant, to be utilized for tuition, fees, and books. This is reflected in their ITA Local Policy, Attachment E.

## 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 our American Job Centers (AJCs), all Wagner-Peyser Act services are readily accessible to both job seekers and employers across our local area. To streamline services and avoid redundancy, specific elements of these services are delegated to our WIOA partners, outlined below for clarity. Our

dedicated Career Navigators stationed at the AJCs play a pivotal role in assisting job seekers. They offer a blend of self-directed resources and staff-assisted services, guiding individuals and making appropriate referrals to other Employment Services providers and partners as needed. Meanwhile, our staff working directly with employers, Business Solutions Professionals, collaborate across various partners to meet the diverse needs of our local employers effectively.

MW!NC assumes responsibility for directly delivering Employment Services to our universal population of job seekers and employers. These encompass a range of vital services, including but not limited to:

- Providing access to Pure Michigan Talent Connect (PMTTC) and other essential resources via public-use computers in AJC resource rooms.
- Offering personalized coaching to job seekers and employers on how to maximize PMTC, from posting resumes to creating job orders.
- Identifying veterans upon entry, delivering necessary services, and ensuring priority service for eligible veterans and their spouses or caretakers.
- Referring eligible veterans and their families to Veterans Career Advisors using the established Military Service Questionnaire and procedures outlined in the Employment Service Manual.
- Identifying Migrant and Seasonal Farmworkers (MSFW) upon entry, providing essential services, and making appropriate referrals to MSFW staff as needed.
- Administering various services as required, including student waivers, Registration for Work, Reemployment Services and Eligibility Assessment, Fidelity Bonding, and managing the ES Complaint System.

MW!NC extends its Employment Services to encompass all job seekers in our local area, including individuals filing for Unemployment Insurance (UI). Additionally, the Department of Labor and Economic Opportunity-Workforce Development (LEO-WD) of the state of Michigan oversees Wagner-Peyser services for special populations. Veterans Career Advisors, supported by the Jobs for Veterans State Grant, provide intensive case management to veterans facing significant barriers, while our LVERs assist employers in accessing and supporting our veteran talent pool. Although MW!NC staff primarily engage with Migrant and Seasonal Workers and agricultural employers, LEO-WD staff in other regions are also available to offer assistance and guidance as needed.

## 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).***

Jessica Topp, Director  
Michigan Works! Northeast Consortium  
20709 State Street  
P. O. Box 711  
Onaway, Michigan 49765  
Phone: (989) 733-8548, ext. 2319

Fax: (989) 733-8069  
Email: [toppj@nemcworks.org](mailto:toppj@nemcworks.org)

- **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 a vital resource provided at no cost to both employers and job seekers through direct delivery by Michigan Works! Northeast Consortium (MW!NC) employees.

For employers, Business Solutions Professionals actively engage with companies across the communities spanning our eight-county local area. They conduct outreach visits directly with companies, equipped with the necessary technology to facilitate various tasks such as posting job orders, scouting for resumes, exploring training prospects, and establishing connections with other resources and partners.

Job seekers benefit from services offered at our seven American Job Centers (AJCs). Dedicated Career Navigators welcome and guide job seekers visiting the AJC. A variety of no-cost resources are readily available on public-use computers within the AJCs, including access to Pure Michigan Talent Connect, resume-writing software, and websites catering to all facets of job search needs. In addition to providing assistance with these Wagner-Peyser funded services, our Career Navigators proactively identify relevant program opportunities tailored to each customer's needs and subsequently make referrals as applicable.

- **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 through the American Job Centers are a cornerstone of support for both job seekers and employers in our local area. Job seekers have access to these services in-person at the AJCs with some services available over the phone. Additionally, virtual services are available and web-based platforms like Pure Michigan Talent Connect (PMTTC) and the MW!NC website provide information and labor exchange access.

For job seekers, AJCs provide a range of services tailored to different needs:

- **Basic Career - Self Services:** These are available to all job seekers in our AJC resource rooms. They can utilize computers for internet-based job searches, resume writing, career exploration, and access to labor market information. Various tools and resources are at their disposal, including workshops, printers, copiers, and telephones for job search and unemployment claim purposes.

- *Basic Career – Staff Assisted Services:* Provided when job seekers require additional support, such as assistance with PMTC navigation, job search strategies, or adjusting screen sizes for better readability.
- *Individualized Career – Staff Assisted Services:* These involve more intensive support, including filing for unemployment compensation, initial assessments, job search planning, career counseling, and referrals to specific job opportunities or training programs.

For employers, Business Solutions Professionals (BSPs) provide labor exchange services:

- *Outreach and Self-Service:* BSPs inform employers about PMTC and encourage them to utilize its self-service features for managing job postings and resume searches.
- *Staff-Assisted Services:* Provided when employers need more hands-on support, such as navigating PMTC, accepting job applications in the AJC, or connecting with other business services.
- *Individualized Staff-Assisted Services:* Tailored to meet specific employer needs, including posting job orders, organizing talent tours, facilitating career fairs, conducting resume screenings, and providing access to talent development programs like On-the-Job Training, Incumbent Worker Training, and the GoingPRO Talent Fund.

These services are delivered in accordance with established parameters and processes outlined in the Employment Services Manual, ensuring consistency and quality across all interactions with job seekers and employers. MW!NC remains committed to maintaining confidentiality, providing technical assistance, and ensuring job opportunities are accessible through PMTC for the benefit of our entire community.

In addition, MW!NC offers 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 are at the heart of what we offer at our American Job Centers (AJCs), ensuring both self-directed and staff-assisted support for job seekers. Accessibility is a top priority across all our AJCs, with equipment and resources available to assist customers who may need extra support in accessing employment information and services. Our staff are dedicated to providing necessary assistance with computers, printing, and telephone usage to ensure everyone can successfully connect to the services needed for employment. We also offer accommodations for individuals with disabilities upon request, striving to make our services accessible to all.

Each AJC boasts a resource room, the central hub for delivering Employment Services to job seekers. Equipped with high-speed internet via dedicated fiber cables and interconnected through a Wide Area Network, our resource rooms are designed for efficient service delivery. Additionally, content filters on

computers help regulate internet access for a secure browsing experience. Many AJCs also feature computer labs, utilized for workshops requiring computer access and available to those attending virtual training sessions.

Career Navigators, stationed in each AJC, play a pivotal role in delivering Career Services to job seekers. They assess needs, provide guidance, and make referrals to other WIOA programs like MRS, Adult/Dislocated Worker services, or others as necessary based on individual circumstances.

Virtual services are also available, depending upon the need and capacity of the customer. The local area is committed to meeting job seekers and employers where they are in terms of technology use.

- ***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>	FTEs providing Employment Services	Days	Hours
<b>Lincoln (Alcona County)</b>	5	Included in Alpena’s FTE	W	9am-4pm
<b>Alpena</b>	20	1.5	M-F	8am-5pm
<b>Cheboygan</b>	16	1	M-F	8:30am-4:30pm
<b>Grayling (Crawford County)</b>	18	1	M-F	8:30am-4:30pm
<b>Mio (Oscoda County)</b>	11	Included in Grayling FTE	W	9am-4pm
<b>Gaylord (Otsego County)</b>	19	1	M-F	8:30am-4:30pm
<b>Onaway (Presque Isle County)<sup>7</sup></b>	6	1	M-F	8:30am-4:30pm

During periods of mass layoffs or high traffic, our team adopts a flexible approach by reallocating staff across offices to meet the increased demand effectively. We've also utilized the resources at MTEC in Gaylord in the past, leveraging their computer labs and facilities to host informational sessions and serve a larger number of customers efficiently.

With the shift towards virtual services, we've expanded our capacity to accommodate large numbers of job seekers through hybrid offerings. This allows us to seamlessly integrate in-person and virtual services, ensuring accessibility and convenience for all our customers during peak times.

***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***

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

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



***how reporting claimant non-compliance with the “able, available, and seeking work” requirements will be managed.***

MW!NC Career Navigators administer the Work Test for Unemployment Insurance claimants, conducting these assessments either virtually or in-person based on the specific needs of the job seeker. The Work Test is pivotal in ensuring claimants fulfill their obligations to register with the Michigan Works! system and actively seek employment. Moreover, it presents an opportunity for us to engage with customers and offer additional employment and training services tailored to their needs.

For Unemployment Insurance claimants, registering with the Michigan Works! system through Employment Services is mandatory. This involves completing a profile on Pure Michigan Talent Connect (PMTTC) and establishing a Wagner-Peyser record in the OSMIS. Claimants have the flexibility to complete their PMTC profile at any Michigan Works! location or virtually. However, claimants are encouraged to visit their nearest AJC in order to access the full breadth of services.

In cases where claimants face challenges in completing the required information, such as lack of access to a computer or basic reading skills, our staff step in to assist. We ensure that all necessary information is entered with the customer present, and then certify their work verification form.

Upon completion of the registration process, our staff input the relevant information into the Management Information System (MIS) to confirm to the Unemployment Insurance Agency (UIA) that the work test has been successfully conducted.

We actively encourage customers to not only create a profile on PMTC but also upload a resume. This enhances their visibility to employers and increases their chances of finding suitable job matches. Our team provides assistance in this process, offering support virtually or in-person as needed.

Additionally, we guide customers in creating a Michigan Web Account Manager (MIWAM) account for seamless online access to the UIA system. This account enables them to complete online MARVIN certification, submit job search logs, and handle other unemployment-related matters conveniently. We extend our support throughout this process as required.

In cases of claimant non-compliance with work requirements, such as not being available for work or not actively seeking employment, our Employment Services staff are responsible for reporting such incidents to the UIA using the Claimant Advice Slip (form BWT 303). These instances may arise when a claimant fails to appear for a job interview or does not respond to a job referral, among other situations that indicate non-compliance with UIA regulations.

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

Employment Services staff at MW!NC offer specialized reemployment services to individuals referred by the UIA to the Michigan Works! system. These services are designed to support UI claimants who are at risk of exhausting their benefits, aiming to facilitate their return to work more swiftly.

The UIA notifies selected claimants about their requirement to participate in the Reemployment Service Eligibility Assessment (RESEA) program. Each week, MW!NC accesses the list of referred claimants to estimate the number expected to access services. Additionally, our staff proactively reach out to

claimants to assist them in scheduling their appointments, which can be conducted virtually or in-person based on their needs.

During the initial appointment, several key activities take place:

- UI Eligibility Assessment conducted in a confidential and personalized setting, where MW!NC staff refrain from making eligibility determinations based on customer responses;
- Confirmation of an active Pure Michigan Talent Connect (PMTTC) profile;
- Development of an Individual Employment Plan (IEP) addressing their employment goals;
- Discussion of the UI Work Search Requirement;
- Orientation to Michigan Works! Services;
- Discussion of Labor Market Information (LMI); and
- Other relevant Reemployment Services;
- Referrals to other services, including training, as needed.

Following the initial appointment, claimants are encouraged to attend workshops and engage in additional services. Some individuals will be scheduled for a subsequent appointment, which is arranged using the same process. The subsequent appointments will involve:

- UI Eligibility Assessment;
- Review and updating of the IEP;
- Referral to additional, appropriate reemployment services, including training, as needed.

All services provided, including a claimant's attendance or failure to attend, are documented in OSMIS within 48 hours. Known outcomes are also recorded within the same timeframe. Immediate recording in OSMIS occurs if it is discovered that a claimant is not available or actively seeking work, or if they have declined suitable job offers. In addition, all parameters of state policy, including required timelines for scheduling, will be followed.

- ***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 businesses from outside of Michigan want to recruit workers from within the state, they have the option to utilize the Pure Michigan Talent Connect (PMTTC) system or the services provided by MW!NC.

#### Non-Agricultural:

Out-of-state employers with existing locations, relocating, or establishing new businesses in Michigan receive assistance from a Business Solutions Professional (BSP). They are supported with the same range of services as local Michigan businesses, including facilitated support for using PMTC. These employers are informed in advance that they will be contacted by PMTC administrative staff to verify that their job postings are within Michigan and to discuss relevant policy matters regarding interstate labor exchange.

Out-of-state employers seeking to recruit workers for positions outside of Michigan are served by the Michigan Works! system only if their job orders are for locations in a contiguous labor market. As the Northeast workforce area isn't contiguous with any state, these employers are referred to the most

suitable Michigan Works! agency. However, BSPs work in conjunction with the State of Michigan for employers with remote, trucking, or Information Technology positions if applicable.

Out-of-state employers looking to recruit job seekers covered by the Trade Act receive service from a BSP. These employers are not granted access to PMTC; instead, staff handle their PMTC postings and referrals.

### Agricultural:

Employers interested in posting agricultural job orders are encouraged to input their own orders into the PMTC system. MW!NC staff provide technical assistance as needed. For agricultural job orders, staff use form ETA 790, Agricultural and Food Processing Clearance Order, along with applicable attachments.

Staff ensure that each job order meets ES Manual criteria for:

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

Upon request, any worker or interested party involved in a Michigan agricultural intrastate or interstate clearance order receives a completed copy of form BWP 2524. Workers are entitled to a work contract copy in their native language, which staff may provide using a bilingual form. Job orders for intrastate or interstate clearance in PMTC are only placed if the employer and Employment Services system have unsuccessfully sought sufficient local workers, or if a worker shortage within the state is anticipated.

- ***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 ensures that veterans receive comprehensive Employment Services, just like any other population, with a special emphasis on providing Priority of Service and documenting these services in OSMIS. We actively identify veterans, eligible spouses, and family caregivers across all points of contact, whether they walk into an AJC, access services virtually, are referred by a partner, or join a program. To facilitate this, we have notifications in Resource Rooms encouraging customers with military service to self-identify, and our staff directly ask customers about their veteran status or eligibility as a spouse or family caregiver.

Upon self-identification, we inform veterans and eligible individuals about their entitlement to Priority of Service, the potential for additional personalized services from a Veterans Career Advisor (VCA), and clarify that VCA services complement other One-Stop offerings.

Customers interested in VCA services receive the Military Service Questionnaire, with clear information about its voluntary nature, confidentiality, and the necessity for accessing VCA services. After completion, we assess the form and, if suitable, forward it to the local VCA electronically, adhering to

Employment Services Manual and local policy guidelines. Throughout this process, we continue to provide services to veterans and document all interactions in OSMIS.

For those not eligible for VCA services, we redirect them to more suitable employment services within MW!NC. Priority of Service is consistently applied across our services. This may mean expedited access to resources like computers, preferential consideration for job applications and workshop attendance, or early access to job postings on PMTC.

In line with the Jobs for Veterans Act, veterans, eligible spouses, and family caregivers also receive all other workforce services, including WIOA individualized career services and training opportunities. Our commitment remains steadfast in supporting veterans as they transition into civilian employment.

- ***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 provide Migrant and Seasonal Workers (MSW) with equitable access to all employment services, benefits, protections, counseling, testing, and appropriate referrals. This ensures that MSWs can avail themselves of the entire spectrum of services available in our resource rooms. This includes access to all job orders, assistance in conducting effective job searches, and more, alongside referrals to community resources and other relevant 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, whether in-person or virtual. 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 (AES) 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 strictly adheres to the guidelines set forth by WIOA Title III and the Employment Services Manual issued by Michigan’s Department of Labor and Economic Opportunity-Workforce Development (LEO-WD). We provide only allowable Employment Services, without funding supportive services or training programs through Wagner-Peyser.

Our American Job Centers (AJCs) in the local area also offer additional services:

- *Employment Service Complaint System:* Each AJC has a designated Complaint Coordinator who handles complaints according to the ES complaint system regulations outlined in the ES manual.
- *Fidelity Bonding:* MW!NC processes requests for Fidelity Bonding for high-risk job seekers with a bona fide offer of employment, following the procedures outlined in the ES manual.
- *OS Reentry:* We collaborate with the OS Reentry program to provide comprehensive Employment Services to these customers, including self-service, facilitated, and staff-assisted services.
- *Functional Coordination:* This collaborative effort between LEO-WD and MW!NC leadership ensures the smooth functioning of the workforce system. It integrates programs from both entities, enhancing the effectiveness of service delivery at the American Job Centers. Key aspects of functional coordination include maintaining open communication between the MW!NC Functional Coordinator and LEO-WD leadership, including LEO-WD field staff in local meetings and communications, and sharing weekly schedules between LEO-WD field staff and MW!NC staff.
- *Employer Outreach activities:* These initiatives aim to engage employers, economic development entities, local chambers of commerce, and other partners to familiarize them with our workforce development services. Activities include Lunch-N-Learn sessions with guest speakers, Business After Hours events, and other events.

## 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 within the WIOA Core Programs have a substantial understanding of community resources, effectively serving as guides to assist their clients as necessary. Career Navigators, specifically those delivering Employment Services within the American Job Centers, bear the crucial responsibility of being well-versed in and offering support and resources to job seeker clients. This becomes vital as many job seekers who visit an AJC have immediate needs extending beyond job search, such as securing food for their families, finding temporary shelter, avoiding utility disconnections, and addressing various other urgent matters. Furthermore, MW!NC staff have undergone MiBridges Navigator training facilitated by the Michigan Department of Health and Human Services, enhancing their ability to aid customers in applying for public assistance seamlessly.

## 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 collaborates closely with the Adult Education and Literacy fiscal agent, Iosco Regional Education Services Agency (IRESA), ensuring that programs align with the stipulations outlined in WIOA Sections 107(d)(11)(A) and (B)(i). This alignment is further strengthened by the presence of the IRESA superintendent on both the MW!NC WDB Board and the CEAC, facilitating comprehensive coordination.

Adult education programs are strategically co-located in five AJCs, fostering enhanced collaboration at the frontline level where staff work together to benefit their shared clients.

The *Individual Employment Plan and/or Individual Service Strategy* developed for each WIOA Title I participant, as well as those in other programs such as MiREACH, PATH, or apprenticeship, 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.

MW!NC and Adult Education have established a structured referral system to facilitate seamless communication regarding mutual clients, holding monthly meetings to enhance coordination and ensure comprehensive support for individuals referred between programs.

IRESA continues its efforts with MW!NC to broaden access to adult education programs, including Integrated Education and Training (IET) across various local community access points, aiming to reach a wider audience effectively. Furthermore, the local board fulfills its coordination role by meticulously reviewing applications for WIOA Adult Education and Family Literacy Act funds, ensuring alignment with the local plan and the broader 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
<b>Title I: Adult, Dislocated Worker, Youth</b>	MW!NC
<b>Title II: Adult Education</b>	Iosco Regional Educational Services Agency (IRESA) Houghton Lake Community Schools (HLCS)
<b>Title III: Employment Services</b>	MW!NC LEO-WD Veterans Services (including Jobs for Veterans State Grant)
<b>Title IV: Vocational Rehabilitation</b>	Michigan Rehabilitation Services (MRS)
<b>Senior Community Service Employment</b>	AARP Foundation
<b>Carl D. Perkins programs: Postsecondary</b>	North Central Michigan College Alpena Community College Kirtland Community College
<b>Trade Act</b>	MW!NC
<b>Community Services Block Grant Act</b>	None

<b>Department of Housing and Urban Development</b>	None
<b>Unemployment Insurance Compensation</b>	UIA
<b>Job Corps</b>	None
<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>Community Corrections</b>	NEMCOG
<b>OS Reentry</b>	Michigan Works! Region 7B

## Grant Recipient

### **21. An identification of the entity responsible for the disbursement of grant funds (Grant Recipient).**

The Administrative Board and WDB have designated the Northeast Michigan Consortium as the primary grant recipient for all funds, including WIOA allocations, directly channeled to either the Administrative Board or WDB. Furthermore, the Northeast Michigan Consortium assumes administrative responsibilities for all funds, including WIOA allocations. The Administrative Board/WDB holds planning, implementation, or oversight duties as mandated by federal or state regulations.

In accordance with WIOA regulations and the directives set forth by the Governor of Michigan, the Consortium is tasked with crafting plans and grant-related documents for scrutiny and approval by both the WDB and Administrative Board. Upon endorsement and signatures from the respective Chairpersons of the WDB and Administrative Board, aligned with the specific requirements of the funding source, these plans are then submitted for approval to the Governor of Michigan or other relevant funding sources.

## 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.**

The Northeast Michigan Consortium employs competitive proposals as its procurement methodology for service provision, particularly in cases where the lowest price is not the sole determining factor for award. In such instances, either a fixed price or cost reimbursement agreement is granted. The competitive proposal approach is deemed suitable when evaluation criteria encompass elements like approach, program design, outcomes, innovation, coordination, experience, and price, as specified in 2 CFR Part 200.320(d).

To ensure adherence to these standards, the Northeast Michigan Consortium implements the following requirements for all competitive proposals:

- a) Conducting an independent estimate of the cost/price prior to receiving proposals (2 CFR Part 200.323(a)).
- b) Publicizing the Request for Proposals (RFP), which must include specifications for clarity on proposed goods/services, outline evaluation factors, and their relative importance in the selection process. All responses to publicized RFPs are thoroughly considered (2 CFR Part 200.320(d)(1)).
- c) Soliciting proposals from a sufficient number of qualified sources (2 CFR Part 200.320(d)(2)).
- d) Establishing a written method for evaluating technical aspects of received proposals and selecting recipients (2 CFR Part 200.320(d)(3)).
- e) Awarding contracts to responsible firms whose proposals are most advantageous based on price and other evaluation factors (2 CFR Part 200.320(d)(4)).
- f) Utilizing competitive proposal procedures for qualifications-based procurement of architectural/engineering professional services. This involves evaluating competitors' qualifications and selecting the most qualified, followed by fair and reasonable compensation negotiations (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 PY24 and PY25 have yet to be negotiated. Performance measures for PY22 and PY23 are attached.

## 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) is committed to upholding quality standards in its oversight of workforce programs and assessment of the One-Stop system. The board benefits from diverse representation, drawing members from various communities and sectors across the local area. This diversity fosters a comprehensive perspective that enriches strategic thinking.

The WDB has established a Strategic Plan to align multiple perspectives and focus on enhancing the workforce system's effectiveness. This plan, outlined in detail within the strategic vision section of the WIOA Local Plan, serves as a guide for the board's decisions and resource allocation.

In addition to the Strategic Plan, the WDB ensures high performance through various initiatives:

- New board members undergo a comprehensive orientation led by the board chair and Michigan Works! Director. This orientation covers essential information about the local and state



workforce systems, the services overseen by the board, and expectations for board member engagement.

- The board chair and other members attend the annual Michigan Works! Association conference, participating in sessions to enhance their understanding of workforce systems and programs.
- Board members and agency leadership attend the National Association of Workforce Boards annual forum in Washington, DC, facilitating the exchange of best practices and providing national context.
- Several board members from the MW!NC administrative board also hold positions on the local regional planning organization's board, fostering improved communication across workforce, regional planning, and economic development sectors.
- Staff regularly present program information, including performance metrics and qualitative impact, to board members.
- Board members actively engage in Legislative Day and other interactions with legislators, nurturing valuable relationships with local representatives.
- Board members act as ambassadors within their communities, educating their networks about Michigan Works! services and benefits while bringing community needs back to the administration.
- Board meeting agendas are designed to address community needs, changing economic conditions, and challenges faced by the workforce and local employers. This ensures that discussions at the macro level guide 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 maintains a rigorous process of evaluating the effectiveness of the American Job Centers (AJCs) through regular data reviews. This evaluation encompasses data from the MW!NC Customer Tracking System, which provides insights into traffic trends across offices, service utilization, and more. These insights are pivotal in making informed decisions regarding AJC locations, operating hours, and resource allocation at each center. Additionally, the board reviews data on the number of individuals served, program performance metrics, and the impact of career awareness and hiring events, such as Talent Tours and job fairs, along with training programs. This comprehensive review is conducted with a keen focus on local needs, system capacity, partner capabilities, and long-term trends.

Customer satisfaction plays a crucial role in assessing AJC effectiveness. The One-Stop Operator takes on the responsibility of monitoring and evaluating customer service quality. This assessment involves engaging with AJC staff, MW!NC leadership, and employing mystery shoppers to gather feedback. Moreover, the One-Stop Operator conducts several key functions related to evaluating AJC effectiveness:

- Provides an annual assessment of inter-program referral and feedback processes, offering recommendations for continuous quality improvement. This assessment encompasses programs such as Adult Education and Career Services, Veterans' Services and Career Services, and Michigan Rehabilitation Services and Career Services.
- Conducts an annual assessment of partnership effectiveness between MW!NC and other entities, offering suggestions for enhanced collaboration and ongoing improvement.

- Performs spot-check functional analyses of specific AJCs, like the Alpena Comprehensive One-Stop Center, to identify and address potential issues related to public relations, wait times, center congestion, process efficiency, and any other factors inconsistent with MW!NC customer service standards.

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

MW!NC follows the established methodology of the statewide Michigan Works! system to distribute One-Stop center infrastructure funds. In AJCs where partners are co-located, the cost allocation is determined by Full-Time Equivalencies (FTEs) delivering services across the comprehensive center and its Affiliate locations. For required partners not co-located in the service center, the infrastructure contributions are based on the number of participants in our zip codes, with an FTE assigned accordingly. These FTEs are annually negotiated with partners and detailed in Infrastructure Funding Agreements (IFAs) appended to the Memorandums of Understanding (MOU).

## 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 (ITAs) serve as the primary funding mechanism for occupational and classroom-based training for eligible individuals within the MW!NC programs. Career Advisors determine eligibility for various programs, including WIOA Adult, Dislocated Worker, and Out-of-School Youth initiatives, all of which leverage ITAs to support training endeavors.

To ensure the effective use of ITAs, Career Advisors conduct a thorough assessment and work with the participant to craft an Individual Employment Plan or Individual Service Strategy. While there's no mandatory progression through specific career services before pursuing training, Career Advisors must assess that training is essential for the participant to secure suitable employment opportunities.

The Career Advisor takes on the responsibility of equipping participants with comprehensive knowledge about available training options and the local job market landscape. They collaborate to review labor market insights and explore the state's Eligible Training Provider List (ETPL) accessible on Pure Michigan Training Connect. Approval for a training program hinges on its direct alignment with local employment prospects, a factor that participants diligently research to ensure the ITA's relevance. In cases where the chosen program isn't listed on the ETPL, the Career Advisor assists in obtaining approval from the provider before proceeding with ITA approval and enrollment.

Furthermore, ITAs extend support to USDOL Registered Apprenticeships. Our Business Solutions Professionals actively promote apprenticeship opportunities to employers, facilitating connections with local Apprenticeship Specialists and the USDOL Registered Apprenticeship office for seamless navigation of the apprenticeship model.

The local area does not utilize training contracts, relying instead on the efficient mechanism of ITAs to empower individuals in their pursuit of valuable training and employment pathways.

## 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.miworksne.org](http://www.miworksne.org), at all times. The public comment period is open from July 3, 2024 to August 3, 2024. 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, and all WIOA Required partners. 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 MW!NC 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 a top priority facilitated by the One-Stop Management Information System (OSMIS), a cornerstone tool utilized by MW!NC staff across various programs, including WIOA Title I and III, PATH, Trade Act, and Veterans Career Advisors. This comprehensive system plays a crucial role in ensuring seamless coordination and collaboration among different workforce initiatives.

The OSMIS serves as a central hub for streamlining intake processes across multiple programs. For instance, individuals registering in Pure Michigan Talent Connect at an American Job Center (AJC) are automatically enrolled in the system through the Confidential Information page, whether in-person or via the web-based registration for virtual services. This automation significantly reduces administrative burden on staff while maintaining accurate and updated participant information.

Moreover, the OSMIS enables collaborative case management, allowing staff from different programs to work cohesively to support mutual customers. For example, someone receiving RESEA services may also benefit from support from a Veterans Career Advisor. By entering service information, crafting a single Individual Employment Plan (IEP), and maintaining comprehensive case notes within the OSMIS, staff can seamlessly collaborate and avoid duplication of efforts.

Innovative technology-based solutions extend to customer tracking within AJCs. Every visitor is required to sign in to a tracking system, capturing their visit details and service utilization. This data-driven approach enables administration to analyze how AJCs and their resources are being utilized across the local area, fostering informed decision-making and use of resources.

## 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 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, alongside core partners engaged with employers and local business support entities, plays a vital role in identifying the need for Rapid Response initiatives. This collaborative network, which includes agencies like EDCs, SBDC, APEX Accelerator, and others, works proactively to prevent business closures and mass layoffs. However, in instances where these events occur, the network mobilizes all available resources to address the situation.

In the event of a business closure or mass layoff, regardless of which agency first becomes aware, MW!NC ensures prompt communication with the relevant staff of LEO-WD to initiate Rapid Response measures. If a WARN notice is necessary, the business is guided through the process accordingly. LEO-WD staff and MW!NC coordinate efforts to engage with the employer, disseminate essential information, and conduct worker orientations.

Rapid Response strategies encompass several key components:

- Convening and facilitating connections among stakeholders, networks, and partners.
- Strategic planning, data analysis, and preparation to manage economic transitions effectively.
- Providing informational and direct reemployment services to affected workers.
- Implementing Incumbent Worker Training programs to prevent layoffs.
- Offering tailored solutions for businesses undergoing transitions, growth, or decline.

These comprehensive strategies ensure that businesses and workers receive the support and resources needed to navigate economic challenges and transitions successfully.

## Local Rapid Response

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

MW!NC is actively engaged in delivering a range of Rapid Response activities, working closely with local and state partners in collaboration with LEO-WD. These initiatives include:

- Initial Rapid Response meetings conducted with the company's leadership and union representatives, where applicable, to swiftly assess the situation and begin coordinating assistance.
- Worker orientation meetings organized for employees affected by the business closure or mass layoff. These sessions provide crucial information about available workforce programs and services, such as Employment Services, WIOA programs, Trade Act provisions as relevant, and specialized services for specific populations like Veterans, individuals with disabilities, and adult education. Representatives from the Unemployment Insurance Agency may also participate to guide workers on accessing unemployment compensation benefits.
- Collection of dislocated worker information through surveys or forms, either directly from the company or by reaching out to affected employees. This data gathering helps in understanding the skills, educational backgrounds, and geographical distribution of impacted workers, aiding in the development of targeted workforce programs to support their transition to new employment opportunities or skills enhancement training.
- Formation of a Joint Action Committee, if required, to bolster services and establish a collaborative framework, particularly if a union is involved with the affected workforce.
- Utilization of additional resources from State Adjustment Grants, National Dislocated Worker Grants, or other relevant programs. These supplementary resources are particularly valuable in scenarios involving significant layoffs, where the standard area funds may not suffice to provide comprehensive workforce services to a large number of individuals in need of assistance.

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.

## Attachment A: Basic Skills Deficient Local Policy

---

### LOCAL POLICY: BASIC SKILLS DEFICIENT

---

<b>Policy Effective Date:</b>	May 26, 2021
<b>Board approval Date:</b>	May 26, 2021
<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 February 26, 2020
<b>References:</b>	Workforce Development Agency WIOA Manual

## Background

---

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

---

WIOA defines Basic Skills Deficiency (BSD) 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 on a generally accepted standardized test
- 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.

Allowable assessments for the determination of academic skill levels and basic skills deficiency during the objective assessment are no longer limited to NRS approved assessments. Assessments used must have a scale score conversion to a grade level equivalent. There are no exceptions to this requirement. If the assessment is not found in the WIOA Manual, the scale score conversion chart must accompany the academic test scoring sheet in the participant file.

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

***Exception:*** Youth who have scored at a level identified as a tier higher than ‘Passing’ on a HSE exam, such as ‘College Level’ or ‘College Ready plus Credit’ on the GED; ‘College and Career Readiness’ on HiSET; or ‘Distinguished Achievement’ on TASC, are not required to be assessed for academic skill level and/or basic skills deficiency. All youth with a high school diploma or HSE with a score of ‘Passing’ must be assessed.

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

Staff must enter the assessment information in OSMIS, including a BSD case note.

## Attachment B: Youth Who Requires Additional Assistance Local Policy

---

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

---

<b>Policy Effective Date:</b>	11-17-21
<b>Board approval Date:</b>	12/15/21
<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>	LOCAL (Youth) - Individual Who Requires Additional Assistance 2-28-18
<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.

### **Calculation**

The 5 percent individual who requires additional assistance is calculated based on youth enrolled in a given program year.

### **Procedure**

MW!NC Youth Career Advisors who wish to utilize this requires additional assistance exemption must send an email to the Youth Program Manager with the following information:

- Applicant’s name
- School status (ISY or OSY)
- Explanation of additional assistance
- How the applicant will benefit from services

The current status of the individual who requires additional assistance exception will be evaluated and a determination will be made regarding whether the enrollment is allowable. If approved, the Youth Career Advisor may proceed with enrollment and must enter a case note, SUBJECT: ADDITIONAL ASSISTANCE EXCEPTION, indicating use of the individual who requires additional assistance exception. If the enrollment is denied, the Youth Career Advisor must refer the individual to other services as appropriate, case noting the referral.

## Attachment C: Supportive Services Local Policy

---

### LOCAL POLICY: SUPPORTIVE SERVICES FOR ADULT, DISLOCATED WORKER, YOUTH, BRES, MILEAP, AND MIREACH

---

<b>Policy Effective Date:</b>	July 1, 2021
<b>Board approval Date:</b>	May 24, 2023
<b>To:</b>	All Staff
<b>Subject:</b>	Supportive Services for Adult, Dislocated Worker, Youth, BRES, MiLEAP, and MiREACH
<b>Programs Affected:</b>	WIOA Adult, Dislocated Worker, Youth, BRES, MiLEAP, and MiREACH
<b>Purpose:</b>	To establish required policy regarding the determination of need, documentation, and payment of supportive services
<b>Rescissions:</b>	Local Supportive Services 2-23-22 (WDB Approval May 25, 2022)
<b>References:</b>	Workforce Development Agency WIOA Manual USDOL Training & Employment Guidance Letter 19-16, WIOA Manual, PI 21-22 and subsequent changes, MiREACH Manual, MiLEAP Manual

## Background

---

The Workforce Innovation & Opportunity Act (WIOA) and Department of Labor and Economic Opportunity, Workforce Development (LEO-WD) 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 (WIOA);
- Process for determining need

## Policy

---

The Michigan Works! Northeast Consortium Workforce Development Board has elected to provide Supportive Services to participants receiving WIOA Staff-Assisted Basic Career Services, Individualized Career Services, Training Services, and 14 Elements in Youth. In addition, Supportive Services may be provided to BRES, MiLEAP, and MiREACH participants. The purpose of Supportive Services is to remove barriers to participation and employment.

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 to remove barriers to program participation and/or employment. This should include an assessment of the participant's financial situation and individual circumstances.

### WIOA | MiLEAP | MiREACH:

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, youth in the 14 elements, MiLEAP, and MiREACH, the barrier must be included in the Individual Employment Plan/Individual Service Strategy, with Supportive Services as the method for removing the barrier.

### BRES:

BRES funding should be utilized to support activities that are not eligible or feasible under another funding source or if there is insufficient funding to support those activities.

## **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.

## **PROVISION OF SUPPORTIVE SERVICES**

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. For MiLEAP, there is a combined tuition and supportive services cap of \$3,000. Prior approval required from administrative staff to exceed the cumulative cap and any single capped supportive service.

Staff must record the Supportive Service in OSMIS.

<b>(WIOA ADULT/DW) Staff-Assisted Basic Career Services only</b>
<p>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. These 2 weeks can be extended with supervisory approval.</p> <p>Relocation is not an allowable supportive service for individuals receiving Staff-Assisted Basic Career services only.</p> <p>The total cap for each participation is \$500.</p>

<b>Staff-Assisted WIOA Individualized Career Services, Training Services and the 14 WIOA Youth Elements</b>			
<b>Program(s)</b>	<b>Service</b>	<b>Policy</b>	<b>Cap or Restriction</b>
ADULT, DW, YOUTH, BRES, MiLEAP, MiREACH	Transportation	<p>Public transportation allowances or private automobile mileage reimbursement may be provided to participants during the duration of their enrollment.</p> <p>Allowable transportation activities include traveling to and from the participant’s home to a job interview, childcare provider, an education or training facility.</p>	<p>Compensation for transportation is the actual cost for public transportation or up to 40 cents per mile for the use of a private automobile. Payment of a flat rate is allowed, but the rate must be based on public transit costs or actual miles.</p> <p><u>BRES</u>: Help with mileage for one to two weeks, until first paycheck is issued. If not starting a new job, must explain why the help is needed and again, help only until next paycheck.</p> <p><u>MiLEAP</u>: May only be provided to attend in-person course/training.</p>

ADULT, DW, YOUTH, BRES, MiLEAP, MiREACH	Childcare	Reimbursement for child/dependent care may be provided in order for the participant to complete his/her WIOA/Employment activities.	Compensation for child/dependent care is up to \$2 an hour, per child/dependent.
ADULT, DW, YOUTH, BRES, MiLEAP, MiREACH	Automobile Repair	<p>Automobile repairs may be authorized for an automobile that is the participant's primary means of transportation for employment related activities. This is allowable even if public transportation is available.</p> <p>To prevent a misappropriation of funds, the automobile must be registered and insured in the name of the participant or an immediate family member. Repairs must be conducted by a licensed mechanic.</p>	<p><u>WIOA</u>: Automobile repairs may be authorized up to \$900 per participant in any 12-month period.</p> <p><u>BRES</u>: Automobile repairs may be authorized up to \$600 per participant. This is a one-time automobile repair</p> <p><u>MiLEAP</u>: May only be provided if vehicle is used to attend in-person course/training.</p>
<b>Program(s)</b>	<b>Service</b>	<b>Policy</b>	<b>Cap or Restriction</b>
ADULT, DW, YOUTH, BRES, MiLEAP, MiREACH	Clothing	<p>Clothing as required for participants assigned to work projects and as needed for employment may be provided.</p> <p>Allowable items include clothing for interviews, work gloves, work boots, work shoes, hard hats, personal safety items, protective/special clothing, uniforms, and other clothing as needed to participate in training and/or clothing that is considered to be "job appropriate."</p>	<p><u>WIOA</u>: There is a \$500 limit per participant in a 12-month period.</p> <p><u>BRES</u>: There is a \$250 limit for a one-time clothing purchase for starting a new job or clothing needed for employment.</p> <p><u>MiLEAP</u>: only if required for course/training.</p>
ADULT, DW, YOUTH, MiREACH	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</p>	Moving expenses are limited to \$1500 per participant per move.

		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.	
Adult, DW, YOUTH, BRES, MiLEAP, MiREACH	Housing	<p>Assistance with housing if participant is participating in employment and/or educational activities.</p> <p><i>Youth and BRES Only - Examples may include one-month rent or mortgage payment, assistance with utilities, etc.</i></p>	<p><u>WIOA</u>: Up to \$800 limit per participant in a 12-month period. Must be 18 to receive assistance with rent/mortgage not leased through a parent or guardian.</p> <p><u>BRES</u>: There is a \$600 limit. We will help with one payment. If customer is behind, we will not pay, we will pay one month rent or one mortgage payment. One-month utility bill</p> <p><u>MiLEAP</u>: must be course/training related</p>
ADULT, DW, YOUTH	Needs Related Payment	See Separate Local Policy for Needs Related Payment	See Separate Local Policy for Needs Related Payment
<b>Program(s)</b>	<b>Service</b>	<b>Policy</b>	<b>Cap or Restriction</b>
ADULT, DW, YOUTH, BRES, MiLEAP, MiREACH	Other	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. Examples may include, payments for professional license fees (auto trade	<p>The maximum expenditure for other miscellaneous services is \$800 within a 12-month period.</p> <p><u>MiLEAP</u>: Only if required of course/training.</p>

		<p>certification, etc.), purchase of professional tools, employment physical, required immunizations for work/training, etc.</p> <p>“Auto Other” includes insurance, registration, etc. (anything not related to repairs). To prevent a misappropriation of funds, the automobile must be registered and insured in the name of the participant or an immediate family member.</p> <p><b>Youth In-School Only:</b> textbooks/materials/fees for post-secondary/training. <i>*Adult/DW/OS – ITA’s cover post-secondary tuition, books, and fees.</i></p> <p><i>BRES</i> - Examples may include, auto insurance, auto purchase, drug tests, fees including union dues, test fees, licensing, bonding and background checks; fingerprinting; legal services; personal grooming supplies/services; training materials; textbooks; tools; supplies; work tools/equipment; birth certificate; tests/permits; driver’s license; pre-employment exam/screening; family care and other</p>	<p><u>BRES</u>: The maximum expenditure for other miscellaneous services is \$600, we will help once.</p> <p><u>BRES</u>: Cell phone bills will only be paid for when someone is looking for employment and needing to be able to answer for potential interviews, not for someone who is working.</p>
--	--	---	--

## Attachment D: Needs Related Payments Local Policy

---

### LOCAL POLICY: NEEDS-RELATED PAYMENTS

---

<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

---

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

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

## Policy

---

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



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

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

## QUALIFICATION

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

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

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

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

## DETERMINATION OF NEED

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

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

Supervisor approval is required for providing NRPs.

## DURATION

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

## **PROVIDING NRPs**

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

- The applicable weekly level of the unemployment compensation. Which is verified on fax sheet from the Unemployment Agency, or
- For those who did not qualify for unemployment compensation, the weekly payment may not exceed the poverty income level for an equivalent period. The weekly payment level must be adjusted if the total family's income changes. Frontline staff are responsible for making this adjustment based on any notice they receive (verbal or written) from the participant that a change has occurred in the total family income.

Supporting documentation of the unemployment agency fact sheet or the calculation of the weekly payment must be in the participant's file.

## Attachment E: Individual Training Account Local Policy

---

### LOCAL POLICY: *WIOA INDIVIDUAL TRAINING ACCOUNTS*

---

<b>Policy Effective Date:</b>	May 26, 2021
<b>Board Approval Date</b>	May 26, 2021
<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 2-26-20
<b>References:</b>	WIOA Final Rules, section 680 & 681 Michigan Training Connect (MiTC) Policy Manual Workforce Development Agency WIOA Manual

## Background

---

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

---

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 \$6,000 on tuition, books and fees for each Adult, Dislocated Worker and Out-of-School Youth funded by WIOA. This impacts all active 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.

## Attachment F: Local Levels of Performance

<b>Northeast</b>		
<b>Performance Measure</b>	<b>PY22 MWA Confirmed Target</b>	<b>PY23 MWA Confirmed Target</b>
<b>WIOA ADULT</b>		
Employment Rate 2nd Quarter After Exit	88.2	88.2
Employment Rate 4th Quarter After Exit	86.3	86.3
Median Earnings 2nd Quarter After Exit	\$8,102	\$8,102
Credential Attainment 4th Quarter After Exit	82.8	82.8
Measurable Skill Gains	66.2	66.2
<b>WIOA DISLOCATED WORKER</b>		
Employment Rate 2nd Quarter After Exit	88.8	88.8
Employment Rate 4th Quarter After Exit	82.7	79.0
Median Earnings 2nd Quarter After Exit	\$7,379	\$7,379
Credential Attainment 4th Quarter After Exit	81.0	81.0
Measurable Skill Gains	66.2	66.2
<b>WIOA YOUTH</b>		
Employment Rate 2nd Quarter After Exit	77.0	77.0
Employment Rate 4th Quarter After Exit	72.0	72.0
Median Earnings 2nd Quarter After Exit	\$3,433	\$3,433
Credential Attainment 4th Quarter After Exit	78.8	78.8
Measurable Skill Gains	42.0	42.0
<b>WAGNER-PEYSER</b>		
Employment Rate 2nd Quarter After Exit	72.0	72.0
Employment Rate 4th Quarter After Exit	60.3	60.3
Median Earnings 2nd Quarter After Exit	\$6,040	\$6,040

## Attachment G: Priority of Service

---

### LOCAL POLICY: PRIORITY OF SERVICE

---

<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

---

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

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

## Policy

---

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

### LOCAL DEFINITION

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

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

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

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

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

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

## Attachment H: Rapid Response Local Policy

---

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

---

<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

---

The purpose of Rapid Response is to promote economic recovery and vitality by developing an ongoing, comprehensive approach to identifying, planning for and responding to layoffs and dislocations and preventing or minimizing their impacts on workers, businesses and communities. Rapid Response is a primary gateway to the workforce system for both dislocated workers and employers and is a component of a demand-driven system.

Successful Rapid Response programs are flexible, agile and focused on promptly delivering comprehensive solutions to businesses and workers in transition. Rapid Response, when operated successfully, delivers on the promises that the workforce system makes to businesses, workers and communities—to provide economically valuable solutions to businesses and critically important services to workers at the time when they are most needed.

## Policy

---

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



## LOCAL RAPID RESPONSE STRATEGIES

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

- Business 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  
hoffmeyer@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 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: