



**Upper Peninsula
Michigan Works!**

**WIOA Four-Year Combined Plan
Program Years
2020-2024**

Updated August 2020

Upper Peninsula Michigan Works!
2950 College Ave.
Escanaba, MI 49829

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Upper Peninsula Michigan Works! Regional Plan

Regional Planning Process

The regional plan was created by Upper Peninsula Michigan Works! through a collaborative effort from our staff, partners, and local development boards. All plans are shared with community stakeholders for their feedback and suggestions through our website, www.upmichiganworks.org, and our established relationships, primarily our board and advisory board members. Our Local Elected Official, Workforce Development Board, and Career Educational Advisory Council (CEAC) are comprised of local elected officials, employers, educational partners, labor organizations, and other community partners. Other partners and members of the community may comment through an open comment period of a minimum of 30-days. Any comments that disagree with the future modification of our plans will be forwarded to the Michigan Department of Labor and Economic Opportunity - Workforce Development (LEO-WD).

Our strategic planning process resulted in a clear vision and mission for Upper Peninsula Michigan Works! The strategic plan identifies new goals and recommendations for monitoring our continued improvement. Our strategic plan focuses on integration across programs, connections to partners, internal and external training, data management, and strategically targeting employer customers in in-demand industries to prepare an educated and skilled workforce that includes youth and individuals with barriers to employment.

Upper Peninsula Michigan Works! defined 3 long term goals through the development of the strategic plan, each with indicators for measuring success:

1. **Goal:** A healthy, resilient, and globally competitive regional economy.
 - *Strategy:* Build regional and economic competitiveness through strategic partnerships.
 - *Strategy:* Lead or support all talent attraction, development, and retention activities.
2. **Goal:** A U.P. workforce that has the knowledge and skills to strengthen businesses' success.
 - *Strategy:* Establish service category priorities and allocate resources accordingly.
 - *Strategy:* Increase knowledge about what businesses need.
 - *Strategy:* Meet all mandated performance measures.
3. **Goal:** A sustainable, reputable, highly effective, and efficient organization.
 - *Strategy:* Improve internal and external communication systems.
 - *Strategy:* Improve operational policies, processes, and practices.

In May 2020, Upper Peninsula Michigan Works! conducted a survey among partners, educational institutions, and development boards to help us focus our efforts and determine strategies that will have the most impact in supporting the region. The survey questions were based on the content from our strategic plan. We provided our current service strategies for

building our regional economy, supporting talent attraction, and meeting employer needs. We asked them to rank each strategy based on what they felt was most effective for serving our communities. Those that took part in the survey were also asked to suggest new ways to improve our current strategies. We received 31 responses, 11 of which were from Economic Development partners.

We asked for those that answered to rank ways we can build regional and economic competitiveness through strategic partnerships. The top response was, overwhelmingly, to "improve the connection between employers and training providers so that training programs are aligned with employer needs." This response directly aligns with the second and third goals from our strategic plan. We are actively implementing a demand-driven workforce model, meaning that programs in the region should align with the needs of employers.

We also asked for those that answered to rank the strategies we use to lead or support talent attraction, development, and retention activities. The top response was to "facilitate operational partnerships with K-12 districts and local companies for joint programming that will more fully engage students with local career opportunities so their talent can be retained in the region."

Next, they were asked to rank our strategies for increasing knowledge about what businesses need. The top response was to "Identify high priority sectors across the region to target regional partner services to those sectors." This is something we are actively trying to accomplish and will continue to improve at.

Finally, we asked them to rank our strategies that help us explore opportunities to increase new or existing efforts. The top answer was to "Explore and address Business and Industry Training Needs across the region in order to address talent shortages and skills gaps." This response also correlates to the second and third goals from our strategic plan. We are actively working towards a demand-driven workforce model, in which employees are matched with businesses to meet the business's needs.

These answers, and how highly they ranked, will play a role in determining which strategies we should use, continue to use, or replace for serving our region.

Regional Labor Market Data and Economic Conditions

Below is an analysis of regional labor market data and economic conditions. This analysis includes existing in-demand industry sectors and occupations, the employment needs of employers in those sections, as well as labor market data, trends, educational levels and more.

Labor Market Analysis

Upper Peninsula Michigan Works! utilizes the Hot Jobs list for the Upper Peninsula, a list reviewed by the board, to implement plans for regional in-demand sectors. Currently, the top three largest industries include Government, Retail Trade, and Health Care and Social Assistance (See Figure 1).

Largest Industries

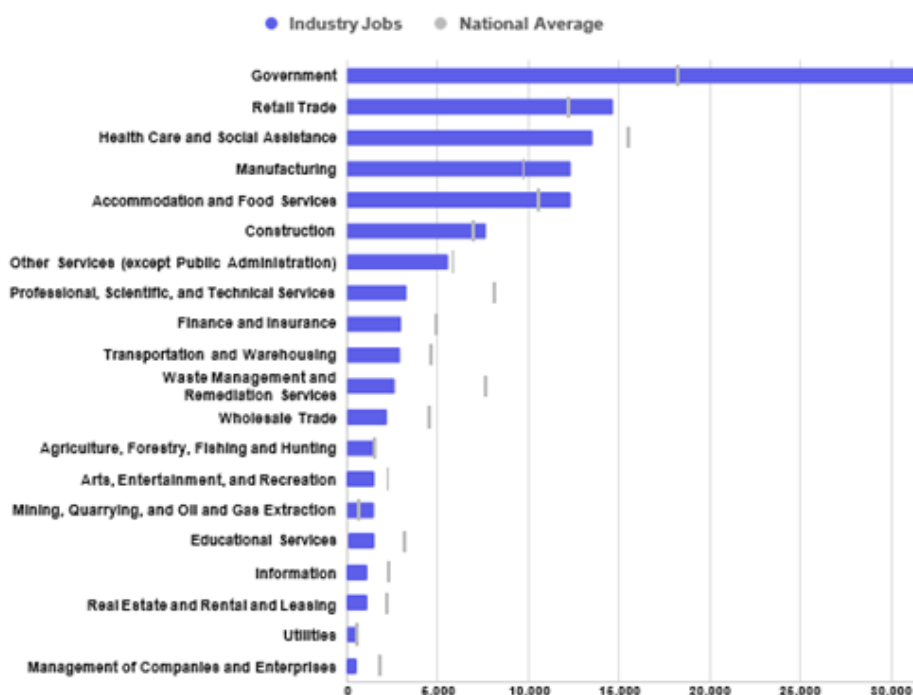


Figure 1. Largest Industries. Graph from Economic Modeling EMSI, 2020. Web. Apr. 2020. n. pag.

The top three largest industry occupations for the entire state of Michigan include Office and Administrative Support, Sales and Related, and Food Preparation and Serving Related. This relates back to our largely tourism-driven economy compared to the rest of the state.

Largest Occupations



Figure 2. Largest Occupations. Graph from Economic Modeling. EMSI, 2020. Web. Apr. 2020. n. pag

The top three largest occupations in the Upper Peninsula alone are Retail Salesperson, Cashiers, and Food Preparation and Serving Workers. Again, this relates back to the need to support the local tourism industry. Tourism drives the Upper Peninsula economy, but it also has the lowest median hourly wage for the top occupation groups. These positions are supported by both the local community and pockets of college students throughout the region.

Top Largest Occupations in the UP

Occupational Title	2018 Employment	Median Hourly Wage
Retail Salespersons	3,880	\$11.0
Cashiers	3,870	\$9.7
Combined Food Preparation and Serving Workers, Including Fast Food	3,050	\$9.8
Registered Nurses	2,620	\$29.2
Waiters and Waitresses	2,490	\$9.7
Secretaries and Administrative Assistants, Except Legal, Medical, and Executive	2,060	\$15.5
Heavy and Tractor-Trailer Truck Drivers	1,920	*
Janitors and Cleaners, Except Maids and Housekeeping Cleaners	1,670	\$12.1
General and Operations Managers	1,600	\$35.1
Nursing Assistants	1,550	\$14.3

Figure 3. Top Largest Occupations in the UP. Graph from Bureau of Labor Market Information and Strategic Initiatives. DTMB, 2020. PDF. Apr. 2020. n. pag

The top three occupations showing growth within the Upper Peninsula include Production, Transportation and Material Moving, and Business and Financial Operations.

Top Growing Occupations

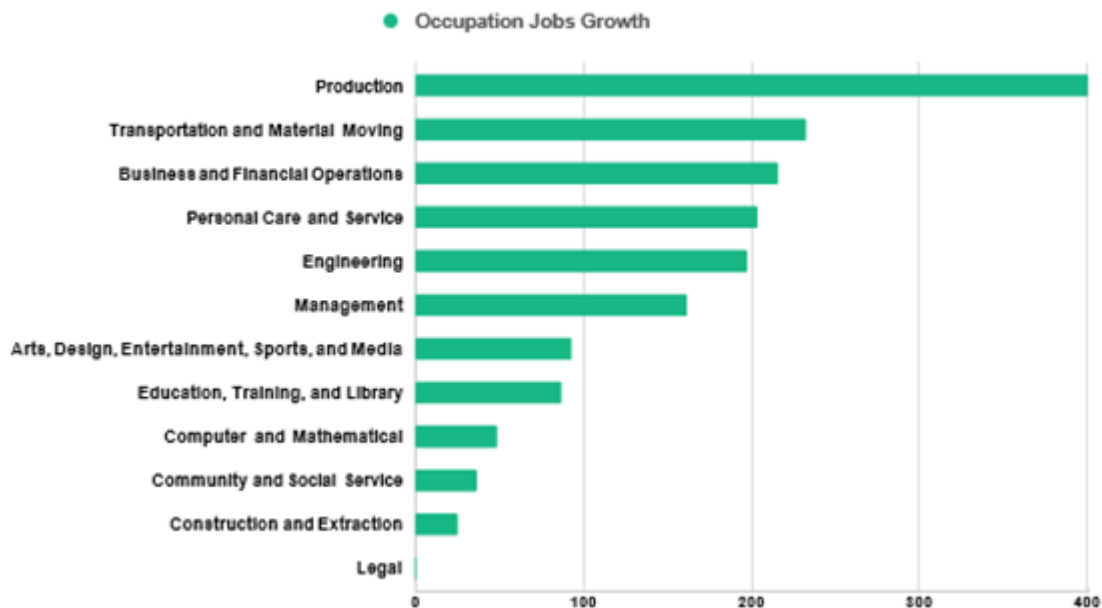


Figure 4. Top Growing Occupations. Graph from Economic Modeling. EMSI, 2020. Web. Apr. 2020. n. pag

Projected annual openings in the Upper Peninsula are heavily concentrated in Service, Administrative Support, Sales, and Professional occupations. The growth in these industries reflects the growth being observed across the region. The Upper Peninsula continues to grow its businesses, both new and existing, and update its infrastructure.



Figure 5. Projected Annual Openings. Graph from Economic Modeling. EMSI, 2020. Web. Apr. 2020. n. pag

In the Upper Peninsula, occupations requiring a bachelor's degree or higher make up a smaller portion of projected jobs than the statewide figures. By 2026, it is projected that close to half of all jobs in the Upper Peninsula will require a high school diploma and short-term on-the-job training.

This increase in lower-skilled occupations reflects the building of infrastructure around the Upper Peninsula, along with the surge in the tourism industry resulting in the attraction of more restaurants and storefronts to the local communities.

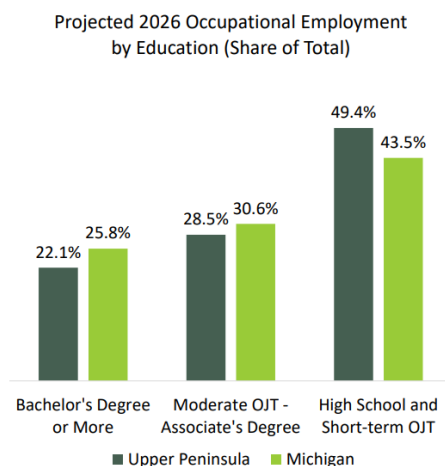


Figure 6. Projected 2026 Occupational Employment by Education. Graph from Bureau of Labor Market Information and Strategic Initiatives. DTMB, 2020. Web. Apr. 2020. n. pag

The in-demand industry skills across the Upper Peninsula follow the trends of the top in-demand occupations and industries across Michigan. Examples of in-demand skills include Merchandising, Nursing, Basic Life Support, and Restaurant Operations. Additionally, many of these skills line up with the educational requirements by top occupation and can be achieved through short-term on-the-job training. Increases in the tourism industry create a larger demand for healthcare skills due to temporary increases in population during tourism season.

In-Demand Skills

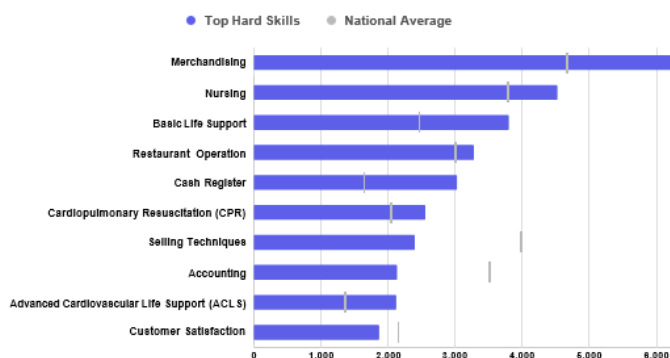


Figure 7. In-Demand Skills. Graph from Economic Modeling. Emsi, 2020. Web. Apr. 2020. n. pag

Mining continues to be a mature industry in the Upper Peninsula. Marquette county alone currently provides over a third of Michigan's mining GDP.



Figure 8. Mining GDP by County. Graph from Bureau of Labor Market Information and Strategic Initiatives. DTMB, 2020. Web. Apr. 2020. n. pag

The mining GDP continues to increase since, and it is consistently higher than that around the rest of the state since 2007. Mining GDP saw a sharp increase in 2011, followed by a decline until 2013. However, GDP has been maintaining a steady level thereafter. This contribution is well above the rest of the state's, despite the ups and downs. Mining supports many jobs in the Upper Peninsula, especially in Marquette County, and there are upcoming mining projects being explored to continue to grow the industry within the Upper Peninsula.

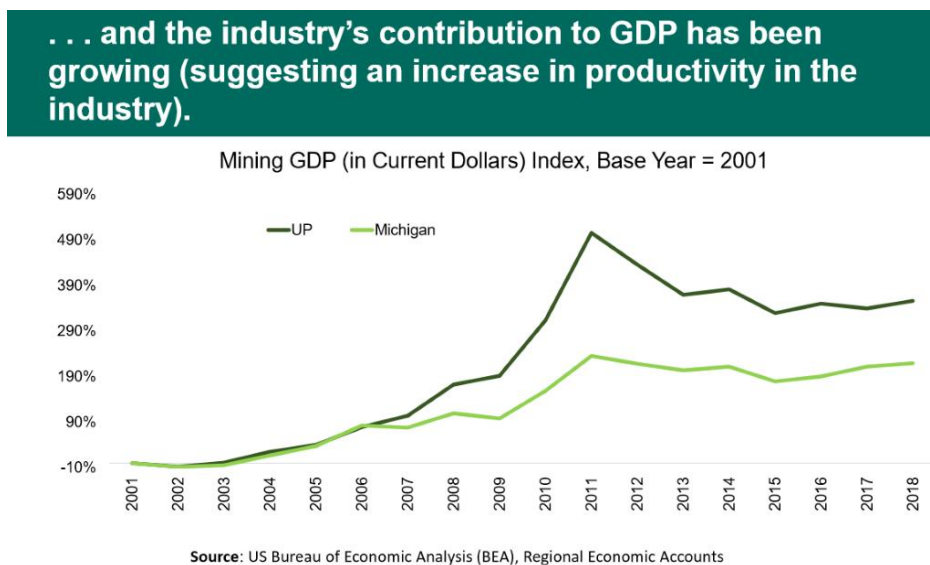


Figure 9. Mining GDP Index. Graph from Bureau of Labor Market Information and Strategic Initiatives. DTMB, 2020. Web. Apr. 2020. n. pag

Workforce and Population Analysis

The Upper Peninsula represents 29% of Michigan's total land area, but only 3% of the State's total population. This dynamic creates challenges of commute times and availability of jobs or careers for those who do not reside in a population center. The region does not have enough public transportation or alternate transportation options for citizens. We are privileged to have higher education institutions scattered throughout the region, but commuting challenges make utilizing those institutions difficult.

Because of our low population density relative to the rest of the state and neighboring states, economic development remains difficult in most communities. We do not have the base of talent required to attract new companies and occasional talent and skills shortages make it difficult for current companies to expand.

The Upper Peninsula population continues to see a steady decline when compared to the State. An aging population and outmigration levels contribute to the decline. Houghton and Marquette Counties have recorded gains, which can be attributed to the major universities.

Steady Population Decline in the UP

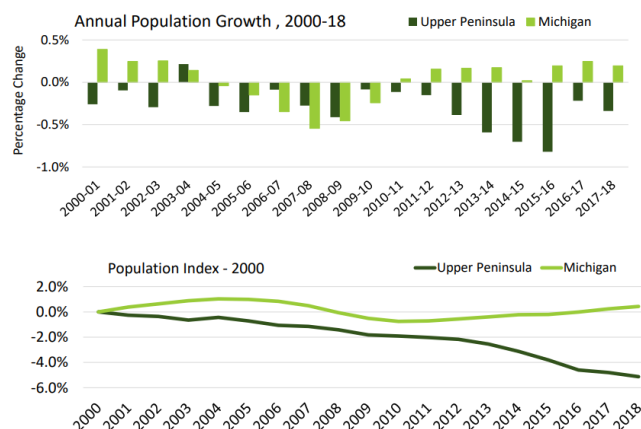


Figure 10. Steady Population Decline in the UP. Graph from Bureau of Labor Market Information and Strategic Initiatives. DTMB, 2020. Web. Apr. 2020. n. pag

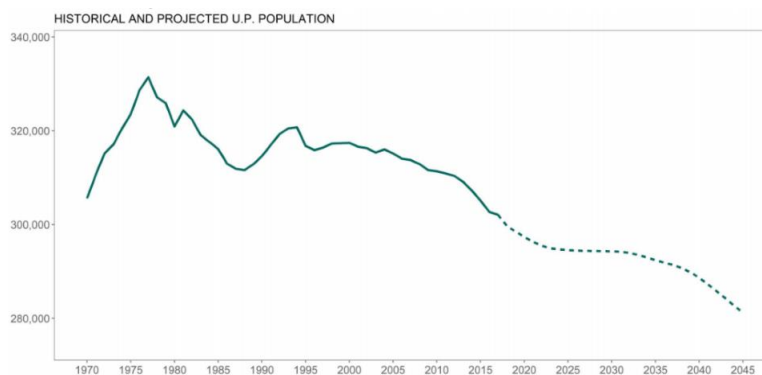


Figure 11. Historical and Projected UP Population. Graph from Bureau of Labor Market Information and Strategic Initiatives. DTMB, 2020. Web. Apr. 2020. n. pag

Close to 60% of the population of the Upper Peninsula lives in 4 counties: Chippewa, Delta, Houghton, and Marquette. Most of the population being in 4 of the 15 counties causes strain and increased pressure on the workforce in rural areas. These areas do not have the necessary amount of people to fill the positions available, causing commute times to be significantly increased, and potentially increasing other barriers to employment.

UP Population Distribution - 2018

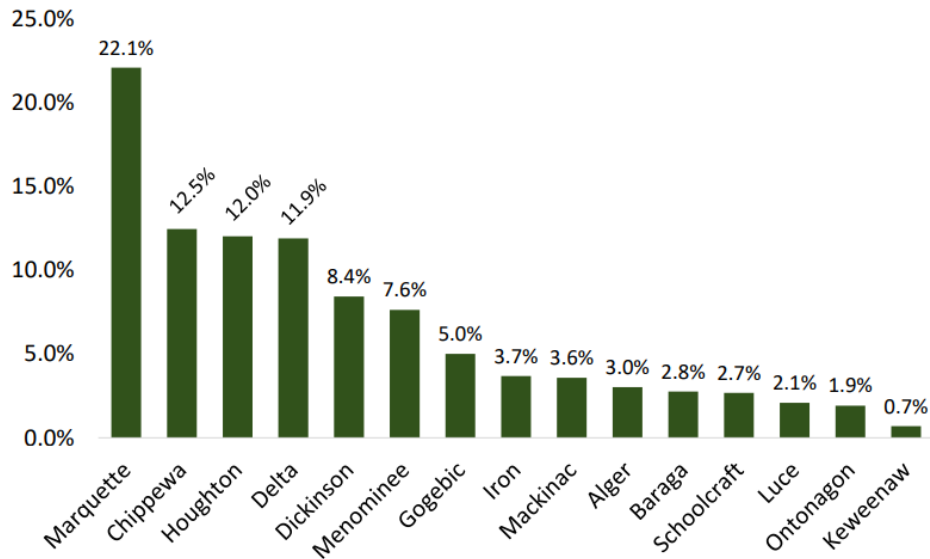


Figure 12. UP Population Distribution - 2018. Graph from Bureau of Labor Market Information and Strategic Initiatives. DTMB, 2020. Web. Apr. 2020. n. pag

Most of the population continues to age with Marquette and Houghton seeing the youngest populations due to having large universities. The average age in the Upper Peninsula is 48, which is 8.2 years higher than the median age in the state. With this population barrier, there are fewer working-age people to fill the available positions, but a higher demand for goods and services from the retirement-age people located in the region. On average, each county contains 7.1% of the state's population.

Older Population than State Average

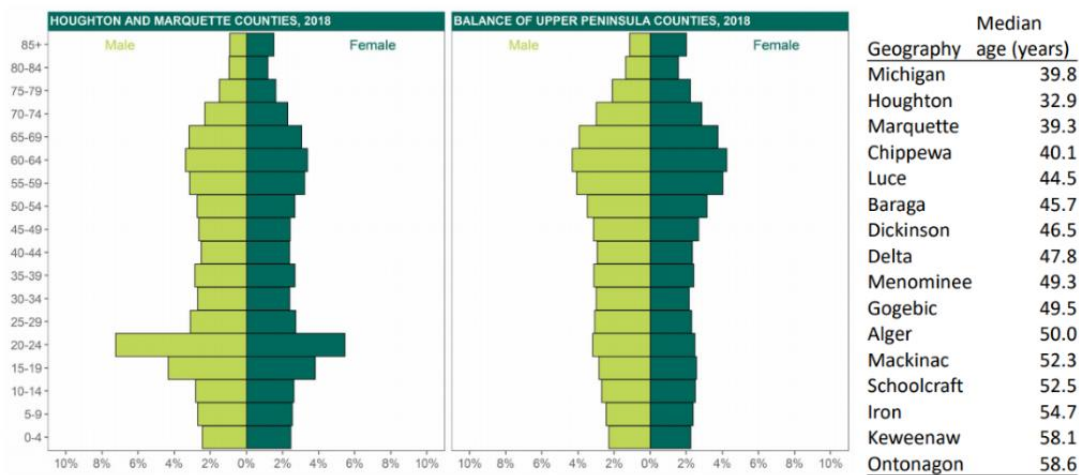


Figure 12. Older Population than State Average. Graph from Bureau of Labor Market Information and Strategic Initiatives. DTMB, 2020. Web. Apr. 2020. n. pag

The Upper Peninsula labor force has not yet seen a recovery following the recession. The declining labor force leaves many jobs unfilled in the region. Businesses cannot grow without a skilled workforce, and the lack of growth is making it difficult for the region to reach its full potential.

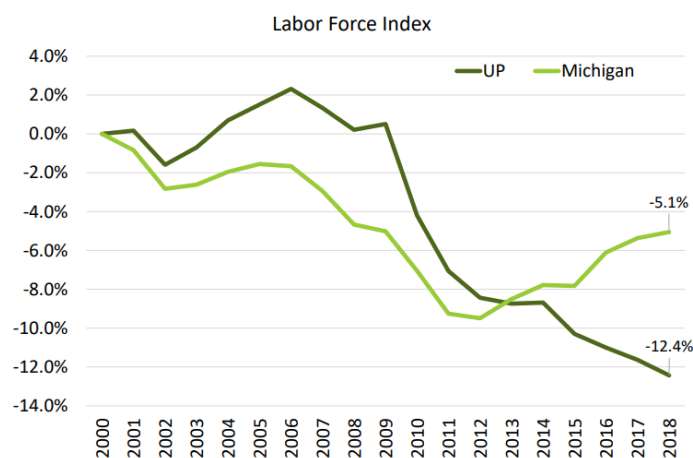


Figure 13. Labor Force Index. Graph from Bureau of Labor Market Information and Strategic Initiatives. DTMB, 2020. Web. Apr. 2020. n. pag

The Unemployment Rate in the Upper Peninsula is steadily dropping, it and has been on a decline since Michigan came out of the recession. The generally higher unemployment rate in the Upper Peninsula as compared to the rest of the state is due to the main employment industry being tourism-based, resulting in many seasonal employees.

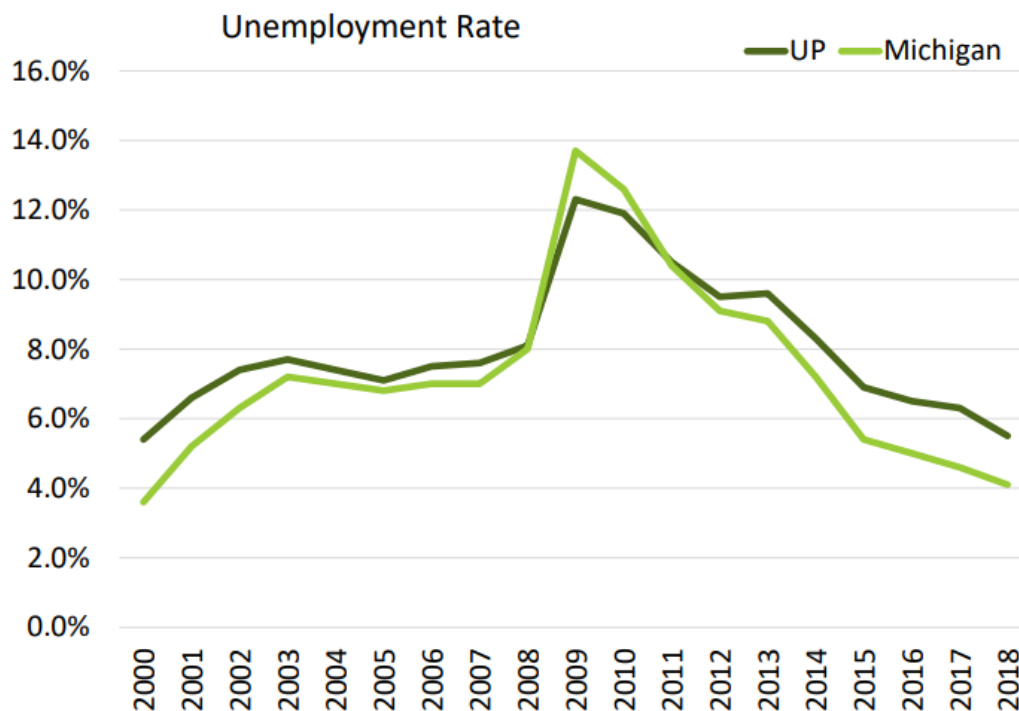


Figure 14. Unemployment Rate. Graph from Bureau of Labor Market Information and Strategic Initiatives. DTMB, 2020. Web. Apr. 2020. n. pag

37% of the population's highest level of education is high school diploma. The next most common form of educational attainment is Some College at 22.9% of the population, and bachelor's degrees with 15.0% of the population.

Educational Attainment

Concerning educational attainment, 15.0% of the selected regions' residents possess a [Bachelor's Degree](#) (3.8% below the national average), and 9.3% hold an Associate's Degree (1.2% above the national average).

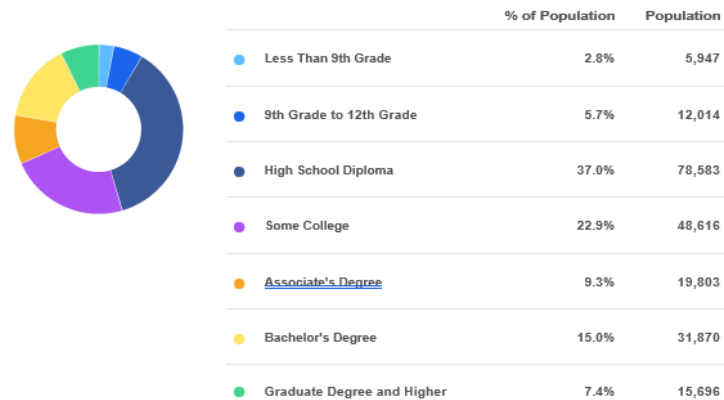


Figure 15. Educational Attainment. Graph from Economic Modeling. EMSI, 2020. Web. Apr. 2020. n. pag

53.5% of the working-age population is currently in the labor force. Out of that labor force, 96.4% are actively employed.

2019 Labor Force Breakdown

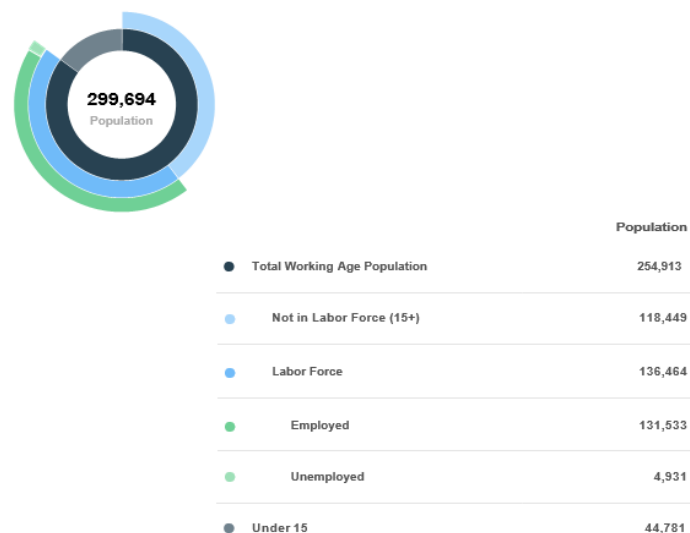


Figure 16. 2019 Labor Force Breakdown. Graph from Economic Modeling. EMSI, 2020. Web. Apr. 2020. n. pag

The Educational Pipeline of the Upper Peninsula post-secondary institutions has decreased by 2% over the past 5 years. The highest share of graduates can be seen in Mechanical Engineering and Licensed Practical/Vocational Nurse Training with the lower number of graduates reflecting the post-secondary education requirements needed by employers.

Educational Pipeline

In 2018, there were 4,922 graduates in UP All Counties. This pipeline has shrunk by 2% over the last 5 years. The highest share of these graduates come from Mechanical Engineering, Mechanical Engineering, and Licensed Practical/Vocational Nurse Training.

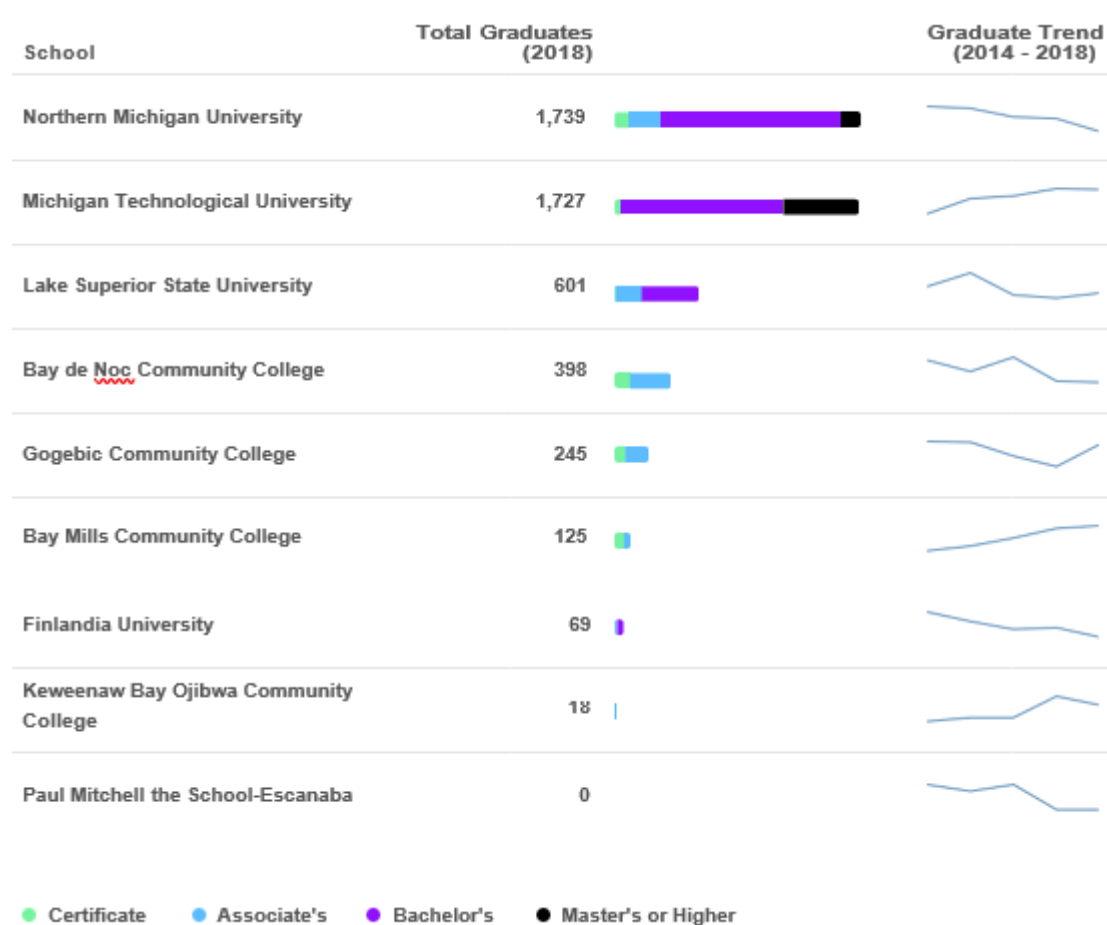


Figure 17. Educational Pipeline. Graph from Economic Modeling. EMSI, 2020. Web. Apr. 2020. n. pag

The Upper Peninsula continues to see individuals retiring in large numbers but has yet to see a movement to fill opening positions. The older population outweighs the younger population.

The Veteran population in the Upper Peninsula is higher than that of the entire nation's average and there is a much lower amount of racial diversity.

Crime in the area is significantly lower than that of the national average.

Population Characteristics

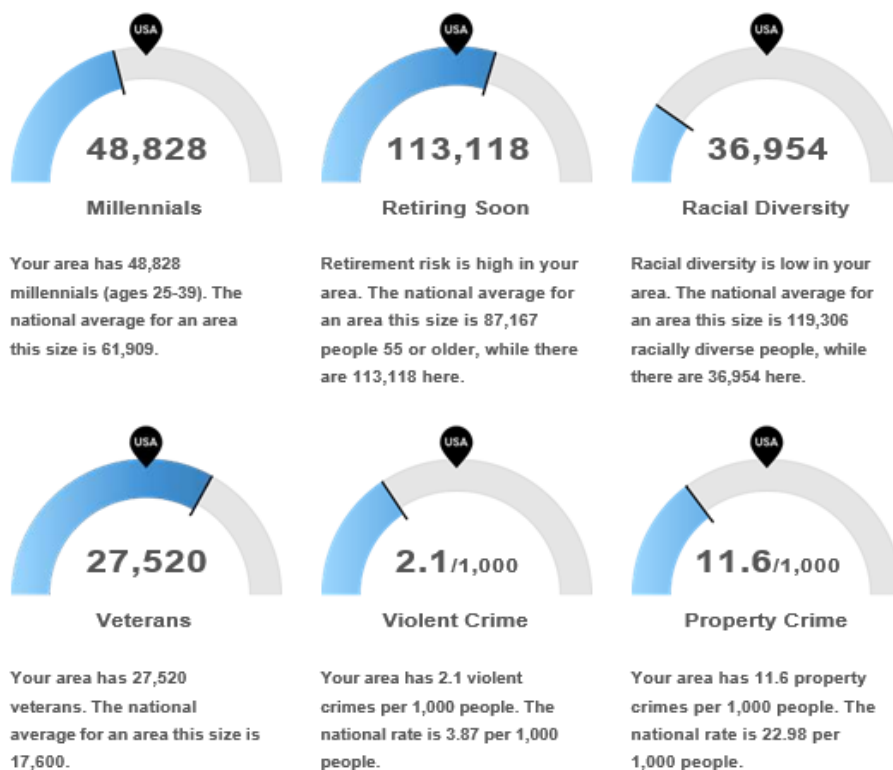


Figure 18. Population Characteristics. Graph from Economic Modeling. EMSI, 2020. Web. Apr. 2020. n. pag

As of 2018, the 4 counties in the Upper Peninsula with the most individuals with disabilities are Marquette, Delta, Chippewa, and Dickinson. These are larger population counties, which explains the disability population being higher. The lowest number is in Keweenaw county, which has a very low population. The highest number is in Marquette County, with over 9,000 people having a disability. The average number of disabilities per county is 3,210 people.

Individuals with Disabilities by County, 2014-2018

County	2014-2018 (Estimate)
Alger	1,421
Baraga	1,248
Chippewa	6,319
Delta	6,497
Dickinson	4,610
Gogebic	2,140
Houghton	4,255
Iron	1,876
Keweenaw	339
Luce	1,176
Mackinac	1,905
Marquette	9,317
Menominee	4,204
Ontonagon	1,113
Schoolcraft	1,730

Figure 19. Individuals with Disabilities by County. Graph from Bureau of Labor Market Information and Strategic Initiatives. DTMB, 2020.
Web. Apr. 2020. n. pag

The number of assistance program recipients has decreased by more than 30% in every county across the Upper Peninsula from 2017 to 2019. The largest decrease of 64% was noted in Keweenaw County and the lowest decrease of 34.9% was in Iron County. This is an average decrease of 46.25% across the region.

**Assistance Program Recipients
in Michigan by County, 2017-2019**

County	2017	2019	2017-2019 (Percent Change)
Alger	271	152	-43.9%
Baraga	431	228	-47.1%
Chippewa	1,254	648	-48.3%
Delta	1,517	779	-48.6%
Dickinson	814	472	-42.0%
Gogebic	852	454	-46.7%
Houghton	1,115	604	-45.8%
Iron	427	278	-34.9%
Keweenaw	125	45	-64.0%
Luce	315	162	-48.6%
Mackinac	223	137	-38.6%
Marquette	2,326	1,251	-46.2%
Menominee	746	378	-46.2%
Ontonagon	208	99	-52.4%
Schoolcraft	306	192	-37.3%

Figure 20. Assistance Program Recipients in Michigan by County. Graph from Bureau of Labor Market Information and Strategic Initiatives. DTMB, 2020. Web. Apr. 2020. n. pag

The number of Veterans in the Upper Peninsula is highest in Marquette County with 5,894 veterans, and it is lowest in Keweenaw County with 248 veterans. There is an average number of 1780.667 veterans per county.

Veterans in Michigan by County, 2016-2018

County	2014-2018 (Estimate)
Alger	834
Baraga	668
Chippewa	3,189
Delta	3,051
Dickinson	2,519
Gogebic	1,531
Houghton	2,407
Iron	1,229
Keweenaw	248
Luce	515
Mackinac	1,017
Marquette	5,894
Menominee	2,106
Ontonagon	760
Schoolcraft	742

Figure 21. Veterans Recipients in Michigan by County. Graph from Bureau of Labor Market Information and Strategic Initiatives. DTMB, 2020. Web. Apr. 2020. n. pag

Regional Service Strategies

The purpose of the Michigan Works! demand-driven workforce development system is to contribute to the state's economic vitality through the provision of workforce training and services that meet the needs of targeted business sectors and employers. Regional efforts that will be expanded or streamlined include:

- Regional partnership engagement and communication across all areas of focus and geography
- Increased utilization of Labor Market Information and connection with DTMB efforts to inform all partners, stakeholders, and customers about important data
- CEAC work, including:
 - A focused approach on career and educational issues
 - Clear purpose and direction
 - A defined mission
 - Collaborative efforts
- Mi-STEM Network
 - A regional career exploration group is doing work and defining outcomes to eliminate duplication and better dovetail multiple career exploration activities
- School district and educator outreach with the goal of expanded career exploration activities and CTE enrollments
- Expansion of heavy metal and other talent tours with an eye towards virtual or smaller groups
- Student outreach for information provision around career exploration and CTE information
- Parent outreach primarily around skilled trades and middle skill careers will be further explored and targeted
- Employer Outreach, including
 - Retention visits by EDOs, Michigan Works!, MEDC and other partners
 - Shared Launchpad access with partners and Michigan Works!
 - InvestUP service provision and referral model
- Training for business and industry and funding mechanisms via both formula allocations and additional grant sources in coordination with Economic Development, including
 - Local EDOs
 - UPCDC
 - InvestUP
 - UPEDA
 - Michigan Works!
 - Accelerate U.P.
 - SBDC
- Business Resource Network efforts and expansion of membership in the BRN

- Sector Strategies planning throughout the region
- Career Pathway Services will be developed in the region
- Soft Skills Services will be developed in the region
 - Virtual offerings may be explored
 - Training to be offered at some level in AJCs
 - Expand offerings to K-12, Higher Education, Adult Education and Employers
 - Training Team to expand focus on this effort

Efforts to Inform the Community About Careers

It is essential that all regional stakeholders engage in these efforts for our region to have the capacity to build the skilled workforce needed to meet the needs of our businesses. It is critical that we do a better job of informing all citizens about in-demand and family sustaining careers. Tools and strategies to inform the community about careers include the following:

- Talent Tours
- Classroom Presentations
- Heavy Metal Tours
- Career Videos
- Pathfinder
- Other career exploration activities
- Locally created Hot Jobs report

The region will need to continue to identify funds for training unemployed, under-employed and incumbent workers. Currently we utilize ITA funds, Going Pro Talent Funds, and additional grants. Training providers need to adopt a demand driven model based on definitions from employers. Upper Peninsula Michigan Works! will continue to screen job seekers through our ITA process to ensure they have the requisite skills and interests to be successful in the training program of their choice. Training for soft skills is limited to nonexistent in our region, so we need all hands-on deck approach to improve these circumstances.

At this time, services to be eliminated have not been identified.

Strategies to Address Education and Training Needs

Reviewing Education Institution Registrations on Training-Connect

The region has opportunities to be better able to document outcomes for programs from each educational institution. Dollars available to support our citizens further education are limited. Due to those limitations, return on investment is important to examine. Working with the Michigan Works! System, educational institutions will examine the outcomes as listed on Mi-Training connect. As a regional workforce system, we will develop strategies to improve those outcomes or remove the program from the Mi-Training connect system.

Broad Adoption of Career Pathfinder

Our staff, regional educational institutions, and other partners will be informed and educated on utilization of Career Pathfinder as a tool for exploring careers and education.

Expanded Apprenticeship Opportunities Across the Region

In an ongoing effort throughout the region, companies and Labor Unions have been expanding apprenticeship opportunities and growing numbers. The opportunities for Industry Recognized Apprenticeship Program (IRAP) or Standards Recognition Entity (SRE) are being evaluated in the region.

Expanded access to the Going Pro Talent Fund

Training dollars are crucial to the success of companies in the region. The entire workforce system is working together to inform businesses about the application procedures and eligibility requirements. In light of the recent suspension of the fund, we intend to continue working with companies to access a variety of sources to ensure that their training needs are met, with ongoing planning to access Going Pro when it is available again.

Increased CTE Enrollments

This has been an ongoing effort across the region. Many stakeholders remain committed to continuing efforts such as the Marquette-Alger CTE Committee, Talent Tour planning committees, and other career exploration efforts designed to encourage students to participate in CTE.

MiSTEM Network

The region is served by three high functioning MiSTEM hubs. Focused on identifying and addressing STEM education needs across the region, they work with regional stakeholders to support opportunities for students to experience project-based learning that allows them to use STEM skills to address authentic challenges in their communities.

Skilled Trades Career Exploration and Pipeline Building

There are many businesses and industries in the region that cannot find skilled workers to fill the jobs they have, including jobs that pay well and offer the opportunity for long-term employment. There are many multifaceted marketing efforts that target students, parents,

teachers, and low skilled adults throughout the region. These efforts are focused on addressing skill and worker shortages.

Expanded or Renewed Focus on Sector Strategies

Stakeholders in the region have engaged in various sector strategies over the years. There will be an effort made to renew and re-invigorate efforts to address training and worker needs around the Health Care Industry, Advanced Manufacturing, and Construction and Skilled Trades.

US Chamber Talent Pipeline Management

The demands of today's economy require a strategic alignment between classroom and career that better supports students in their transition to the workforce. More than 2,000 employers across the country are finding that alignment and seeing results by making Talent Pipeline Management (TPM) a priority. The Upper Peninsula region is positioning itself to implement these strategies.

Integrated Short- and Long-term Worker Pipeline Development

Workers are one of the most important resources for any organization looking to grow in an increasingly competitive market. In times of a tight labor market with a near-record unemployment rate, the effort for attracting top talent is more competitive than ever before. Regional strategies must be developed to address worker pipeline needs.

Stackable Credentials

Stackable credentials provide career pathways for students and employees. These pathways consist of a clear sequence of coursework and/or other credentials that support skill attainment and employment. They require less time and money than traditional credentials. They also recognize specialized skills beyond school and are better aligned with employer needs. Regional strategies will be developed to address the needs for stackable credentials.

Upper Peninsula Michigan Works! Two-part Strategy for Developing an External Training:

1. Constant contact with employers to find out what type of training they need for employees.

Tools we intend to use to execute this strategy include:

- Training connect – The statewide system used by each Michigan Works Area to enter in programs that providers offer to certify programs
- Career Pathfinder – used in workshops, classrooms, events to help people explore careers
- ITA – Utilizing our funding to assist job seeing customers to increase their education and training levels.

2. Reaching out to training providers to find training programs that would be beneficial to our participants

- Programs must align with in-demand jobs
- Encouraging training providers to do their part and put things into Training Connect

Strategies to Address Geography

The expansive and sparsely populated region provides unique challenges, but also advantages. Without improved technology connectivity and use, the challenges would fail to be addressed. In addition to technology connectivity, regional partners need to be highly effective with strong local and regional communication. Our region is much larger than other MWAs. The distance from our furthest east to furthest west center is roughly comparable to the distance from the top to bottom of the Lower Peninsula as a whole.

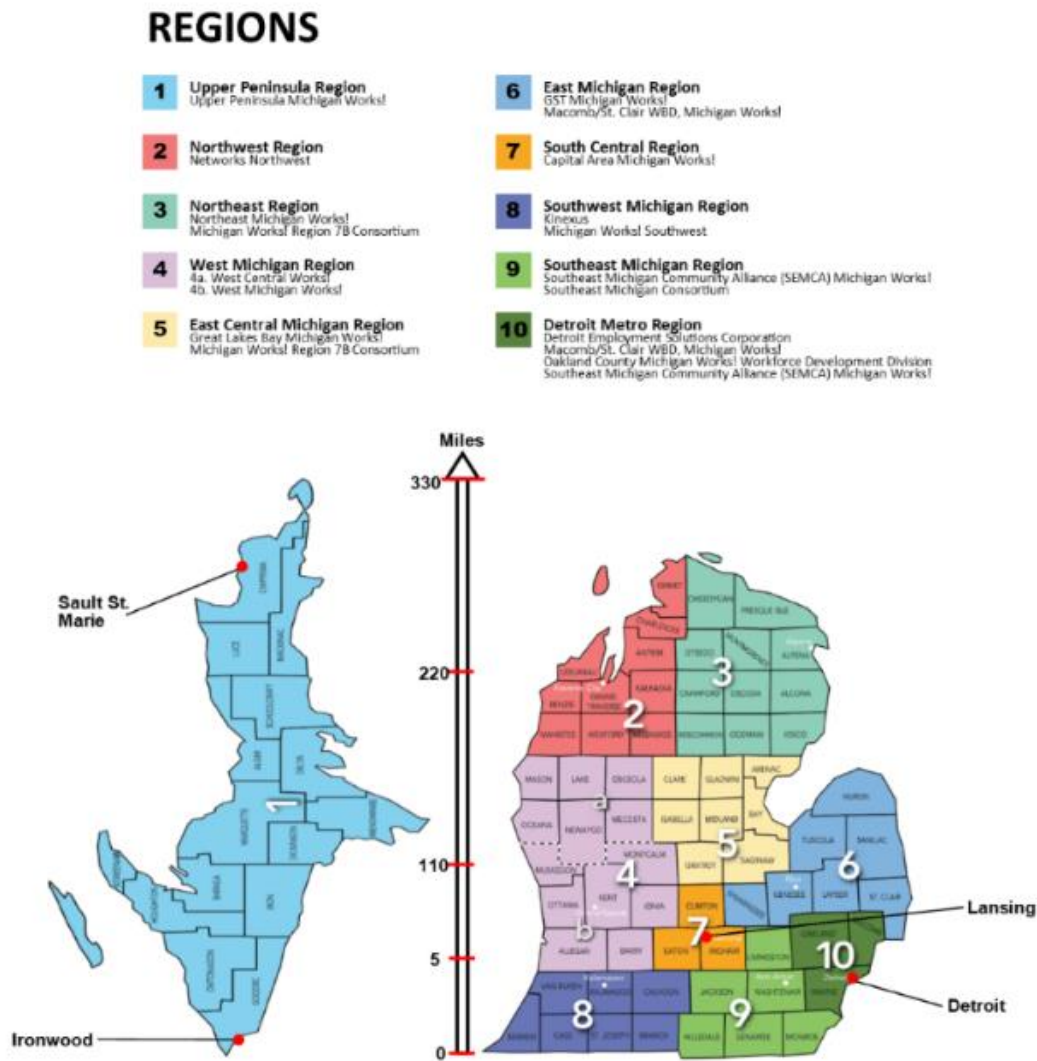


Figure 22. UP Region Compared to Other Regions. Graph from MICGI Framework. Economic Development Collaboratives, 2020. Web. Apr. 2020. n. pag

Advantages:

- Pure Michigan – Recreational opportunities, State Parks, clean air and water
- Shared border with Canada allows for robust trade relationships
- Shared border with Wisconsin increases labor market advantage because we share workers
- Great Lakes shipping infrastructure and the ability to send or receive goods anywhere in the world through the St. Lawrence Seaway and through the Sault Locks
- Mining and Timber Industry provide competitive advantage

Disadvantages:

- Brain Drain - People leave the area to find better and higher paying jobs not offered here
- 15 Counties across 16,452 Square miles means large travel distances for job seekers
- Small population density
- Distance and time constraints create challenges for getting stakeholders together in person
- Business Attraction Challenges - Employers reluctant to start businesses here or relocate from other areas because of a lack of shopping and cultural opportunities
- Lack of infrastructure such as cellular coverage and broadband availability in large areas of the region
- While the Upper Peninsula is one region as defined by a variety of State of Michigan Initiatives, there are in fact multiple labor markets with diverse conditions, challenges, and strengths

There are several strategies that will be explored across the region and across all partner relationships to better utilize technology to communicate and provide services through virtual means. Virtual methods will be extremely important in talent attraction, talent retention, and skill enhancement. Some examples of virtual services may include:

- Virtual Worker Benefit Orientations for (Trade Adjustment Assistance) TAA
- Virtual TAA enrollments
- Virtual Rapid Response Worker Orientations
- Virtual Reemployment Services and Eligibility Assessment (RESEA) Intake Meetings
- Virtual Workplace Innovation and Opportunity Act (WIOA) Enrollments
- Virtual Partnership. Accountability. Training. Hope. (PATH) Orientations

Serving Hard-to-Serve Populations

Access to workforce participation is critical to ensuring equal opportunity, maximizing community involvement, and improving quality of life for individuals with employment barriers. Barriers can include lack of education or training, lack of transportation, the need for special features at the job, attitudinal barriers, or specific challenges associated with

the inclusion in a targeted population. Stakeholders in the region will begin to focus on services to these targeted populations using the following strategies:

Expanding Business Engagement

To engage individual with employers we offer work-based learning opportunities, transitional employment, on-the-job training, and other placement strategies for the hardest to serve populations.

Expanding Jobs for Michigan's Graduates

We intend to expand programming and enrollments throughout the region for the JMG program. This program is highly successful in equipping young people with the skills to overcome barriers and succeed in education and employment. JMG helps young people succeed both in school and on-the-job, leading to a productive and rewarding career. As the state-based affiliate of the national Jobs for America's Graduates (JAG), JMG has national credibility drawn from JAG's 39-year history serving over 1.25 million youths. Moreover, JMG's expansive partnership network of Michigan Works! agencies, school districts, community colleges, and non-profits provides a foundation for long-term sustainability. The Workforce Development System in the Upper Peninsula will continue to offer JMG in more areas as funding allows.

Expanding Adult Education Engagement

The region has many middle-skill jobs open regularly, but many adult job seekers do not have the skills to fill those jobs. There are many basic skills deficient adults in the region, and it is important to improve low-skilled adult participation to help grow their abilities.

Expanding Offender Success Engagement

The Michigan Offender Success Model works to ensure that every offender released from prison has the tools needed to succeed in the community, as well as the opportunity to utilize those tools to be productive and self-sufficient citizens. The Michigan Offender Success Model works to reduce crime by developing a plan of services, supervision, and opportunities with each offender, and by delivering it through state and regional collaboration with the goal of obtaining employment and self-sufficiency. The Offender Success coaches target service provisions to meet the identified needs of returning offenders, thereby reducing their risk of recidivism, and enhancing their employment opportunities. The Workforce Development system in the region is engaged with and supportive of these efforts and works to provide wrap-around services for Offender Success participants.

Expanding MRS Engagement

Partners in the region are working to expand engagement with Michigan Rehabilitation Services Business Services (MRS) Business Network Division (BND). Specifically, the MRS BND Business Relations Consultant who works with businesses throughout the Upper Peninsula to find and retain qualified workers with disabilities. This assists employers with saving time and money by providing the following business support services:

- Talent Development: No cost recruiting & Pre-Screening of Job Applicants

- Paid internships and apprenticeships
- Job analysis for performance standards and requirements
- Reasonable accommodations/ergonomic intervention
- ADA consultation, guidance/education & architectural guidelines site assessment
- Injury prevention & wellness approaches including Return-to-work strategies

MRS also provides vocational rehabilitation counseling by qualified vocational rehabilitation counselors regarding work-related and non-work-related injuries. MRS helps businesses maintain a workforce that is motivated, reliable, and dependable.

Expanding Transition Program Engagement

Intermediate school districts throughout the region implement transition programs for special education students through the special education department. The goal of the special education department is the successful transition of all students from school to post-school activities - whether postsecondary education, vocational training, integrated employment, continuing and adult education, adult services, independent living, or community participation. Transition planning is the foundation for Individual Education Plan process. The purpose of the Individual Education Plan document is to assist all stakeholders (students, teachers, families, and other school personnel) in developing and implementing the Transition Individual Education Plan and transition planning throughout the secondary years. The Workforce Development system will continue to work closely with and expand relationships with transition programs across the region.

Expanding Veterans Engagement

Veterans receive priority of service across all employment and training programs. They also have access to a Veterans Career Advisor and a Local Veterans Employment Representative. However, it is the intention of the region to go above and beyond to assist Veterans with accessing services. One challenge to providing services to veterans is that relatively few of them seek services at the American Job Centers. A comprehensive marketing campaign is rolling out in the region to promote the workforce development system, and one aspect of that campaign may be targeted towards the Veterans in the region. Open lines of communication exist between various workforce entities and the Veterans Career Advisor representatives. Upper Peninsula Michigan Works! is working to better formalize referral processes between the American Job Centers and the Veterans Services Community. Upper Peninsula Michigan Works! is also working closely with Veterans Administration representatives to make referrals to Veterans Vocational Rehabilitation Programs. The following partnerships are key to serving Veterans in the region.

- Lakestate Industries Partnership
- SAIL Partnership
- Veterans Steering Committee Engagement
- Transition Committee Engagement
- SCSEP

Work-Based Learning Opportunities for Unemployed

The regional workforce development system implements a variety of strategies to place job seekers in work-based learning opportunities. Work-Based Learning Opportunities include, but are not limited to

- On the Job Training
- Transitional Employment
- Summer Youth Work Experiences
- Adult Work Experiences
- Apprenticeships
- Internships

Strategies to Expand these Opportunities include

- Working with all partner agencies such as Offender Success, MRS, and Veterans Services for participant referrals
- Outreach to businesses to identify those who are willing to participate and offer various work-based learning opportunities
- Identifying and enrolling participants who are eligible for work-based learning opportunities
- Creating connections between Employer Specialists and Talent Specialists to encourage open lines of communication

Integration of Regional Planning with Core Partners

The integration between core partners and regional planning efforts begins with better partner relationships. The characteristics of a strong partnership with effective communication creates a strong adaptable regional plan to adjust to the needs of the region and local communities.

Sector-based initiatives can vary from fully formed councils, with government structure, staff support, and strategic plans, to as-needed activities. Upper Peninsula Michigan Works! utilization of sector initiatives varies and evolves. In the Upper Peninsula region, our priorities are focused on industry skills alliances. The LEO defines these alliances as clusters. A cluster is defined as “a geographic concentration of related employers, industry supplies, and support institutions in a product or service field. For the purposes of workforce development, Michigan’s clusters are broad industry sectors. There is growing evidence that industry clusters are an effective organizing framework for positively impacting economic and workforce development activities.” The following is a list of the in-demand industry clusters across the Upper Peninsula.



PROSPERITY REGION 1 UPPER PENINSULA

COUNTIES:

Alger, Baraga, Chippewa, Delta, Dickinson, Gogebic, Houghton, Iron, Keweenaw, Luce, Mackinac, Marquette, Menominee, Ontonagon, Schoolcraft

CLUSTER	ANNUAL OPENINGS	WAGE
1. Health Science	835	\$ 22.53
Dental Hygienists	10	\$ 32.23
Registered Nurses	135	\$ 29.21
Occupational Therapy Assistants	5	\$ 28.21
Diagnostic Medical Sonographers	5	\$ 25.67
Respiratory Therapists	5	\$ 23.90
2. Business Management & Administration	1,285	\$ 17.69
Industrial Production Managers	10	\$ 48.48
Computer and Information Systems Managers	5	\$ 46.35
Managers, All Other	35	\$ 43.80
Human Resources Managers	5	\$ 42.79
Administrative Services Managers	15	\$ 37.84
3. Architecture & Construction	590	\$ 24.13
Construction Managers	15	\$ 40.69
Civil Engineers	10	\$ 38.22
Electrical Power-Line Installers and Repairers	25	\$ 33.58
Surveyors	5	\$ 33.16
Electricians	80	\$ 29.51
4. Manufacturing	695	\$ 19.02
Electrical and Electronics Repairers, Commercial and Industrial	5	\$ 38.07
First-Line Supervisors of Production and Operating Workers	50	\$ 27.53
Production, Planning, and Expediting Clerks	10	\$ 26.54
Radio, Cellular, and Tower Equipment Installers and Repairers	5	\$ 26.53
Installation, Maintenance, and Repair Workers, All Other	5	\$ 26.45
5. Law, Public Safety, Corrections & Security	315	\$ 23.92
Detectives and Criminal Investigators	10	\$ 38.80
First-Line Supervisors of Correctional Officers	10	\$ 31.38
First-Line Supervisors of Police and Detectives	10	\$ 28.75
Probation Officers and Correctional Treatment Specialists	15	\$ 28.73
Correctional Officers and Jailers	95	\$ 27.08
6. Human Services	980	\$ 14.40
7. Education & Training	365	\$ 24.71
8. Hospitality & Tourism	615	\$ 11.61
9. Energy	420	\$ 25.54
10. Transportation, Distribution & Logistics	590	\$ 18.26
11. Finance	280	\$ 20.20
12. Marketing	395	\$ 18.75
13. Agriculture, Food & Natural Resources	145	\$ 19.84
14. Science, Technology, Engineering & Mathematics	65	\$ 35.01
15. Arts, Audio/Video Technology & Communications	95	\$ 18.33
16. Government & Public Administration	75	\$ 20.25
17. Information Technology	60	\$ 23.58

This list ranks occupational clusters on a favorable mix of projected annual job openings and regional median wages. It does not necessarily reflect current hiring demand. The five occupations with the highest median wage were also highlighted for the highest-ranking clusters. Some ties may have occurred in the ranking process.



STATE OF MICHIGAN
Department of Technology, Management and Budget
Bureau of Labor Market Information and Strategic Initiatives

Figure 22. In-Demand Industry Clusters. Graph from Bureau of Labor Market Information and Strategic Initiatives. DTMB, 2020. Web. Apr. 2020. n. pag

Collaboration on Regional Sector Initiatives

Upper Peninsula Michigan Works! is focused on three sector initiatives: The Upper Peninsula Healthcare Roundtable, Manufacturing Regional Skills Alliance, and the Upper Peninsula Construction Trades Alliance. Currently, we are working with the member companies to provide services through Employer Specialists staff. These services are designed to provide not only an immediate labor exchange function, but also to provide long term worker pipeline development through career exploration activities such as talent tours. We also work closely with these groups to plan and execute hiring events and large career exploration events. These events are based on the Mi-Career Quest model but are customized to better fit our geographical challenges. We also support the efforts of the Upper Peninsula Economic Development Alliance, InvestUP, and our various Economic Development partners.

Current Sector-Based Partnerships

We are closely connected with and providing participation for the Mi-STEM hubs throughout the region. We are working closely with Going Pro Talent Fund to create support for our construction and utility companies through industry led collaboratives. The Upper Peninsula Healthcare Roundtable, Manufacturing Regional Skills Alliance, and Upper Peninsula Construction Trades Alliance are all efforts that we are re-examining and determining next steps.

Regional Priorities

The Upper Peninsula Michigan Works! Workforce Development Board determined the following in-demand industry sectors or occupations using an analysis of industry clusters earnings, growth, regional competitiveness, regional specialization, and gross regional product. These sectors have substantial current or potential impact (including through jobs that lead to economic self-sufficiency and opportunities for advancement) in our regional economy and are deemed “in-demand industry sectors.”

- Arts, Entertainment, and Recreation
- Aerospace and Defense
- Construction
- Educational Services
- Finance and Insurance
- Government
- Health Care and Social Assistance
- Information Technology
- Manufacturing
- Natural Resources and Mining
- Professional and Business Services
- Skilled Trades

- **Transportation, Mobility, and Logistics**

The extent of business involvement varies from time-to-time and sector-to-sector. We have seen a steep decline in the level of involvement from the private sector in any group-based effort. Businesses continue to be interested in utilizing our services on a company-by-company basis. We are growing our employer team and increasing their level of skills so they can better address the needs of industries on a company-by-company basis. Utilizing the tool of the Going Pro Talent Fund Industry Led Collaborative we hope to re-energize some sector strategies and business involvement.

Other Public-Private Partnerships

InvestUP is actively involved in supporting industries and industry sectors. We also have close partnerships developed with many local Economic Development groups which are public-private efforts.

Administrative Cost Arrangements

Current Cost Arrangements

Per WIOA regulations and State of Michigan guidance, Upper Peninsula Michigan Works!'s boards executed Memorandums of Understanding (MOUs) with each of its required One-Stop partners. The infrastructure costs outlined in the Infrastructure Funding Agreements (IFAs), attached as an addendum to the MOUs, were calculated for the required partners based on their proportion of full time equivalents (FTEs) in each of the American Job Centers, or relative benefits received. The IFA contributions are reviewed/renewed each year.

Current and Proposed Leveraging Agreements

Upper Peninsula Michigan Works! considers co-location or rental agreements with community agencies to reduce administrative costs and improve partnerships. The Upper Peninsula's regional planning and development commissions: Central Upper Peninsula Planning and Development (CUPPAD), Western Upper Peninsula Planning and Development (WUPPDR) and Eastern Upper Peninsula Planning and Development Region (EUPPDR) are co-located in Delta, Houghton, and Chippewa AJCs, respectively. Upper Peninsula Michigan Works! also executed resource sharing agreements with CUPPAD and WUPPDR to provide administrative services, such as financial services and IT support.

Cost Sharing Arrangements

Upper Peninsula Michigan Works! partners with various entities for joint delivery of workforce and economic development services. These partnerships leverage resources to best support

economic vitality in communities across the UP. These partnership initiatives are mutually beneficial and ultimately provide enhanced support to businesses. Cost-sharing arrangements are evaluated annually. Upper Peninsula Michigan Works! will continue to look for additional cost-sharing opportunities.

Economic Development Coordination

Coordination of Transportation

Upper Peninsula Michigan Works! expansive and rural geographic region presents many challenges to coordinate transportation and supportive services. The infrequency and sparsity of the public transportation routes may inhibit customer without personal transportation from regularly participating in work and/or education. The lack of reliable public transportation in the region has been an ongoing challenge for the region for many years. Our Business Resource Network is enhancing our ability to provide transportation to BRN member company employees.

Supportive Services

Our supportive service policy has recently been re-worked and improved to better serve our job seeking customers. Our case managers can submit vendors to be on our approved vendor list. We also have a process to get three quotes to provide a support service. Online retailers are built into these processes. We have systems in place to accommodate participants who live far from physical stores, or in the case for some counties, do not have an option for physically purchasing certain items. Our Business Resource Network is enhancing our ability to provide supportive services to BRN member company employees. The following is a list of organizations that currently provide or could provide supportive services:

- Michigan Rehabilitation Services
- Offender Success
- Lakestate Industries
- SAIL
- SCSEP
- DHHS
- Goodwill Industries
- Salvation Army
- St. Vincent DePaul
- United Way and partners
- Community Action Agencies
- 4Cs of the UP
- Bureau of Services for Blind Persons
- MSHDA
- 211

Supportive services are provided in the absence of other resources and funding limits. To ensure resource and services coordination, Talent Specialists must research the availability of comparable supportive services from other sources and refer the participant to such services whenever feasible. When other sources are not available or feasible, a supportive service may be provided by the program for which the customer is eligible and enrolled.

Supportive Services are essential to the success of the workforce development system's customers. Ensuring that these services are available and readily accessible is critical to implementation of regional strategies. Among the many possible supportive services, the most in need tend to be transportation and housing.

Workforce Service Coordination

The current economic development organizations (EDOs) that have developed partnership and communication protocols with include:

- InvestUP
- Upper Peninsula Collaborative Development Council (UPCDC)
- Upper Peninsula Economic Development Alliance (UPEDA)
- All local EDOs

We have a day to day focus on information sharing and mutual projects with these entities. Some local EDOs have a more formalized partnerships, including direct employment and vendor relationships.

Education and Training Providers Involved with Economic Development

All the secondary and post-secondary educational institutions in the region focus to some level on economic development. Institutions involved with economic development include:

- Lake Superior State University
- Bay Mills Community College
- Bay College
- Bay College West
- Michigan Technological University
- Finlandia University
- Gogebic Community College
- Northern Michigan University
- Keweenaw Bay Ojibwa Community College
- Copper Country, Gogebic Ontonagon, Delta Schoolcraft, Dickinson Iron, Menominee, and Eastern Upper Peninsula ISDs

Currently, the InvestUP Board and each local EDO board is involved with economic development.

Performance Accountability

Performance Accountability

Upper Peninsula Michigan Works! enters all WIOA performance data into the State data intake system, OSMIS, including:

- Employment information
- Supplemental wage information
- Credential attainment information
- Measurable skill gains information

Upper Peninsula Michigan Works! tracks current levels of performance utilizing the ETA performance tools in OSMIS along with routine reports to ensure current and accurate performance for WIOA.

Determining Performance Goals

LEO calculates regional performance goals based on historical performance averages, target goals, and actual performance for the most recent program year and their state negotiated level. Upper Peninsula Michigan Works! reviews and considers local factors such as labor market conditions and determines if there is a change in unemployment, age of population, projected growth/decline, etc. Negotiation of local performance measures for PY21 and PY22 is anticipated following the initial publication of this plan. Upper Peninsula Michigan Works! is one Michigan Works! area and one WIOA area, so collective negotiation is not applicable to the region.

Upper Peninsula Michigan Works! Local Plan

Refer to the Regional Plan section for Labor Market and Data Economic Conditions.

Strategic Vision and Goals

Upper Peninsula Michigan Works! contracted with Woodside Strategies, LLC in 2018 and 2019 to develop a strategic plan. The plan was developed for the Workforce Development Board in collaboration with regional partners. It focused on integration across programs, connections to partners, and strategically targeting employer customers in demand industries to prepare an educated and skilled workforce, including youth and individuals with barriers to employment. The board's strategic vision and goals for preparing an educated and skilled workforce, including youth and individuals with barriers, begins with our vision, mission, and goals.

Our Vision

Upper Peninsula Michigan Works! envisions a healthy, resilient, and globally competitive regional economy, with a workforce that has the knowledge and skills to strengthen and support business success.

Our Mission

Upper Peninsula Michigan Works! promotes and addresses the needs of businesses for current and future work-ready talent, in support of a strong and resilient economy.

Our Goals:

- Improve professional development for all positions
- Increase foundational skills training and occupational training across the region
- Establish and expand Business Resource Networks
- Increase incumbent worker training
- Develop sector-based approaches for business engagement
- Improve employer customer relationships
- Increase career exploration opportunities in partnership with employers
- Develop systems for creating and updating local policies, procedures, forms
- Expand Jobs for Michigan's Graduates and adult education programming
- Develop systems for data tracking where needed
- Improve data quality and timeliness
- Establish reporting formats and rhythm based on desired metrics
- Improve quality, accessibility, and shared understanding of reports
- Create collaborative strategies for talent attraction and retention
- Develop a collaborative legislative advocacy strategy to address barriers to Upper Peninsula economic growth
- Improve brand recognition and association with workforce resources
- Build a comprehensive board development plan

Performance Measure	Target Factors			
	PY 19 Target Performance	PY 19 Actual Performance (through Q4)	PY 18 Negotiated Performance Level	PY 19 Negotiated Performance Level
WIOA Title I – ADULTS				
Employment Rate 2 nd Quarter After Exit	88.2%	81.6%	88.2%	88.2%
Employment Rate 4 th Quarter After Exit	76.1%	74.2%	76.1%	76.1%
Median Earnings – 2 nd Quarter After Exit	\$6,836	\$6,703	\$6,836	\$6,836
Credential Attainment Rate – 4 th Quarter After Exit	80.0%	80.6%	79.0%	80.0%
Measurable Skills Gain		32.2%		
WIOA Title I – DISLOCATED WORKER				
Employment Rate 2 nd Quarter After Exit	90.5%	82.3%	90.5%	90.5%
Employment Rate 4 th Quarter After Exit	80.3%	79.6%	80.3%	80.3%
Median Earnings – 2 nd Quarter After Exit	\$7,690	\$7,839	\$7,690	\$7,690
Credential Attainment Rate – 4 th Quarter After Exit	77.7%	95.7%	76.8%	77.7%
Measurable Skills Gain		40.4%		
WIOA Title I – YOUTH				
Employment Rate 2 nd Quarter After Exit	76.1%	86.4%	76.1%	76.1%
Employment Rate 4 th Quarter After Exit	74.6%	77.3%	74.6%	74.6%
Credential Attainment Rate – 4 th Quarter After Exit	64.7%	73.8%	64.7%	64.7%
Measurable Skills Gain		32.0%		
WIOA Title III – WAGNER-PEYSER				
Employment Rate 2 nd Quarter After Exit	66.2%	79.4%	66.2%	66.2%
Employment Rate 4 th Quarter After Exit	64.3%	57.1%	64.3%	64.3%
Median Earnings – 2 nd Quarter After Exit	\$5,217	\$6,096	\$5,259	\$5,271

2020 Performance Levels

Performance Measure	PY20 MWA Negotiated Level	PY21 MWA Negotiated Level
WIOA ADULT		
Employment Rate 2nd Quarter After Exit	86.8	87.3
Employment Rate 4th Quarter After Exit	79.0	79.5
Median Earnings 2nd Quarter After Exit	\$ 6,910	\$ 6,910
Credential Rate 4th Quarter After Exit	81.2	81.2
Measurable Skill Gains	29.2	29.2
WIOA DISLOCATED WORKER		
Employment Rate 2nd Quarter After Exit	88.1	88.1
Employment Rate 4th Quarter After Exit	82.8	82.8
Median Earnings 2nd Quarter After Exit	\$ 7,884	\$ 7,884
Credential Rate 4th Quarter After Exit	85.4	85.4
Measurable Skill Gains	37.0	37.0
WIOA YOUTH		
Employment Rate 2nd Quarter After Exit	81.4	81.4
Employment Rate 4th Quarter After Exit	78.5	78.5
Median Earnings 2nd Quarter After Exit	\$ 4,814	\$ 4,814
Credential Rate 4th Quarter After Exit	70.6	70.6
Measurable Skill Gains	26.9	26.9
WAGNER-PEYSER		
Employment Rate 2nd Quarter After Exit	76.1	76.1
Employment Rate 4th Quarter After Exit	63.8	63.8
Median Earnings 2nd Quarter After Exit	\$ 5,597	\$ 5,697

Workforce Development System

Upper Peninsula Michigan Works! brings together various workforce development programming focusing on skill development. Programs offered by referral and directly through Upper Peninsula Michigan Works! Include:

- PATH
- Wagner-Peyser
- WIOA, including
 - Adult programming
 - Dislocated worker programming
 - In-school youth programming
 - Out-of-school youth programming
 - All core, staff-assisted, and training and retention Services
 - Follow-Up Services
- Trade Adjustment Assistance
- Jobs for Michigan's Graduates
- Talent Tours and Career Exploration

Meaningful assistance is provided in every American Job Center to programs offered through various partners. Those partners include:

- WIOA Core Partners, such as:
 - Adult Education
 - Michigan Rehabilitation Services
 - Bureau of Services to Blind Persons
- WIOA Required Partners, such as:
 - Career & Technical Education
 - Title V Older Americans Act
 - Job Corps
 - Native American Programs
 - Migrant Seasonal Farmworkers
 - Veterans
 - Youth Build
 - Trade Act
 - Community Services Block Grant (CSBG)
 - Housing and Urban Development (HUD)
 - Unemployment Compensation
 - Second Chance Programs
- Educational Institutions, such as:
 - Dickinson Iron Intermediate School District
 - Delta Schoolcraft Intermediate School District
 - Marquette Alger Regional Educational Services Agency
 - Eastern Upper Peninsula Intermediate School District
 - Gogebic Ontonagon Intermediate School District
 - Copper Country Intermediate School District
 - Menominee Intermediate School District
 - Bay Mills Community College
 - Northern Michigan University
 - Lake Superior State University

- Michigan Technological University
 - Finlandia University
 - Gogebic Community College
 - Bay College
 - Bay College West
 - Keweenaw Bay Ojibwa Community College
 - Midwest Truck Driving School
 - C.N.A. Training Providers
- Other workforce development partners, such as
 - Three Mi-STEM Network locations
 - Adult Education
 - Vocational Rehabilitation
 - Senior Community Service Employment Programs
 - Experience Works
 - Pure Michigan Talent Connect and Training Connect

Upper Peninsula Michigan Works! Workforce Development Board Administration has entered Memorandums of Understanding with all core programs and WIOA required partners. The Board has Infrastructure funding agreements in place with all co-located partners. Board staff also support and execute planning and activities for the Upper Peninsula Career Education Advisory Group whose membership contains representatives from Carl D. Perkins CTE Act.

Current strategies that provide service alignment include:

- Direct provision of services by staff directly employed by the Board. These staff are fully integrated and provide services across all funding source silos.
- Co-Location of all core partner programs in American Job Centers including MRS, Veterans Services and Adult Education.
- Partnership with MRS on work-based learning experiences for youth.
- IET programming in partnership with Adult Education Providers
- Partnering with Jobs for Michigan's Graduates on Career and Technical Education and other youth services.

Access to Services

Access to employment, training, education, and supportive services is a challenge in our expansive rural region, especially for individuals with disabilities and other barriers. Upper Peninsula Michigan Works!'s comprehensive American Job Center is centrally located in Marquette County. To reduce the significant travel burden for customers, we have affiliate centers in Alger, Baraga, Chippewa, Delta, Dickinson, Gogebic, Houghton, Iron, Luce, Mackinac, Menominee, Ontonagon, and Schoolcraft Counties. With sparse population and generally low job seeker traffic, several of our affiliate centers in remote locations are open part-time.

The board utilizes multiple strategies to expand access to services and reduce the challenges presented. The strategies used include the following:

- Utilization of video conferencing technology, such as Ring Central and Microsoft teams
- Hosting hiring events and career fairs
- Facilitating and executing talent tours
- Facilitating in-classroom speakers from companies
- Utilization of social media
- Posting information to the Michigan Works! website
- Veterans Services, MRS and Offender Success partnerships
- Teacher exposure to career exploration at events and tours
- Work-Based Learning and Transitional Employment Placements
- Mi-STEM Network Career Exploration Committee
- Marquette Alger CTE Committee

Careers & Co-Enrollment

Whenever possible, participants are enrolled in multiple programs if they are eligible to provide a broad array of services. (I.e. WIOA Adult and WIOA OSY, or Wagner-Peyser and WIOA Adult). Co-enrollment allows for the connection of more services as needed by the participant.

Credentials

The following are strategies used by Upper Peninsula Michigan Works! to improve access to activities that lead to a recognized to post-secondary credential.

JMG

Jobs for Michigan's Graduates (JMG) is a regional program that helps those young people at greatest risk to overcome barriers to graduation from high school and become college and career ready. The program provides funding to offer programs and services to middle school, high school, and out-of-school youth to graduate from high school, pursue a collegiate education and/or enter and advance in their chosen career field. Upper Peninsula Michigan Works! has 4 current programs and is looking to expand. These competency-based programs support young people as they work towards stackable credentials.

Middle Colleges

An early middle college (EMC) is a Michigan Department of Education approved five-year program of study. The EMC is designed to allow a pupil to earn a high school diploma and one of the following; 60 transferable college credits, an associate degree, a professional

certification, the Michigan Early Middle College Association (MEMCA) technical certificate, or the right to participate in a registered apprenticeship. A professional certification is any certificate or industry recognized credential in which the pupil prepared for by taking course work provided by a Michigan public or private college or university. In the Upper Peninsula there are several EMCs based at our regional Intermediate School Districts.

Individual Training Accounts

Tuition and training related expenses can be covered for participants who complete a comprehensive assessment, interest inventory, and Individual Employment Plan/Individual Service Strategy.

Talent Specialists are to determine if a participant is appropriate for training and/or supportive services based on assessments, including:

- Financial independence
- Labor market demand
- Potential for successful completion

Furthermore, the participant should exhibit job readiness, desire to complete training, and the need for funds based on the absence of other resources. The selected training must assist the participant in retaining or obtaining employment that leads to self-sufficiency. The training must be listed on the Michigan Training Connect on the Pure Michigan Talent Connect site. Training is expected to lead to either an in-demand industry sector credential or an occupation. Individual Training Accounts have a limited awarded amount and duration. These awards are subject to change based on available funding. Improved processes for ITAs and Support Services have been implemented that streamline budgeting and other process to make successful matches between job seekers and education that will provide an outcome of completion and a career.

See [Attachment 1](#) for Supportive Services Local Policy

Local Strategies and Services

Employer Engagement

The labor exchange function is the foundation of business services. Partners in the Workforce Development System offer services to business through their various employer services functions. They utilize many tools, primarily the labor exchange function, to fill open positions. There are many strategic efforts that are supported by the strong tactical function of making the labor exchange. The follow-up process is the basis of relationship building. Consistent and effective follow-ups on open jobs are how we build credibility, trust, and maintain a strong relationship. Partners utilize several different approaches to facilitate engagement of employers in in-demand industry sectors.

Approach 1 - Retention with the same employer

The following are strategies used by Employer services staff to maintain relationships with an employer:

- Postings on Pure Michigan Talent Connect or at regional educational institutions
- PMTC Featured Jobs
- On-the-job Training, Work Based Learning, and Transitional Employment

- Talent Tours, Job and Career Fairs, Exploratory Job events, Hiring Events
- Referrals, including:
 - MRS referrals
 - Veteran Referrals
 - Offender Success Referrals
 - Referrals from Talent Team
 - Recruiting site referrals
- Resume Searches
- Local/Regional Social Media
- Consultation for PMTC Partnership
- In-person visits, phone calls, and emails to consult with businesses on additional strategies
- Using MWA onsite facilities for recruitment
- Making connections to local ISD for work-based learning placements
- Information on Internships and Apprenticeships
- Consultation on available pre-employment assessments
- Industry After Hours
- Heavy Metal Tours
- Teacher exposure to career exploration at events

The following are strategies used to provide Employers with skilled workers:

- Continue to utilize current resources with an eye towards future opportunities
- Stronger connections to targeted populations such as individuals with disabilities, returning citizens, adult education participants, and Veterans
- Increases in strategic worker pipeline efforts such as Industry After Hours and Teacher Externships
- Upper Peninsula Michigan Works! HR Connection
- Business Resource Network – LIFT-UP
- Partner with local Economic Development and ISDs for development of local strategies targeted toward in-demand, high-wage worker recruitment.
- Review of mass hire lists to identify potential candidates
- Build and maintain open communication with Talent Team
- Additional utilization of OJT and Transitional Employment Tools
- Utilizing EMSI and other labor market information

Approach 2 - Repeat Business Customers

Upper Peninsula Michigan Works! Utilizes a variety of strategies to provide engagement and services to employers to maintain relationships. Regularly, Employer Specialists will:

- Check in with every company regularly to see current postings, suggests services, and assist in filling positions
- Ensure company website postings match PMTC postings for positions
- Work with businesses for connections to partners when referrals are appropriate
- Help them research and refer them to a variety of sources of information as needed
- Write newsletter articles about them and help when possible with public relations
- Work hard to understand what resources are available and bring them to bear for customers' needs
- Keep in touch, make sure they know we are always here for them

- Provide opportunities to obtain Going Pro Funding and other information, such as Work Opportunity Tax Credit (WOTC)
- Mass hire process development and execution
- Provide Rapid Response Services as needed
- Offer referrals to
 - Smart Traveler Enrollment Program (STEP)
 - Small Business Development Center (SBDC)
 - Procurement Technical Assistance Center (PTAC)
 - Michigan Economic Development Corporation and Local Economic Development Organizations
 - E-laws advisors for required postings
 - Michigan Department of Agriculture and Rural Development (MDARD)
 - Northern Initiatives
 - United States Department of Agriculture (USDA) Rural Development
 - Other local and regional partners.
- Provide information on Employer Ombudsmen for UIA
- Provide labor market information
- Attend retention visits with MEDC and local EDO in Delta County and work in close partnership with the EDO in Schoolcraft County.
- Set up and facilitate at least 2 Talent Tours per month during the school year

Approach 3 - Employer Penetration Rate

Sources for engaging new business customers include:

- Chamber Directories
- New Chamber Member Listings
- Driving around and walking around
- PMTC, Indeed, and other web sources for employer posted jobs
- Local EDOs
- Referrals from other businesses
- Twin Counties Human Resources Association
- Word of Mouth
- Attendance at job fairs and other events
- Create connections to municipalities for services
- Reach out to companies that we find on PMTC, Indeed, and Wisconsin Job Center to create more customers and increase business customer base
- Utilize Chamber Directories to identify prospects
- Communication with partners, such as
 - MDARD
 - USDA Rural Development
 - MEDC
 - Northern Initiatives
 - MSU Extension
 - MTEC
 - NWTC
 - Chambers
 - SBDC
 - PTAC
 - Several others

Supporting Local Workforce Development by Meeting Business Needs

All core partners utilize the Michigan Business Solutions Professionals (BSP) model, training, and certification in their employer services provision strategies. Many local and regional economic development representatives also utilize the model and implement solutions through BSP concepts. There is a strong network in the region made up of partners and economic development representatives that strive to identify and meet the needs of companies in the region.

The purpose of a demand-driven workforce development system is to contribute to the state's economic vitality through the provision of workforce training and services that meet the needs of targeted business sectors and employers. While the scope and type of services are limited by the funding that supports them, the overriding imperative remains to foster talent development and connections between employers and employees that meet demand.

A demand driven workforce development system identifies the employer as the primary customer. It recognizes that ultimately the employer is the "end user" of our system, and that the extent to which we meet employers' needs is the extent to which we provide the best help to job seekers. In the workforce development system, our product supplied to our employer customers is the workforce system itself. In the broadest sense, this also includes the education and economic development systems as suppliers.

In the demand model, the employer creates the "pull" based on the needs they have. (I.e. the need to hire people with specific abilities or skills). Elements of the "pull" factor include the nature of the workers, the types of skills, credentials and training needed, as well as the numbers and timing of employment, both immediate and in the future. That demand is introduced into the system creating a "pull" on the supply of job seekers that could meet the employer's needs. In a true demand-driven system, the workforce agency does not respond by "pushing" or "selling" its program participants as its product for the employer.

If that were the approach, the workforce agency would be working to get the employer to hire its program participants even if they were not the best people for the job. In other words, that workforce agency would be placing the interests of its program and participants over the interests of the employer. Instead, the workforce agency responds to the "pull" of demand by doing the following:

- Looking for and referring applicants who are already qualified
- Helping unqualified individuals understand why they are not being considered for that employment and what they need to do to become qualified
- Assessing and addressing the services and training needed by job seekers to help them become qualified for employment that is appropriate to their aptitudes and interests
- Looking for patterns of need among business sectors/clusters or individual companies that can inform the targeting of resources
- Creating along with the employers, and ensuring delivery of, the training necessary to fill skills gaps

Characteristics and indicators of a well-functioning demand-driven system (workforce suppliers adjusting to employer demand) include:

- The local Workforce Development Board is actively analyzing labor market intelligence to assess the ever-changing economic landscape. It is identifying the business sectors/clusters that have the most significant impact on the local economy and are targeting primarily (not exclusively) to those businesses. The Board is working together with companies to identify the workforce needs, skills gaps, and other services needed by local businesses.
- Business Services team members are addressing a broad spectrum of employer needs related to business development and talent. They are working with partner organizations and are serving as agents to bring other resources into the mix to address employer's needs that cannot be provided directly by the workforce system.
- Decisions about what training is provided result from a combination of general labor market projections with specific needs expressed by employers. The latter weighs more heavily than the former, but the two sources of input are considered together. This contrasts with training decisions made based on schools having certain programs already available or job seekers walking in the door saying they want training in a specific occupation.
- Job seeker services are modified according to employer demand and feedback, and resources are allocated accordingly. This contrasts with job seeker services being driven by "supply side" sources such as lists of allowable activities, assumed needs, or job seeker requests if they are not compatible with employer demand.
- Training programs and other services are designed by employers with input from team members (not the other way around). They are responsive, swift and creative solutions.
- Programs and services are started and stopped as the demand (pull) changes. This contrasts with the system delivering essentially the same services year after year. They will also vary considerably from one community to another if they are truly demand driven.
- Business Services team members are the eyes and ears of the system. They represent business needs to the workforce system and serve as agents to connect supply to demand. This contrasts with client specific job development, which is sometimes necessary but is provided only within the context of the overall Business Services purpose. Business Services team members are not hampered by internal demands to meet program performance or to place program participants into employment. Instead, they are assisting companies in finding the best/right employees.
- The workforce agency provides services only to employers in its geographic area. It does not work directly with the employers covered by other workforce agencies, except through partnerships that are agreed upon. In meeting the needs of employers in its geographic region, however, the agency will draw from people who live in the employer-customer's labor shed commute radius or who are willing to relocate to the area.

Business Solutions Professional (BSP) Model

The BSP model, especially the fact-finding step, helps us identify high-level tools to bring to bear for our employer customers in support of the demand-driven workforce development system. This model promotes partnership for a comprehensive solution without overwhelming the business customer with uncoordinated contact. It creates a regional approach to implement strategies that support transitions to new markets, new jobs, and talent development.

Whenever possible, our fact finding, solution design, and follow-up should include our economic development partners, Talent Specialists, and Training Specialists as a team.

Education and Workforce Development *are* Economic Development in this model. The BSP model utilizes asset knowledge, business relationships, networks, and partnerships as part of its 5-stage process. The process is as follows:

1. Entry – Building Rapport and Establishing Credibility. Employer Specialists will have this step in place with most companies in the region.
2. Fact Finding – Meeting with the company representatives to gather information. Often a partner like the local EDO or MEDC is the best fit for going through a fact-finding process.
 - a. Education partners will welcome the chance to get to know our companies and other partners are also looking to us to help them find an entry point.
 - b. Local EDOs and MEDC will be open to our assistance with identification of opportunities for them to apply tools for retention and expansion efforts. We need to maintain open communication with these efforts.
 - c. We primarily work with Human Resources representatives. To make our current transition successful, we may need to rethink the point of contact in some companies.
 - d. We look to identify all pain points for the company. We know talent shortages are going to be a consistent pain point and finding solutions to those shortages is of utmost importance.
3. Solutions Design – First we discuss what we found in the fact finding with our customer, then we develop the plan for who does what, when implementation takes place, and where and what will need to be utilized.
4. Implementation – How are efforts coordinated between partners? What will the monitoring process be? Is a corrective action process defined? What is the timeline for implementation?
5. Follow Up – Check results with the customer and assess satisfaction. Inquire about

Coordination Between Workforce Development Programs and Economic Development

Upper Peninsula Michigan Works! has a strong relationship with our MEDC Business Development Manager. We are in ongoing contact with the BDM regarding strategic efforts. This partnership is highly effective in serving the needs of companies in the region. Our Employer Specialists participate in business retention visits with local economic developers, our MEDC BDM and with other partners as appropriate throughout the region.

Upper Peninsula Michigan Works! provides Upper Peninsula Economic Development Alliance with Administrative Support. We manage their finances, coordinate, and execute membership meetings, develop board agendas and minutes, and any other administrative needs the organization may have.

The Upper Peninsula Michigan Works! CEO is a member of the InvestUP Board. On the front lines, our Employer Specialists support InvestUP efforts as part of a communication protocol. When company requests come to InvestUP through their website, they are filtered down on a county by county basis to our Employer Specialists and EDO partners.

Upper Peninsula Michigan Works! utilizes a Salesforce platform called Launchpad for our business intelligence data entry system. We can share details with our economic development partners and enter intelligence that they share with us to tell the story and paint the picture of the businesses in the region.

Upper Peninsula Michigan Works! has implemented formal relationships with a variety of local economic development organizations through direct employment or vendor relationships. This model of connecting formally with EDO entities allows for strong and open lines of communication between organizations and opens the doors for impactful services to business.

Upper Peninsula Michigan Works! will continue to increase capacity of economic development in the Upper Peninsula by sharing resources, coordinating communication, and creating employer of record or other formal relationships. Additionally, we will continue to improve partnership and communication between Employer Specialists and Economic Development Directors for shared knowledge of business needs.

One-Stop Delivery System and Unemployment Programs

The goal of both organizations is to change mindsets from two entities that attempt to draw distinctions between each other, to one of close partnership for the benefit of mutual customers. The COVID-19 crisis has driven that process forward at warp speed. Some activities that have begun and are growing include:

- The Upper Peninsula Michigan Works! Director of Workforce Services has begun working directly with the State Administrative Manager, Unemployment Insurance, Labor and Economic Opportunity Department, and the State of Michigan to share information, improve cross-training, assist with directly answering business customer questions and help to overall open the lines of communication.
- Co-Location Efforts continue with Unemployment Agency staff located at three American Job Centers in the region.
- Daily COVID-19 Calls have been held with leadership from Michigan Works! and the Unemployment Agency.
- Michigan Works! team members have received training in Unemployment and MiDAS.

Coordination of Local and Regional Economic Development Activities

The Board has instructed the CEO to work with support staff to convene and facilitate the Upper Peninsula Collaborative Development Council. The CEO of Upper Peninsula Michigan Works! is the lead facilitator and grant administrator for the Upper Peninsula-Wide Economic Development Entity. Upper Peninsula Michigan Works! CEO also participates as a Board Member for the Upper Peninsula Economic Development Alliance as well as InvestUP, both region-wide economic development entities. The Board has advised the CEO to continue to engage with local economic developers in formal employment or vendor relationships and to encourage Employer Services staff to grow and maintain relationships with local EDOs.

One-Stop Delivery System

Our services are delivered by direct staff and we have a matrix-driven organizational structure in place. Our Workforce Service Managers are not only responsible for the leadership, performance, and management of a geographical area, they also have an organizational function that they lead. Those functions include:

- Data and Analysis
- Internal and External Training
- Employer and Business Focus
- Programs and Performance

This structure, in tandem with our leadership structure, ensures a mechanism for day-to-day continuous improvement driven at all levels of the organization.

The Upper Peninsula Michigan Works! Strategic Planning Process as described in this plan determines a set of goals and tactics that are utilized to apply continuous improvement to the system in the region. The goals help leadership to prioritize activities and funding to continuously improve the workforce and economic development environment.

Upper Peninsula Michigan Works! is committed to Professional Development throughout the organization. We have developed a Training Team that has instituted system-wide training that includes a training management system, training quick start guide, regular virtual training, as well as ongoing in-person training opportunities. This commitment to training drives continuous improvement.

Subject Matter Experts (SMEs) add a large amount of value to the organization and processes. We have developed a system where small teams of SMEs are trained and available to support our integrated teams when specific knowledge is needed. We currently have SMEs in the following areas:

- WIOA Adult
- WIOA Youth
- WIOA Dislocated Worker
- PATH
- TAA
- Employment Services
- Talent Connect (PMTc) / MiTC

- RESEA
- Veterans Services
- CEAC and Launchpad

We have also implemented internal roles of Workforce Services Coordinators. These are Talent Specialists who work in a small team model to apply best practices and continuous improvement to policies, procedures, guidelines, job aids, training, and many other aspects of the organization.

In addition, we have the position of Quality Assurance Coordinator. This role is responsible for internal monitoring processes and oversight at the local level. They also identify areas of strength and weakness in program operation that are critical in minimizing risk, reducing liability, and evaluating program effectiveness. The monitoring review conducts oversight activities to ensure compliance with the terms, conditions, stipulations, deliverables, and performance metrics specified in Local, State, and Federal policies and rules. In addition to oversight of activities, internal monitoring provides the opportunity to identify and resolve problems before they impact quality and performance for each individual program.

Access in Remote Areas

Upper Peninsula Michigan Works! has offices in 14 of 15 counties in our region, requiring customers to drive up to an hour in many circumstances. However, we have multiple ways to provide services using technology and other means.

RingCentral is a cloud-based communications and collaboration system that we use to communicate with customers and partners. Ring Central is our phone system that also allows us to text and to host video conference meetings.

All our locations offer access to a Video Conferencing System that can be utilized by employers, job seekers and partners. An example of this utilization would be when our State Legislators using these systems to host Upper Peninsula residents and employers in testimony to committees located at the State Capital in Lansing.

Our team members have access to Hot Spot Technology through phones and Verizon Mi-Fi systems to provide internet access wherever a cell phone signal is available.

Partner co-location is also critical to facilitation of access to services and we work hard to make sure we take full advantage of co-location opportunities. This and a robust referral system ensure that meaningful assistance from every WIOA partner is provided via the American Job Centers.

Technology Integration

Upper Peninsula Michigan Works! team members enter case management information such as case notes, activities, IEP/ISS, employment, and training outcomes into the OSMIS for all WIOA programs, PATH, TAA, Wagner-Peyser and other integrated programs. Team members utilize the report and tracking tools in the OSMIS to enhance case management tasks.

Upper Peninsula Michigan Works! utilizes Launchpad, a Salesforce platform, to record services to employer customers. The platform is currently only used by Employer Specialists. This system allows us to track multiple aspects of our services, including

- Recruitment
- Job postings and fills
- Hiring events
- Retention visits
- Referrals made to partner organizations

Accessibility to Services

Upper Peninsula Michigan Works! delivers services equally to all customers by adopting a universally accessible system that meets the diverse customer needs existing in our delivery area, including the needs of those individuals with disabilities and barriers to employment. We provide assistive technology, request-for-accommodation forms, and access to the translation line for customers as needed. Team members in our career centers make accommodations on the spot for people who need them such as moving chairs, adjusting work surface heights, enlarging screen fonts and other assistance as needed.

As a recipient of federal funds, we will comply with regulations relating to non-discrimination, equal opportunity, and inclusion. Our policies, procedures and Memorandums of Understanding reflect that we are committed to adhering to the following provisions:

- Section 188 of the WIOA
- Section 504 of the Rehabilitation Act of 1998 as amended
- Titles I and II of Americans with Disabilities Act Amendments Act
- LEO-WD Self-Certification Accessibility Checklist
- 29 CFR Part 38
- Talent Investment Agency Policies

In addition, Upper Peninsula Michigan Works! will ensure that throughout the local system, persons with physical, mental, cognitive, and sensory disabilities will have programmatic and physical access to all services and activities, including accommodations as requested. Physical accessibility is evaluated prior to relocation of service centers and on a continuous basis. If an issue arises, we actively work with the landlord, city or other contacts to remedy the concerns.

Roles of One-Stop Partners

Following state guidance, Upper Peninsula Michigan Works! local board has executed Memorandums of Understanding (MOUs) with each of its required One-Stop partners. The MOUs outline the roles and contributions of each One-Stop Partner. The MOUs will be reviewed and renewed every three years. The infrastructure costs outlined in the Infrastructure Funding Agreements, attached as an addendum to the MOU, were calculated for its required partners based on their proportionate use of the One-Stop delivery centers and relative benefits received. The IFA contributions will be reviewed and renewed annually.

WIOA Adult and Dislocated Worker Activities

Employment Activities

All persons have access to employment-related information and self-service tools, without restrictions. Services that are not primarily informational and self-service require WIOA registration. Eligibility for individualized career services and training also requires the WIOA registration. Eligibility for individualized career services is restricted to Adults and Dislocated Workers who are unemployed or employed and in need of career or training services to obtain or retain employment that allows for self-sufficiency.

Basic Career Services

Basic career services are universally accessible and available to all individuals seeking employment and training services. All basic career services are administered and provided by Upper Peninsula Michigan Works!'s integrated team. Basic career services include:

- WIOA eligibility determination
- Outreach/intake
- Orientation to information and other services available through the One-Stop system
- Initiation assessment of skills levels
- Labor exchange services
- Provision of referrals to and coordination of activities with other programs and services, including programs and services within the One-Stop delivery system and, when appropriate, other workforce development programs
- Provision of workforce and labor market employment statistics information, including the provision of accurate information relating to local, regional, and labor market areas
- Provision of performance information and program cost information on eligible providers of training services by program and type of providers and workforce services by program and type of providers.
- Provision of information, in usable and understandable formats and languages, about how the local area is performing on local performance accountability measures, as well as any additional performance information relating to the area's One-Stop delivery system
- Provision of information, in usable and understandable formats and languages, relating to the availability of supportive services or assistance, and appropriate referrals to those services and assistance
- Provision of information and assistance regarding filing claims for unemployment compensation, by which the One-Stop must provide meaningful assistance to individuals seeking assistance in filing a claim for unemployment compensation
- Assistance in establishing eligibility for programs of financial aid assistance for non-WIOA training and education programs

Individualized Career Services

Individualized career services are based on the employment needs of the individual as determined jointly by the individual and the career planner. They may be identified through an

Individual Employment Plan. These services are readily available, in-person or virtually, at our comprehensive One-Stop service center in Marquette and at all affiliate centers. These services include:

- Comprehensive and specialized assessments of the skill levels and service needs of adults and dislocated workers
- Development of an Individual Employment Plan
- Group counseling
- Individual counseling
- Career planning and case management
- Short-term pre-vocational services
- Internships and paid or unpaid work experiences that are linked to careers, internships and work experiences may be arranged within the private for-profit sector, the non-profit sector, or the public sector
- Transitional Jobs
- Workforce preparation activities
- Financial literacy activities
- Out-of-area job search assistance and relocation assistance
- English language acquisition and integrated education and training program

Training Activities

Training services are available in the Upper Peninsula Michigan Works! region for employed and unemployed Adult or Dislocated Workers who after an interview, evaluation, or assessment and career planning, are determined to be unlikely or unable to obtain or retain employment that leads to self-sufficiency or wages comparable to or higher than wages from previous employment through career services alone.

The participant must be determined to need the training services and possess the skills and qualifications to successfully participate in the selected program. Training services under the WIOA are provided when other sources of grant assistance, such as Pell Grants, are unavailable to the participant.

Training services available to Adult and Dislocated Workers include but are not limited to the following:

- Work-Based Training
- On-the-Job Training
- Registered Apprenticeships
- Classroom Training
- Pre-Apprenticeship Training
- Skill Upgrading and Re-training
- Entrepreneurial Training
- Occupational Skills Training

The list is not all-inclusive, and training services may be combined if appropriate. For example, a registered apprenticeship may incorporate both OJT and classroom training. All programs of training services must lead to:

- A. An industry-recognized certificate of certification; a certificate of completion of a registered apprenticeship, a license recognized by the state involved or the federal government
- B. A post-secondary credential (an associate or baccalaureate degree)
- C. Consistent with 20 Code of Federal Regulation (CFR) 680.350, a secondary school diploma, or equivalent
- D. Employment
- E. Measurable skill gains toward a credential or employment as described in (A) or (B)

Adults and Dislocated Workers must meet with a career planner to discuss eligibility training criteria. An Individual Employment Plan will be jointly developed by the participant and the career planner to identify employment and education goals, the appropriate achievement objects, and the corresponding combination of services including supportive services and training for the participant to accomplish the outlined goals. The IEP will be the roadmap for case management services throughout enrollment and will be continually reviewed throughout the participant's engagement in training to evaluate goal progress.

Local Youth WIOA Activities

Services are provided to local youth in the forms of the following strategies:

1. Objective Assessment is utilized to ensure that a youth participant has the requisite skills required to be successful in the services that can be provided. Prior to determining which elements, they will participate in, youths will be administered the TABE and O-Net Interest and Ability Profiler.
2. Individual Service Strategies are developed for each youth to describe educational background, post high school status, Selective Service Registration status, Employment and Internship/Work Experience History, basic skill levels, three employment/vocational interests, special skills/extracurricular activities. Strategies also include a supportive service needs assessment, a recommended service provider or referral, and future goals and activities as appropriate. This is the process that drives youth program element choices and decisions made by case managers.
3. Ongoing Case Management is provided to the participant.

WIOA outlines a vision for supporting youth and young adults through an integrated service delivery system. This vision includes high quality services for in-school and out-of-school youth, beginning with career exploration and guidance, continued support for educational attainment, opportunities for skills training, and culminating with a good job along a career pathway or enrollment in post-secondary education.

Upper Peninsula Michigan Works! provides the following 14 elements through direct delivery and referrals to partner entities:

1. Tutoring, Study Skills Training, Instruction, and Dropout Prevention activities that lead to completion of a high school diploma or recognized equivalent
2. Alternative Secondary School and Dropout Recovery Services to assist youth who have struggled in traditional secondary education or who have dropped out of school
3. Paid and Unpaid Work Experience as a structured learning experience in a workplace that provides opportunities for career exploration and skill development
4. Occupational Skills Training as an organized program of study that provides specific skills and leads to proficiency in an occupational field
5. Education and workforce preparation offered concurrently as an integrated education and training model that combines workforce preparation, basic academic skills, and occupational skills
6. Leadership Development Opportunities to encourage responsibility, confidence, employability, self-determination, and other positive social behaviors
7. Supportive Services to enable an individual to participate in WIOA activities
8. Adult Mentoring as a formal relationship between a youth and an adult mentor with structured activities in which the mentor offers guidance, support, and encouragement
9. Follow-up Services that help to ensure youth succeed in employment or education
10. Comprehensive Guidance and Counseling to participants, including drug/alcohol and mental health counseling
11. Financial Literacy Education that equips youth with the knowledge and skills they need to achieve long-term financial stability
12. Entrepreneurial Skills Training that teaches the basics of starting and operating a small business and develops entrepreneurial skills
13. Services that offer employment and provide labor market information about in-demand industry sectors or occupations
14. Postsecondary Preparation and Transition Activities to help youth prepare for and transition to postsecondary education and training

Youth Definition of Basic Skills Deficient

The WIOA defines “Basic Skills Deficient” in two parts, labeled here as Part A and Part B:

PART A: A youth that has English reading, writing, or computing skills at or below the 8th grade level on a generally accepted standardized test, further defined below; OR

PART B: A youth or adult that 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, further defined below.

Part A. of the definition is identified by an assessment score at or below grade level 8.9. This must be measured using one of the following assessments:

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

Part B. of the definition is defined locally. UPMW! defines Part B of the definition as an individual who meets any one of the following:

- A. Lacks a high school diploma or equivalency and is not enrolled in secondary education; OR
- B. Is enrolled in a Title II Adult Education and Family Literacy Act (AEFLA) program (including enrolled for English as a Second Language (ESL); OR
- C. Has poor English language skills (and would be appropriate for ESL even if the individual isn’t enrolled at the time of WIOA entry into participation); OR
- D. The Talent Specialist makes observations of deficient functioning and records those observations as justification in a case note.

Activities Inclusive of Individuals with Disabilities

Some examples of the types and availability of youth workforce investment activities in the region include:

- Middle Colleges
- Career and Technical Education
- Grow and Lead: Community and Youth Development
- After School Programs
- Robotics efforts
- Sills Challenges
- College Access Networks
- CTE Clubs
- Jobs for Michigan’s Graduates
- Talent Tours
- Communities that Care

The Communities that Care Initiatives across the region are highly coordinated and collaborative. They bring together stakeholders from a wide variety of youth focused and community focused stakeholders with the primary goal of preventing negative behaviors in

youth. This process organically brings stakeholders from community organizations together to collaborate, coordinate and problem solve.

Michigan Rehabilitation Services (MRS) provides vocational rehabilitation services (VR) by qualified vocational rehabilitation counselors to youth with disabilities to transition to postsecondary education and/or employment.

MRS Vocational Rehabilitation provides vocational rehabilitation counseling and supports to assist eligible students, youth, and adults with disabilities transition to post-secondary education, training, and competitive integrated employment. MRS also engages with businesses throughout Michigan, assisting them in recruiting and maintaining qualified, valuable employees. MRS also serves as a resource on disability and employment matters such as disability awareness training, workforce diversity and inclusion initiatives, training on the Americans with Disabilities Act, solutions for reasonable accommodations, and worksite consultations.

The provision of vocational rehabilitation services is to assist individuals with disabilities obtain competitive, integrated employment include:

- Evaluation and diagnostic services provided to determine eligibility for MRS services required for the individual to become competitively employed
- Vocational rehabilitation counseling and guidance provided directly by a qualified vocational rehabilitation counselor
- Physical and mental restoration services which may be provided to correct or
- Substantially modify an individual's physical or mental condition
- Training services, when necessary to become employed, including vocational training, academic training, personal and vocational adjustment training, job coaching, and job-seeking skills
- Specialized services for individuals who are Deaf or Hard of Hearing, including sign language, interpreter services, and note-taking services
- Rehabilitation technology services, including assistive technology devices, ergonomic assessment, and rehabilitation engineering services to address barriers encountered by an individual in attaining or retaining employment.
- Vocational rehabilitation services provided to farmers through a MRS, Michigan State University Extension and Michigan Easter Seals Ability program partnership
- Placement services provided to assist an individual with a disability to find adequate and suitable employment suitable employment in his/her chosen career and supportive services such as maintenance, transportation, personal assistance services and service to family members
- Post-employment services may be provided to previously rehabilitated individuals when needed to maintain or regain suitable employment
- Pre-employment transition services provided to students with disabilities, including: Job Exploration, Work-based Learning Experiences, Counseling on Postsecondary Education, Workplace Readiness Training and Self-Advocacy Training including Peer Mentoring

Technical assistance, training, outreach, and other supportive services provided to public and private employers of all sizes, including Federal and Federal contracting employers for the purpose of increasing employment opportunities for job seekers with disabilities.

The provision of MRS services to assist businesses to obtain and retain qualified talent includes:

- Assist Affirmative Action Plan Section 503 requirements for federal contracts
- Connections to Michigan Works! and Business Solutions providers
- Assistance with Reasonable Accommodation Request process for businesses and employees
- ADA consultation, guidance, and education
- ADA architectural guidelines site assessment
- Risk management and staff retention

Youth Who Require Additional Assistance

Both WIOA OSY and ISY Barriers include a provision for individuals who require “additional assistance” to complete an educational program or to secure or hold employment. (Note: the individual must also be Low-Income.)

“Additional assistance” shall be locally defined as an individual who meets one or more of the following:

- History of school truancy;
- Lack of stable employment history;
- One or more parents currently incarcerated;
- Emancipated youth;
- 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;
- 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 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 at or below the 8th grade level as determined by the TABE test;
- Performing at or below the 8th grade level in mathematics as determined by the TABE test.

Not more than 5% of WIOA ISY enrolled during a Program Year may be individuals with “Youth who requires additional assistance” as their sole barrier for eligibility purposes.

Documentation requirements will include a case note in the OSMIS outlining the applicable Additional Assistance category and the participant’s situation related to the Additional Assistance. The participant must also provide supporting documentation verifying the barrier.

Waivers

Upper Peninsula Michigan Works! takes advantage of appropriate waivers for ongoing development activities in the region. The state of Michigan sought a waiver from the WIOA Section 129(s)(4)(A) and 20 code of Federal Regulations Part 681.410, which requires no less than 75% of funds allotted to states under Section 127(b)(1)(C), reserved under Section 128(a), and available for statewide activities under subsection (b), and no less that 75% of funds available to local areas under subsection (c) be used to provide youth workforce investment activities for Out-of-School (OSY). With the approval of the State Waiver, Upper Peninsula Michigan Works! lowered its OSY expenditure targets to a minimum of 50% or more. Upper Peninsula Michigan Works! will utilize this waiver locally to allow greater flexibility to serve at risk in-school youth until the statewide waiver expires.

Coordinating Education and Workforce Investment

Upper Peninsula Michigan Works! Workforce Development Board staff also supports, facilitates and, convenes the Career and Educational Advisory Council (CEAC) for the region. This group is the primary convener for all key educational institution representatives across the region. Some specific focus areas of this group include:

- Job and Career Fairs
- MiTraining Connect
- STEM Hubs
- Talent Tours
- Sector Strategies

Supportive Services

Supportive services provide eligible participants with career and training supportive services based on documented financial assessment, individual circumstances, and the absence of other resources and established funding limits. Upper Peninsula Michigan Works!’s additional parameters for allowable supportive services for each funding source are outlined in our local supportive services policy.

Needs Related Payments

Needs-related payments provide financial assistance to participants for the purpose of enabling them to participate in training and are a supportive service authorized by WIOA section 134(d)(3). To qualify for needs-related payments, a participant must be enrolled in training. Currently, we do not provide needs-related payments to participants.

See [Attachment 1](#) for Supportive Services Local Policy

Coordinating WIOA Activities with Supportive Services

The Workforce Development Board has approved language in the Upper Peninsula Michigan Works! Supportive Services policy. This policy allows for WIOA enrollees to utilize transportation and other appropriate supportive services. Michigan Rehabilitation Services is a key partner in coordinating these services, MDHHS and Offender Success Programming also assist in the coordination and provision of these services. It is also a priority of our local policy and procedure that our team members in our American Job Centers seek other sources of support for supportive services prior to using program funds. This requires coordination across many partners and providers. Our team members attend and participate in many community-based collaborative efforts to stay well informed about these opportunities.

The lack of transportation options is a significant problem in our region, due to the Upper Peninsula's rural nature. However, our team members do everything they can to help participants overcome this barrier. Some examples of these efforts include:

- Providing supportive services
- Coordinating with transit providers where available
- Teaching participants to use public transportation
- Ensuring that public transportation schedules are available in the AJCs
- Purchasing cars when appropriate
- Encouraging carpooling

Our leadership team is also working with EDCs, chambers, and employer groups who recognize that the lack of transportation is a significant issue, preventing businesses from accessing talent.

The local supportive services policy requires that Team Members research and find alternative resources for services from partners prior to accessing workforce funds for supportive services. Upper Peninsula Michigan Works! team members participate in human services collaboratives to ensure that they have up to date information and access to resources from partners. Team members utilize a collaborative case management approach when working with partners to serve mutual customers to ensure alignment of services and avoid duplication of resources. Upper Peninsula Michigan Works! administers a Business Resource Network called LiftUp to assist companies to retain their ALICE population employees. This assists with coordination and alignment of all programs as the programs can access all the resources, we offer for their customers including supportive services.

Wagner-Peyser Services

Plans, Assurances, and Strategies to Maximize Coordination of Services

The leadership at Upper Peninsula Michigan Works! has integrated all programs under Upper Peninsula Michigan Works! rather than contracting out services. Team members deliver all programs, so customers have a streamlined experience and staff can access the programs that are appropriate to each customer's individual need. Also, our business services team, in coordination with all WIOA core partners who work with local businesses on connecting

employers with program services participants based on need and fit between the company and the job seeker.

Upper Peninsula Michigan Works! maintains MOUs with all required WIOA partners, ensuring that meaningful access to all workforce services is available in each American Job Center, either through direct delivery or formal referral. These include Wagner-Peyser funded services such as Veteran Services and Migrant and Seasonal Farmworker services. Veterans services are co-located in Marquette, Sault Ste. Marie, and Hancock.

Upper Peninsula Michigan Works!'s One-Stop Operator provides service coordination across programs and among partners.

Upper Peninsula Michigan Works! Point of Contact

William Raymond, Chief Executive Officer
Upper Peninsula Michigan Works!
2950 College Avenue
Escanaba, MI 49829
906-789-0558
mwjob@upmichiganworks.org

Upper Peninsula Michigan Works! provides employment services directly at our 14 American Job Centers. We are a local unit of government, designated through Public Act 8. Additionally, we are a Merit Based organization.

Description of Services

Wagner-Peyser funded services are provided at no cost to employers and job seekers. Upper Peninsula Michigan Works! provides employment services at our American Job Centers across the Upper Peninsula. The locations are barrier free for individuals with disabilities.

Equitable access to employment services is provided to any individual without regard to his or her place of residence, current employment status, or occupational qualifications. No priority in referral will be extended to any job seeker or group of job seekers except in accordance with legal requirements. Upper Peninsula Michigan Works! will ensure that our system will not make any referral which will aid directly or indirectly in filling a job which would give services to an employer known to discriminate.

Labor Exchange

Labor exchange services are offered at Upper Peninsula Michigan Works! AICs based on customer need. Examples include:

Self-service using Pure Michigan Talent Connect

All workstations within the resource areas of our American Job Centers are configured with Windows operating system, Microsoft Word, Power Point, and Excel. All workstations have access to the internet. Internet based typing tutorials, skill assessments and self-improvement applications are available. For employers, self-service is a service that is provided to employers through an electronic resource or at a physical location in which there is little to no staff involvement.

Facilitated Services

In any case where an employer or job seeker has difficulty or is unable to participate in Pure Michigan Talent Connect's labor exchange system due to lack of access to the system, due to lack of computer familiarity, literacy, disability or some other barrier, facilitated access will be offered.

Staff-Assisted Services

Upper Peninsula Michigan Works! will provide staff assisted services through our Talent Staff. Staff assisted services for job seekers include, but are not limited to:

- Career guidance
- Specific labor market information
- Job search workshops
- Resume writing assistance, and other job search assistance activities or any other service that requires a significant amount of staff time.

Services for employers may include:

- Inputting job orders on the pure Michigan Talent Connect
- Completing a search of resumes for matches for the criteria of job orders
- Contacting job seekers for initial screenings prior to interviews and scheduling interviews

All levels of services are provided at each Upper Peninsula Michigan Works! location.

Delivery of Services

Upper Peninsula Michigan Works! is an integrated service delivery area that at one time consisted of three separate MWAs. Our talent team members provide an integrated service delivery approach across all funding sources. They are all cross trained to be able to provide services under all available programs. This approach eliminates silos between programs and provides a seamless one stop shop experience for candidates and employers.

Upper Peninsula Michigan Works! Talent team members are fully integrated and trained on all direct or indirect services available at our American Job Centers. This integration allows for a streamlined customer service approach where team members can provide basic career activities in Wagner-Peyser, screen for program eligibility, and enroll the participant. The team

members establish trust while learning the customers' career goals and needs, both of which improve customer service and program outcomes.

Consequently, the natural flow of services prevents duplication and improves services provided through the one-stop delivery system. WIOA partner organizations present services and programs at our system wide training events. This regular presentation of services ensures our team members are knowledgeable about services and programs available to customers by referral and the referral process.

Employment Services

Employer Specialist staff are designated to serve employer customers within a geographic coverage area, typically spanning two counties. Business services are integrated with their talent teams to holistically provide services to the community, connecting job seekers to employers from a variety of sources. Services provided to employer customers include assistance with recruitment and hiring, access to training, and connections to partners and other programs. Our integrated teams leverage the full scope of workforce programming to ultimately meet the needs of local employers.

Employer Specialists provide local intelligence regarding employer needs to the full workforce system. Their relationships inform program delivery by ensuring that we have up to date and accurate information on the skills, experience, and credentials desired by local employers. This information is combined with labor market information data for knowledge of real-time and future demand. As such, Talent Specialists focus their efforts on assisting job seekers in accessing relevant employment and training opportunities.

There are several organizations across the Upper Peninsula that work in partnership with Upper Peninsula Michigan Works! and each other through various networks. Some organizations cover the entire expanse of the Upper Peninsula, which include, but are not limited to:

- Upper Peninsula Economic Development Alliance
- Small Business Development Center
- Procurement Technical Assistance Center
- Michigan Manufacturing Technology Center
- Northern Initiatives
- Michigan Rehabilitation Services
- Great Lakes Recovery Centers
- InvestUP
- Operation Action UP
- The Community Foundation of the Upper Peninsula
- Upper Peninsula Construction and Labor Management Council
- Michigan Economic Development Corporation.

In addition, many sub-regional organizations provide services to business at a local level. There are numerous economic development alliance (EDA) entities, including EDAs in the following counties:

- Delta
- Keweenaw
- Marquette
- Alger
- Baraga
- Menominee
- Iron

There are also several economic development corporations (EDCs), including EDCs in the following counties:

- Luce
- Mackinac
- Dickinson
- Schoolcraft

Other partners include planning and development regions, Chambers of Commerce, training providers, adult education programs, returning citizen providers, partners who serve individuals with disabilities, veteran's service providers, Goodwill Industries, Salvation Army, St. Vincent de Paul, Sault Economic Development Organizations, and several more.

Upper Peninsula Michigan Works! team members are fully integrated and administer all programs (Wagner-Peyser, WIOA, PATH, TAA). Each location has Talent and Employer Specialists assigned to cover the geographical area and to occasionally travel to cover other sites. We also maintain a mobile unit that can be deployed to any area within the region when needed. We typically have 40-45 Specialists on staff across the region depending on attrition rates.

Unemployment Insurance Work Test

The State of Michigan's Unemployment Insurance Agency requires Unemployment Insurance claimants to complete an ES registration, have an active and searchable profile on Michigan Talent Connect, and have a resumé. Claimants may enter the registration at any location where they have access to the Pure Michigan Talent Connect. If a claimant chooses to enter the registration at a location other than at a Michigan Works! American Job Center, the claimant must come to a location designated in the Upper Peninsula Michigan Works! ES Plan to have the registration verified. Upper Peninsula Michigan Works! will view and verify that the claimant's resumé is in the Pure Michigan Talent Connect before certifying the claimant's registration.

If the claimant did not create a resume in the Michigan Works! Service Center and/or have not yet completed the Pure Michigan Talent Connect Confidential Information page, they will be required to fill in the required confidential information to access their resume on the PMTC. When the confidential information page is completed, registration will be created for the claimants in the OSMIS. Upper Peninsula Michigan Works! is responsible for verifying that the resume is active on the PMTC.

After verifying the ES registration, Michigan Works! will validate the verification form and electronically log the name and social security number of each claimant after ES registration has been verified into the One Stop Management Information System.

If it comes to the attention of the MWA that a UIA claimant is in violation of work test requirements, Upper Peninsula Michigan Works! must report the non-compliance to UIA through the Michigan Web Account Manager (Mi-WAM) system.

Reemployment Service Eligibility Assessment

The State of Michigan's Unemployment Insurance Agency selects claimants each week to report to an Upper Peninsula Michigan Works! Service Center to complete the Reemployment Services and Eligibility Assessment (RESEA) program. Upper Peninsula Michigan Works! will work with claimants to identify opportunities for positive career changes. The goal is to assist claimants by providing customized services, resulting with claimants returning to work as quickly as possible. Only people referred from the State of Michigan's Unemployment Insurance Agency may receive services through the RESEA program.

First Appointment

The State of Michigan's Unemployment Insurance Agency will send the claimant a letter stating they must contact their local MWA by the date posted on the letter to schedule a RESEA appointment. When a UIA claimant contacts a service center to schedule a RESEA appointment, the team will determine the status of the customer's OSMIS registration and take appropriate action.

After the OSMIS registration is verified, the RESEA scheduling information will be completed (date, time, MWA location) for the RESEA. The appointment must be scheduled by the date that appears on the letter and held within 21 days of the Letter Sent Date. A claimant can reschedule their first RESEA appointment, just once, within the 21 days from the Letter Sent Date. The appointment must be rescheduled prior to originally scheduled time and date.

Upper Peninsula Michigan Works! encourages our team to gauge claimant's interest in enhanced services provided in the second RESEA appointment during the initial RESEA appointment.

Second Appointment

If our team member and the claimant agree they would benefit from a second RESEA appointment, a second appointment should be scheduled on the same day, directly following the first RESEA appointment. Second appointments must occur within forty-five days from the first appointment. Claimants may reschedule the second RESEA appointment, just once, within five days of the second RESEA appointment.

RESEA Appointment Guidelines

- A claimant may not be excused from participating in any RESEA activity or service.
- All RESEA services and activities must be documented in the OSMIS within 48 hours, including scheduling/rescheduling RESEA appointments, failure to attend, or completion of a RESEA.
- If the claimant does not contact our Service Center or the claimant contacts us after the date in his/her letter, the OSMIS will not create a RESEA activity and

automatically sends the claimant's information back to UIA with the result code of No Contact. The weekly claimant's report will reflect the No Contact in the record status column. This will occur 24 days after the Letter Sent Date.

- Discovering that a claimant may be unable to work, unavailable to work, has refused any offers of work, or is not seeking work, must be reported in the OSMIS within 48 hours.

Upper Peninsula Michigan Works! Service Centers will deliver all RESEA activities listed below for each RESEA appointment, unless otherwise noted:

- Orientation to Upper Peninsula Michigan Works! Services
- Confirmation of active profile on PMTC
- Assessment of UIA Eligibility
- Verification of the Monthly Record of Work Search Form
- Development of an Individual Employment Plan
- Review of specific labor market information
- Provision of at least two hours of Reemployment Services

Reporting Requirements

All reporting, except the outcome of the reemployment services, must be entered in the OSMIS within 48 hours of the service or outcome. When the reemployment service is completed, or there is an indication a claimant is unable, unavailable, or has refused any job offers of suitable work, our team will report this into the OSMIS.

National Labor Exchange System

The Upper Peninsula Michigan Works! Service Center System will participate in the Michigan component of the labor exchange system by providing access to Pure Michigan Talent Connect and receiving and forwarding interstate and intrastate job orders.

Services for Veterans

All Upper Peninsula Michigan Works! team members are required to attempt to identify veterans and eligible spouses at each point of entry by encouraging them to self-identify. Self-attestation is sufficient for identification as a veteran or eligible spouse for this identification and referral (A DD214 is required to choose Veteran status for a program registration).

As part of implementing Priority of Service for veterans and eligible spouses, it is the responsibility of our team to identify veterans and eligible spouses at each point of entry in our service centers. At a minimum, this may be accomplished by encouraging veterans and eligible spouses to self-identify. Specialists will ask customers if they are a veteran or an eligible spouse.

Our Michigan Works! team members will formally refer veterans or eligible spouses to a VCA while continuing to provide them with the appropriate services and programs in accordance with the requirements of Priority of Service. All customers who self-identify as veterans or eligible spouses must immediately be notified by our specialists that they may qualify to receive additional services. This notification must include all the following information:

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

Military Service Questionnaire

If a veteran or eligible spouse customer is interested in pursuing Veterans Career Advisor (VCA) services, our staff will immediately provide the customer with a copy of the Military Service Questionnaire. If not, we will continue to provide the customer with all other appropriate services and programs as with any other customer, and in accordance with the requirements of Priority of Service.

When the Military Service Questionnaire is provided to the customer, we will notify the customer of the following:

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

Our staff will immediately review all completed Military Service Questionnaires received to determine qualification to receive VCA services. This determination will be made by reviewing the information provided on the form. Once this determination is made, the staff who reviewed the questionnaire must complete the "For Staff Use Only" section of the Military Service Questionnaire.

All customers referred to a VCA are required to have an active Wagner-Peyser registration in the OSMIS. If it is necessary to create a registration, the registration will be done by our team. Our staff will enter the service referral to Veterans Career Advisor in OSMIS, in addition to any other services provided. Whenever possible, our case managers will enroll VCA clients into our appropriate programming to provide the most comprehensive and wrap around services possible.

Our team will notify the VCA of the referral and provide the customer's Military Service Questionnaire to the VCA no later than 2 business days with the referral meeting veteran qualifications.

Non-Qualifying Customers for VCA Services

For customers who are determined not to be qualified to receive VCA services, our team will inform the customer they do not qualify to receive VCA services and continue to provide the customer with all other appropriate services and programs as with any other customer, and in accordance with the requirements of Priority of service. The Military Service Questionnaires will be kept on file per the requirements of the ES Manual for non-qualifying veterans.

Services for Migrant and Seasonal Farm Workers

Each of the Upper Peninsula Michigan Works! service centers will offer Migrant and Seasonal Farmworkers the same facilitated services that are offered to non-MSFW participants, except in cases where staff assisted services are provided to MSFWs only. In providing such services, the service center team shall consider and be sensitive to the preferences, need and skills of individual MSFWs and the availability of job and training opportunities.

Additional Services

The team members in our American Job Centers are fully integrated and cross trained in all programs that are administered. We provide services to those seeking assistance no matter what programs they may or may not be eligible for.

Wagner-Peyser funds will only be utilized for allowable activities and have been described in the above sections.

All staff who provide employment services function as navigators for community resources in the region. The navigator function of their role is to assist all job seeking customers to identify resources to remove barriers such as housing, childcare, transportation, and other needs. Description of how training services outlined in the WIOA Section 134 (Adult and Dislocated Worker) will be provided using individual training accounts, including:

Upper Peninsula Michigan Works! Workforce Development Board conducts reviews of Adult Education local applications of providers in our region. The Upper Peninsula Michigan Works! Workforce Development Board reviews the Adult Education provider's established performance metrics and ensures alignment with the LEO-WD Adult Education program requirements for the applications being submitted for Title II funds in our region.

Executed Cooperative Agreements

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

Required Program	Local Partner
Title I: Adult, Dislocated Worker, Youth	Upper Peninsula Michigan Works!
	Keweenaw Bay Indian Community
	Bay Mills Chippewa Indian Community
	Lac Vieux Desert Band of Chippewa Indians
	Hannahville Potawatomi Indian Community
	Sault Ste. Marie Tribe of Chippewa Indians
Title II: Adult Education	Carney-Nadeau Public Schools Consolidated Community Schools Iron Mountain-Kingsford Community Schools

Title III: Employment Services	Upper Peninsula Michigan Works! TIA/Veteran Employment Services (including Jobs for Veterans State Grants)
Title IV: Vocational Rehabilitation	MDHHS - Michigan Rehabilitation Services LARA - Bureau of Services to Blind Persons
Senior Community Service Employment	Upper Peninsula Commission for Area Progress
Carl D. Perkins programs: Postsecondary	Lake Superior State University Northern Michigan University Gogebic Community College Bay Mills Community College Bay College
Trade Act	Upper Peninsula Michigan Works!
Community Services Block Grant Act	Gogebic-Ontonagon Community Action Agency Baraga-Houghton-Keweenaw Community Action Agency Chippewa-Luce-Mackinac Community Action Agency Dickinson-Iron Community Services Agency Community Action Alger-Marquette Menominee-Delta-Schoolcraft Community Action Agency
Department of Housing and Urban Development	MSHDA
Unemployment Insurance Compensation	UIA
Job Corps	None
Native American Programming	Keweenaw Bay Indian Community Bay Mills Chippewa Indian Community Lac Vieux Desert Band of Chippewa Indians Hannahville Potawatomi Indian Community Sault Ste. Marie Tribe of Chippewa Indians
Migrant Seasonal Farmworker	Telemon Corp
Responsible Reintegration of Ex-Offenders	None
Youth Build	None
TANF	Upper Peninsula Michigan Works!

Grant Recipient

The UPward Talent Council (doing business as Upper Peninsula Michigan Works!) is the legal name of the Grant Recipient and is responsible for the disbursement of grant funds.

Competitive Process for Grants and Sub-Grants

The primary consideration in selecting agencies or organizations to deliver services within a UPMW! area shall be the effectiveness of the agency or organization in delivering comparable or related services based on demonstrated performance, in terms of the likelihood of meeting performance goals, cost, quality of training, and characteristics of participants. The selection of service providers shall be made on a competitive basis to the extent practicable and shall include a determination of the ability of the service provider to meet program design specifications established by the administrative entity that take into account the purposes and goals of the specific program. UPMW! will evaluate all relevant information prior to the authorization of any negotiation for participant services. UPMW! will have final approval of Service Provider of Participant Services contract awards.

Competitive proposals are used when there is more than one prospective bidder, the lowest price is not necessarily the determining factor for award, and either a fixed price or cost reimbursement agreement will be awarded. The competitive proposal is appropriate when evaluation factors focus on approach, program design and outcomes, innovation, coordination, and experience, in addition to price. [2CPR Part 200.320(d)]

The following requirements apply to competitive proposals:

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

UPMW! will utilize the Adjectival Rating Approach. Each independent reviewer will award an adjectival judgment to the section of the proposal being reviewed. The descriptive adjectives will be converted to a numeric score.

Local Performance Levels

Performance is monitored in OSMIS utilizing the ETA performance Report Tool. Current negotiated performance levels are noted on page 38.

Continuous Improvement

The Board will remain focused on the three focus areas of the State Board:

1. Sixty by 30: 60 percent of the Michigan workforce will have a credential or post-secondary degree by 2030
2. MI Reconnect: Tuition free community college for adults; and
3. Going Pro Talent Fund: Grants for employers to train employees for new skills.

The Board and Board Staff will support our current and future Board Members development through:

- Attendance at regional, State and National Conferences
- Board Member Orientations
- Research on best practices throughout the state and national workforce development system
- Participation with Michigan Works! Association
- Membership in entities such as MEDA, NAWDO, NAWB and other state, regional and national entities

We continue to support and develop the role of our One-Stop Operator. Improvements to our centers are made through continuous training and expansion of the roles of our Subject Matter Experts, Workforce Services Managers, and Workforce Services Coordinators. We continue to clarify and expand the roles of our Data, Partnership, Program, and Quality Assurance Coordinators. Upper Peninsula Michigan Works! also continues to grow our internal training platform, the Learning Management System, and fine tune our organizational dashboard.

One-Stop Center Infrastructure Funds

Upper Peninsula Michigan Works! has a firm understanding of and is following the agreed-upon methodology for IFAs for both co-located partners and others. All agreements are reviewed and updated on an annual basis and we maintain open communication with and have mutual support with all entities involved in these agreements.

Roles and Contributions of One-Stop Partners

The Workforce Development Board has a strong focus on growing and maintaining partnerships with One-Stop Partners including Adult Education, Michigan Rehabilitation Services, Planning Regions, Veterans Services and Offender Success Programming. Our partners collaborate with and contribute to outcomes for all our shared program outcomes as well as outcomes that may arise over time. Staff members are cross trained on all programming and have a fully integrated understanding of how to work together to meet and exceed performance measures. In terms of cost allocation all partners and Upper Peninsula Michigan Works! follow all applicable regulations and guidance.

Contracts for Training

There are some circumstances where mechanisms other than ITAs are used to provide training services in the region. Contracts for training services are provided for on-the-job training, work-based training, or other employer-based training in the region. If deemed necessary, the Upper

Peninsula Michigan Works! will utilize training contracts for classroom-based training, following state guidelines. Upper Peninsula Michigan Works! currently relies on ITAs for classroom training contracts.

Coordination Between Training Service Contracts and Individual Training Accounts

Individual Training Accounts (ITAs) are provided for WIOA eligible Adult, Dislocated Worker and out-of-school youth participants. Using ITA funds, WIOA eligible participants purchase training services from eligible training providers they select in consultation with a career planner. Participants are expected to utilize information such as skills assessments, labor market information/trends, and training providers' performance, and to take an active role in managing their employment future using ITAs. An ITA is limited in cost and duration and must result in employment leading to economic self-sufficiency or wages comparable to or higher than wages from previous employment.

Upper Peninsula Michigan Works! approves or denies training providers according to a standardized and objective process for training providers to be deemed an Eligible Training Provider, resulting in the training program being posted publicly on the Michigan Training Connect. Only training providers deemed eligible may receive WIOA training funds to assist participants.

To best service customers in our region, Upper Peninsula Michigan Works! provides training through a combination of ITAs and contracts. This supports placing participants in programs such as registered apprenticeships, related training activities, and stackable credentials, which lead to higher skill and higher wage employment upon completion. The provision of training services aligns with the participant's employment and/or training goals outlined in their Individual Employment Plan/Individual Service Strategy.

Informed Customer Choice

Participant choice is one of the basic principles of WIOA. Training services, whether accessed by ITAs or under contract, must be provided in a manner that maximizes informed consumer choice in selecting an eligible training provider in accordance with the goals and objectives outlined in the participant's individual employment plan. Upper Peninsula Michigan Works! team members assist participants with career choices; however, the decision rests with the customer.

Priority consideration shall be given to programs that lead to recognized post-secondary credentials that are aligned with in-demand industry sectors or occupations in the local area, as identified by the Upper Peninsula Michigan Works! WDB. Consequently, Upper Peninsula Michigan Works! team members are expected to promote and enable participants to make choices regarding training providers and programs that have the highest likelihood of employment and financial independence. Team members should refrain from expressing preferences regarding training providers that are not based on performance outcomes and cost. However, in consulting with participants, it is essential that participants have a viable financial plan in place, whether they wish to select a public or private provider. The selection of training should also be guided by the occupations in demand as issued by Upper Peninsula Michigan Works! Training not referenced as in-demand must be accompanied by alternate documentation of demand and/or placement commitments from employers.

Public Comment Process

The Workforce Development Board has instructed the CEO to post the draft documents on the upmichiganworks.org website. The draft was shared with leadership from all our co-located partners and all Career and Educational Advisory Council members. Before submission to LEO-WD, copies of the proposed combined plan were made available to the public. The plan was posted to our website on July 21st, and members were allowed 30 days to submit comments on the plan.

UPMW! received the following comments on the WIOA combined plan during the public comment process:

“The proposed regional plan and strategies beginning on page 36 are in alignment with our Central region Comprehensive Economic Development Strategy. As we move forward on updating the CEDS, we will be sure to keep this document on hand to make references to it and find future opportunities to tie in. Thank you for this opportunity to comment.”

-CUPPAD (Central Upper Peninsula Planning and Development Regional Commission)

“I notice that the proposed WIOA four year combined plan for 2020-2023 is now on the UP Michigan Works! website and that Job Corps is listed on page 37 under WIOA required partners, but on Page 69 Job Corps is listed as a party that does not have a cooperative agreement with UP Michigan Works. I would like to explore creating an MOU between the UP Michigan Works sites and Job Corps as a youth training partnership for those who fall under Title I of WIOA. I look forward to further cooperation between our organizations to assist in career preparation and increasing the workforce success of the young people in the UP.”

-Gerald R. Ford Job Corps Center

Integrated Technology

The primary system for Upper Peninsula Michigan Works! 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 is the One Stop Management Information system, the state wide system, this system enables us to share information with VCAs about mutual customers. We are also utilizing Launchpad as a future state for tracking and sharing information about customers across WIOA Titles.

Priority of Service

WIOA mandates that priority be given to individuals who meet the statutory definition of “Low-Income” as well as those who are Basic Skills Deficient. Local areas may institute other priority groups and determine priority levels.

Note: Per the Jobs for Veterans Act and the Veterans Priority of Service Local Policy, Veterans who meet each level's criteria will be given priority within that level.

Priority-Level I:

- Low-Income per the statutory definition; or
- Basic Skills Deficient, per the local Basic Skills Deficient definition in this local policy

Priority-Level II:

Any WIOA-eligible individuals who meet Priority Levels III or IV, but also have any of the following Barriers to Employment:

State and Federally defined Barriers:

- Displaced Homemaker, or
- Indians, Alaskan Natives, and Hawaiians, or
- Individuals with Disabilities, or
- Age 55 or older, or
- Ex-offenders, or
- Homeless, or
- Youth who are in or have aged out of the foster system, or
- English Language Learners, or
- Migrant and Seasonal Farmworkers, or
- Individuals within two years of having exhausted lifetime eligibility for TANF, or
- Single parents (including single pregnant women), or
- Long-term unemployed.
- Locally defined Barriers
- Resides in an area that is geographically isolated from appropriate job opportunities, or
- Lives in a high-poverty area, as defined for WIOA Youth Eligibility.

Priority-Level III:

- Unemployed individuals

-

Priority-Level IV:

- Employed individual whose family income is below 200% of the LLSIL

Rapid Response Activities

The Board has instructed the CEO to implement a formal comprehensive Rapid Response strategy. The Rapid Response strategy is fully integrated with LEO Rapid Response division regional representatives. The first step in all Rapid Response activities is to inform our LEO representative, and when appropriate, complete and submit the WARN Database Reporting form as required by LEO. Our worker orientation meetings are scheduled to be able to include in person or remotely the Unemployment Agency, MRS, Veterans Services and regional educational institutions.

Upper Peninsula Michigan Works! implements Rapid Response activities in coordination with the state, to assist employers and impacted workers as quickly as possible following the announcement of a permanent closure, mass layoff, or natural or other disaster resulting in a mass job dislocation. Upper Peninsula Michigan Works! monitors media reports and uses an internal and external network of local contacts to identify downsizing and closings that warrant a Rapid Response.

Rapid Response activities are fulfilled through the combined efforts of our Employer Specialists and Talent Specialists who are assigned to specific territories to provide employer customers easy access to the full range of workforce/economic development services available through the Upper Peninsula Michigan Works! system. Serving as the MWA representative on the Rapid

Response Team, the Employer Specialist works closely with the Director of Workforce Services who interfaces with Workforce Development Agency, State of Michigan Rapid Response Section, providing the assistance necessary to ensure that workers transition to new employment as quickly as possible.

The Employer Specialists and Director of Workforce Services maintain ongoing contact with the Rapid Response Section Workforce Consultant. Often being the first to hear of a pending closure or layoff, they have made it a practice to notify their Workforce Services Manager immediately upon learning of any forthcoming worker dislocation in their assigned territory, and determine whether a Worker Adjustment Retraining Notification (WARN) notice is required.

The close relationships already established between Michigan Works! Employer Specialists and local employers often pave the way to successful Rapid Response meetings. When a local employer is facing massive layoffs or closure, trust is a critical factor because of the confidential information that is revealed during meetings. Employer Specialists, along with the Talent Specialist, inform the employer and, when appropriate, union representative(s) of the array of services available to dislocated workers, providing reassurance in the process. Our team also works closely with local and regional economic development partners when implementing Rapid Response activities.

The individual responsible for Joint Adjustment Committees (JACs), State Adjustment Grants (SAGs), and National Dislocated Worker Grants (NDWGs) is:

William Raymond, Chief Executive Officer
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See [Attachment 2](#) for *Rapid Response and Layoff Aversion*

Attachment 1

LOCAL POLICY: SUPPORTIVE SERVICES

Date:	January 1, 2020
To:	All Staff
From:	Chief Financial Officer, Director of Workforce Services
Subject:	Supportive Services and Needs-Related Payments
Programs Affected:	WIOA – Adult, Dislocated Worker and Youth, PATH, TAA, CV/BRN
References:	Trade Adjustment Assistance (TAA) Manual Partnership. Accountability. Training. Hope. (PATH) Program Manual Workforce Innovation and Opportunity Act (WIOA) Manual Community Ventures Program Manual

BACKGROUND

Supportive services provide eligible participants career and training supportive services based on documented financial assessment, individual circumstances, the absence of other resources and established funding limits. This policy establishes UPward Talent Council's (hereinafter referred to as Upper Peninsula Michigan Works!) additional parameters for allowable supportive services for each funding source, as well as the local determination regarding Needs-Related Payments.

POLICY

I. Needs-Related Payments

Upper Peninsula Michigan Works! has elected not to provide Needs-Related Payments.

II. Supportive Services

The attached documents outline the types of supportive services, required documentation for pre-approval, approval and submittal for payment, applicable limitations and notes and maximum payments. In addition, supportive services are subject to the following provisions:

a. Conditions

Supportive services are provided on the basis of documented financial assessment, individual circumstances, the absence of other resources, and within prescribed funding limits. All considerations for the approval of a supportive service must be entered into OSMIS in the *Case Note*, *Supportive Service* and *ISS/IEP* fields.

b. Amounts

All Talent Specialists shall adhere to the established limitations for the provision of supportive services per funding source. Any supportive service that will exceed a locally determined cap must have authorization to exceed the listed amount by an Upper Peninsula Michigan Works! designee. See Section VI. Waivers.

c. Duration

Supportive services are provided to enable an individual to participate in the WIOA/TAA/PATH activities while actively enrolled and complying with participation requirements. For WIOA Youth, supportive services may also be provided to participants as a follow-up service, as appropriate.

d. Documentation Provisions

All supporting documentation of each provided supportive service must be placed in the participant's file and case notes. The participant's identified barrier/outcome must be documented in the participant's IEP/ISS.

e. Resource and Service Coordination

Supportive services are provided in the absence of other resources and funding limits. To ensure resource and services coordination, Talent Specialists must research the availability of comparable supportive services from other sources and refer the participant to such services whenever feasible. When other sources are not available or feasible, a supportive service may be provided by the program for which the customer is eligible and enrolled.

f. Deadline

Requests for payment of pre-approved supportive services must be submitted within the fiscal year October 1 through September 30; therefore, the deadline to submit supportive service requests for payment is September 30 for any eligible service during the year prior.

g. Coding

All supportive services must be indicated as such in supporting documentation. Talent Specialists will indicate on the Service Certificate if the expenditure is for Supportive Services or for an Individual Training Account.

h. Supportive Services for Training

The following guidelines must be used to determine whether an expense is to be considered a *Training-related cost* or a *Supportive Service*.

i. Training-related Costs (part of an ITA):

1. All tuition and fees.
2. If a training institution includes other items, such as books, materials, clothing, tools, etc. in the cost of the training (as in, Upper Peninsula Michigan Works! pays the training institution instead of an outside vendor) then this must be considered Training-Related Costs and included in an ITA
3. For additional information, see the ITA Local Policy

ii. Supportive Services:

1. Transportation supports, such as mileage reimbursement, bus tokens, or gas cards

2. Any items that are required or recommended for participation in training, such as books, materials, clothing, tools, etc. (unless prohibited by this or federal and state policy) that are purchased from a vendor other than the training institution

III. Purchase of Other Items

a. Other Work-Related Expenses (See Attachment K)

Other work-related expenses may be approved by Upper Peninsula Michigan Works! that enable an individual to obtain and retain employment including, but not limited to, professional license fees (auto trade certification, etc.), professional tools, business start-up expenses. These purchases must be non-continuing work-related expenses and are subject to the cap identified in the attached chart.

b. Other Items

To purchase items or other services not outlined in this policy, a proposal must be sent to a Workforce Services Manager for review. The proposal must include justification for the requirement of the supportive service including impact for the participant, benefit to the individual's employability, and the absence of another resource.

IV. Restrictions

a. Regulatory Limits

If Upper Peninsula Michigan Works! local policy does not address supportive services for a specific program or funding stream, then the Talent Specialist will abide by the limits and conditions set forth in LEO-WD policy or applicable regulation. In addition, any conflict between this local policy and a state or federal policy shall be subject to the state or federal policy.

b. Performance Manipulation

Supportive services may not be used to extend the date of exit for performance accountability purposes.

c. Follow-up

Supportive services may not be provided to WIOA Adult and Dislocated Worker participants after exit. They may be provided to WIOA Youth participants after exit while in their 12-month Follow-up period. They may be provided to PATH participants in the 180-day job retention period, even if the participant's FIP case closes prior to the end of the period. PATH participants who continue receiving FIP payments after the 180-day job retention period may continue to receive supportive services.

d. Federal and State Non-Allowable Supportive Services

The following items may not be provided as supportive services under federal and/or state mandate (WIOA and PATH only), and therefore are not subject to local waivers for WIOA and PATH participants:

- i. Fines or late fees
- ii. Past-due bills
- iii. Legal costs and/or fees

V. Non-Allowable Supportive Service Items

Upper Peninsula Michigan Works! deems the following items as non-allowable supportive services for WIOA and PATH:

1. Reimbursements for previously paid expenses
2. Rental payments not associated with moving expenses
3. Childcare payments
4. Utility bills
5. Mortgage payments
6. Television and internet fees
7. Established car payments
8. Credit card or other loan payments
9. Building supplies for capital improvements
10. Jewelry
11. Any item that is not directly related to obtaining and/or retaining employment and/or training

VI. Waivers

All locally-determined provisions, including section V. above and limits described in attachments to this policy (except those mandated by state and/or federal policy), may be subject to waiver with sufficient justification. Justification must include the following:

- Explanation of the waiver request;
- Impact on the participant; and
- The Barrier listed on the ISS/IEP that this supportive service addresses.

VII. Procurement and Documentation

All supportive service purchases must abide by Upper Peninsula Michigan Works!'s procurement procedures. This includes making purchases in compliance with the "Buy American Act" which states that only American-made equipment or products should be purchased with funds made available under WIOA Title I or II or under the Wagner-Peyser Act.

The requirement for cost estimates can be waived if acquiring the estimates will result in excessive costs or burdens and does not exceed funding sources cost limitations. For example, towing a vehicle to multiple service centers for repair estimates would result in excessive and unnecessary costs. Talent Specialists must always document the rationale for lack of cost estimates in case notes or other case file documentation.

VIII. Accounting Procedures

All Talent Specialists must adhere to generally accepted accounting principles and sound internal-control practices when procuring and disbursing supportive services. All procedures safeguard against waste, fraud and abuse.

Supportive services disbursements not adhering to the limits and practices presented in this policy will be disallowed by Upper Peninsula Michigan Works!

INQUIRIES

INQUIRIES REGARDING THIS POLICY ARE TO BE DIRECTED TO YOUR SUPERVISOR.

Attachment 1A

Type	Items for Pre-Approval	Items for Approval and Payment	Limitations	Maximum Payments	Notes
Clothing	<ul style="list-style-type: none"> • Pre-authorization form • Proof of work, bona fide job interview, enrollment into training, or participation in program or other employment-related activities • Computer print-out of ISS/IEP that includes hours of work per week and wage, or information on job interview, training, or participation in program or other employment-related activities; identified barrier to be removed and outcome of the provision of this service 	<ul style="list-style-type: none"> • Service Certificate • Vendor billing • Pre-authorization form • Proof of work, bona fide job interview, enrollment into training, or participation in program or other employment-related activities • Computer print-out of completed ISS/IEP 	<ul style="list-style-type: none"> • Clothing can only be work related and/or training related and/or relating to participation in program or other employment-related activities 	<ul style="list-style-type: none"> • \$500 per 12-month period for WIOA, PATH, and CV/BRN participants 	<ul style="list-style-type: none"> • Participant MUST be enrolled in OSMIS • Supportive service must be entered in OSMIS • Case Note that includes the cost of and the vendor used

Attachment 1B

Type	Items for Pre-Approval	Items for Approval and Payment	Limitations	Maximum Payments	Notes
Mileage Reimbursement	<ul style="list-style-type: none"> • Pre-authorization form • Transportation/Mileage Log signed by staff • Proof of work, bona fide job interview, enrollment into training, or participation in program or other employment-related activities • Computer print-out of ISS/IEP that includes hours of work per week and wage, or information on job interview, training or participation program or other employment-related activities identified barrier to be removed and outcome of the provision of this service 	<ul style="list-style-type: none"> • Service Certificate • Pre-authorization form • Verified Transportation Log • Proof of work, bona fide job interview, enrollment into training, or participation in program or other employment-related activities • Computer print-out of completed ISS/IEP 	<ul style="list-style-type: none"> • Mileage reimbursement transportation is limited to three months per program (PATH, WIOA, CV/BRN) within a 12-month period 	<ul style="list-style-type: none"> • \$150 per month for WIOA, PATH, and CV/BRN • Participants will be reimbursed at the Federal Mileage Reimbursement rate for • This limit applies to mileage reimbursement and advanced mileage payment combined • Amounts are not to be rounded up 	<ul style="list-style-type: none"> • Transportation/Mileage Log forms are available in the Policy Drive • Volunteer drivers will be reimbursed at the State rate and must be listed with a community organization as a volunteer driver • Participant MUST be enrolled in OSMIS • Supportive service must be entered in OSMIS • Case Note that includes the cost and who is being paid (i.e. participant or volunteer driver)

Attachment 1C

Type	Items for Pre-Approval	Items for Approval and Payment	Limitations	Maximum Payments	Notes
Advance Mileage Payment	<ul style="list-style-type: none"> • Pre-authorization form • Transportation/Mileage Documentation (i.e. Google Maps, MapQuest) • Proof of work, bona fide job interview, enrollment into training, or participation in program or other employment-related activities • Computer print-out of ISS/IEP that includes hours of work per week and wage, or information on job interview, training or participation in program or other employment-related activities; identified barrier to be removed and outcome of the provision of this service 	<ul style="list-style-type: none"> • Service Certificate • Pre-authorization form • Verified Transportation/Mileage Documentation (i.e. Google Maps, MapQuest) • Proof of work, bona fide job interview, enrollment into training, or participation in-program or other employment-related activities • Computer print-out of completed ISS/IEP 	<ul style="list-style-type: none"> • Advance payment for volunteer services is not allowed • Advanced travel payments are allowed for job interviews only when there is verification from an employer that an interview is taking place; that the Participant is a valid candidate for the job; and that the position will meet program performance requirements • Advanced Mileage transportation is limited to three months per program (PATH and WIOA) within a 12-month period (AEP participants are not subject to this limitation) 	<ul style="list-style-type: none"> • \$150 per month for WIOA, PATH, and CV/BRN • Participants will be reimbursed at the Federal Mileage Reimbursement rate. These Limits apply to mileage reimbursement and advanced mileage payment combined 	<ul style="list-style-type: none"> • Participant MUST be enrolled in OSMIS • Supportive service must be entered in OSMIS • Case Note that includes the cost and who is being paid (i.e. participant or volunteer driver)

Attachment 1D

Type	Items for Pre-Approval	Items for Approval and Payment	Limitations	Maximum Payments	Notes
Bicycle Purchase	<ul style="list-style-type: none"> • Pre-authorization form • Proof of work, bona fide job interview, enrollment into training, or participation in program or other employment-related activities • Computer print-out of ISS/IEP that includes hours of work per week and wage, or information on job interview, training, or participation in program or other employment-related activities; identified barrier to be removed and outcome of the provision of this service 	<ul style="list-style-type: none"> • Service Certificate • Vendor billing • Pre-authorization form • Proof of work, bona fide job interview, enrollment into training, or participation in program or other employment-related activities • Computer print-out of completed ISS/IEP 	<ul style="list-style-type: none"> • This service is a one-time lifetime service 	<ul style="list-style-type: none"> • \$150 per Participant per lifetime for WIOA, PATH, and CV/BRN Participants 	<ul style="list-style-type: none"> • Participant MUST be enrolled in OSMIS • Supportive service must be entered in OSMIS • Case Note that includes the cost and the vendor used

Attachment 1E

Type	Items for Pre-Approval	Items for Approval and Payment	Limitations	Maximum Payments	Notes
Auto Purchase	<ul style="list-style-type: none"> • Pre-authorization form • A copy of the proposed purchase agreement that lists the Participant as the purchaser, including any costs incurred by the Participant. Also, to include costs of title, registration, and plates • Vehicle appraisal demonstrating the vehicle is worth at least purchase price • Copy of Participant's valid Driver's License • Vehicle inspection by licensed mechanic • Copy of Participant's valid car insurance • Completed monthly budget to verify the participant can afford any payments, insurance and other expenses associated with owning the vehicle • Completed Secretary of State Clearance Request form • Proof public transportation is not reasonably available • Proof of work • Computer print-out of ISS/IEP that includes hours of work per week and wage; identified barrier to be removed and outcome of the provision of this service 	<ul style="list-style-type: none"> • Service Certificate • Vendor billing • Pre-authorization form • A copy of the proposed purchase agreement that lists the Participant as the purchaser, including any costs incurred by the Participant. Also, to include costs of title, registration, and plates • Vehicle appraisal demonstrating the vehicle is worth at least purchase price • Copy of Participant's valid Driver's License • Vehicle inspection by licensed mechanic • Copy of Participant's valid car insurance to verify min. coverage of public liability and property damage • Returned Secretary of State Clearance Request form to prove the participant does not own an unusable vehicle • Proof of work • Computer print-out of completed ISS or IEP 	<ul style="list-style-type: none"> • *Participant must have verified and retained employment for at least 30 working days AND must have no other means of getting to and from work. (Note exception in Notes section) • Auto must be purchased from a licensed auto dealer • Auto Purchase is a one-time lifetime service 	<ul style="list-style-type: none"> • Cost of the vehicle to Upper Peninsula Michigan Works! must not exceed \$4000 for PATH participants • Cost of the vehicle to Upper Peninsula Michigan Works! Must not exceed \$5000 for CV/BRN participants • Cost of inspection and cost for plates, title, and registration fees are not included in lifetime limit 	<ul style="list-style-type: none"> • * In instances where a PATH Participant may be in danger of losing employment, an exception may be made based on a submitted rationale and approval by Upper Peninsula Michigan Works!. • Participant MUST be enrolled in OSMIS • Supportive Service must be entered in OSMIS • Case Note that includes the cost and the vendor used

Attachment 1F

Type	Items for Pre-Approval	Items for Approval and Payment	Limitations	Maximum Payments	Notes
Public Transportation	<ul style="list-style-type: none"> • Pre-authorization form • Proof of work, bona fide job interview, enrollment into training, or participation in program or other employment-related activities • Computer print-out of ISS/IEP that includes hours of work per week and wage, or information on job interview, training, or participation in program or other employment-related activities; identified barrier to be removed and outcome of the provision of this service • <i>Note: Participant must sign for receipt of bus tokens</i> 	<ul style="list-style-type: none"> • Service Certificate • Pre-authorization form • Participant must sign for receipt of bus tokens • Taxi Service and Bus Tokens Billing: may be one billing with multiple Participants listed. See Note below. <ul style="list-style-type: none"> • Proof of work, bona fide job interview, enrollment into training, or participation in program or other employment-related activities • Computer print-out of completed ISS/IEP 	<ul style="list-style-type: none"> • This Supportive service is intended to remove immediate barriers that prevent individual from participating in job search activities, training, and employment. It is not intended for the provision of long-term support. • Job site reimbursement is limited to three months 	<ul style="list-style-type: none"> • Not to exceed \$150 per month per Participant for WIOA, PATH, and CV/BRN 	<ul style="list-style-type: none"> • Includes all types of Public Transportation including but not limited to, taxi, Uber, Lyft, etc. • Consideration is to be given to the length of time and projected costs per individual to utilized public transportation • Participant MUST be enrolled in OSMIS • Supportive service must be entered in OSMIS • Case Note that includes the cost and the vendor used

Note: When submitting payment for **taxi billing or bus tokens, only one Service Certificate needs to be written.** The Service Certificate back-up will include a corresponding spreadsheet (Public Transportation Voucher in the Policy Drive) that has all the names of the Participants listed as well as the funding source and dollar amounts. An ISS/IEP must also be attached that indicates the need and justification of the provision of service. The ISS/IEPs should be attached in the order of Participant's names as they appear on the bill. Failure to do so will result in the Service Certificate being returned to the Service Center Staff Talent Specialist without payment.

Attachment 1G

Type	Items for Pre-Approval	Items for Approval and Payment	Limitations	Maximum Payments	Notes
Auto Repair	<ul style="list-style-type: none"> • Pre-authorization form • Vehicle appraisal demonstrating the vehicle is worth at least \$2000 retail • Copy of Participant's valid Driver's License • Copy of Participant's valid car insurance • Copy of vehicle title (proof of ownership) • Copy of vehicle registration • Estimate of the vehicle repair • Proof of work, enrollment into training, or participation in program or other employment-related activities • Computer print-out of ISS/IEP that includes hours of work per week and wage, or information on training participation in program or other employment-related activities; identified barrier to be removed and outcome of the provision of this service 	<ul style="list-style-type: none"> • Service Certificate • Vendor billing • Pre-authorization form • Vehicle appraisals demonstrating the vehicle is worth at least \$2000 retail • Copy of Participant's valid Driver's License • Copy of Participant's valid car insurance • Copy of vehicle title (proof of ownership) • Copy of vehicle registration • Proof of work, enrollment into training, or participation in program or other employment-related activities • Computer print-out of completed ISS/IEP 	<ul style="list-style-type: none"> • A licensed mechanic must do all repairs • The Participant must own the vehicle and it must be registered and insured in the Participant's name • Vehicle repairs cannot be authorized for a vehicle that has been purchased within the last 60 calendar days. 	<ul style="list-style-type: none"> • Cost of automobile repair is limited to \$900 maximum every 12 months for PATH, WIOA, and CV/BRN participants • Some authorized mechanics use a diagnostic computer and charge for this type of estimate. If such an estimate occurs, the cost will count towards the total allowable limit of the auto repair 	<ul style="list-style-type: none"> • Consideration is to be given to the contribution to be made by the Participant based on a review of the Participant's changing financial conditions, i.e. recent employment. This must be documented and placed into the Participant's file. • The repair is expected to make the vehicle safe and roadworthy • Participant MUST be enrolled in OSMIS • Supportive service must be entered in OSMIS • Case Note that includes the cost and the vendor used

Attachment 1H

Type	Items for Pre-Approval	Items for Approval and Payment	Limitations	Maximum Payments	Notes
Auto Insurance	<ul style="list-style-type: none"> • Pre-authorization form • Copy of Participant's valid Driver's License • Copy of vehicle title (proof of ownership) • Copy of vehicle registration • Proof of work or enrollment into training • Computer print-out of ISS/IEP that includes hours of work per week and wage, or information on training; identified barrier to be removed and outcome of the provision of this service 	<ul style="list-style-type: none"> • Service Certificate • Vendor billing • Pre-authorization form • Copy of Participant's valid Driver's License • Copy of vehicle title (proof of ownership) • Copy of vehicle registration • Proof of work or enrollment into training • Computer print-out of completed ISS/IEP 	<ul style="list-style-type: none"> • Auto insurance is limited to Public Liability and Property Damage (PLPD) coverage only. No fees, memberships, etc. will be paid. 	<ul style="list-style-type: none"> • 90-day maximum one-time coverage within reasonable and customary charges for WIOA, PATH, and CV/BRN Participants, not to exceed \$2000 in a lifetime 	<ul style="list-style-type: none"> • Quotes must be specific, including such information as detailed description of coverage for Participant/Vehicle, dates of coverage, etc. • Participant MUST be enrolled in OSMIS • Supportive Service must be entered in OSMIS • Case Note that includes the cost and the vendor used

Attachment 11

Type	Items for Pre-Approval	Items for Approval and Payment	Limitations	Maximum Payments	Notes
Moving Expenses	<ul style="list-style-type: none"> • Pre-authorization form • Required documentation to support each service • Bona fide employment and wage documentation • Computer print-out of ISS/IEP that includes hours of work per week and wage; identified barrier to be removed and outcome of the provision of this service 	<ul style="list-style-type: none"> • Service Certificate • Vendor billing • Pre-authorization form • Required documentation to support each service • Bona fide employment and wage documentation • Computer print-out of completed ISS/IEP 	<ul style="list-style-type: none"> • Verified employment and wage documentation must meet program performance requirements and provide an individual or family sustaining wage • The relocation distance must be a minimum of 50 miles • Allowable Expenses include: <ul style="list-style-type: none"> ○ Relocation expenses ○ Trailer and/or truck rental ○ Rental of moving equipment ○ Compensation for assistance by professional moving agencies. ○ One-way mileage allowance ○ First month's rent 	<ul style="list-style-type: none"> • \$1500 for WIOA, PATH, and CV/BRN participants per move 	<ul style="list-style-type: none"> • Participant MUST be enrolled in OSMIS • Supportive service must be entered in OSMIS • Case Note that includes the cost and the vendor used

Attachment 1J

Type	Items for Pre-Approval	Items for Approval and Payment	Limitations	Maximum Payments	Notes
Medical Services	<ul style="list-style-type: none"> • Pre-authorization form that includes estimated cost and a description of the service • Proof of work, pre-employment, or enrollment into training • Computer print-out of ISS/IEP that includes hours of work per week and wage, or information on pre-employment or training; identified barrier to be removed and outcome of the provision of this service 	<ul style="list-style-type: none"> • Service Certificate • Vendor billing • Pre-authorization form that includes estimated cost and a description of the service • Proof of work, pre-employment, or enrollment into training • Computer print-out of completed ISS/IEP 	<ul style="list-style-type: none"> • Upper Peninsula Michigan Works! will NOT pay for missed appointments. It is the Participant's responsibility to contact their health care professional to reschedule when necessary • Allowable expenses include but are not limited to: <ul style="list-style-type: none"> ○ General or Medical Physical Examinations ○ Immunizations ○ Tests ○ Counseling directed toward strengthening an individual's self-worth and family relationships, increasing/improving social interaction and ability to function in the workplace • Payment is to be made at the medical provider's usual customary or reasonable fee not to exceed the maximum payments AND when demonstrated by Participant and documented that the procedure/product IS NOT covered under Medicaid or other health care insurance. • Dental repair costs can only be used after Medicaid payments have been applied. Any dental work must be pre-approved by Upper Peninsula Michigan Works!. Submissions for approval must contain a medical description of the repair, along with estimated cost, and a description of how this will improve the Participant's ability to enter employment. 	<ul style="list-style-type: none"> • A maximum lifetime allowance of \$400 for dental repair for WIOA, PATH, and CV/BRN • A maximum lifetime allowance of \$200 for all other allowable expenses for WIOA, PATH, and CV/BRN 	<ul style="list-style-type: none"> • Participant MUST be enrolled in OSMIS • Supportive service must be entered in OSMIS • Case Note that includes the cost and the vendor used

Attachment 1K

Type	Items for Pre-Approval	Items for Approval and Payment	Limitations	Maximum Payments	Notes
Other Work-Related Expenses	<ul style="list-style-type: none"> • Pre-authorization form • Computer print-out of ISS/IEP that includes hours of work per week and wage; identified barrier to be removed and outcome of the provision of this service • Quote from Secretary of State (if paying driver's license fees) 	<ul style="list-style-type: none"> • Service Certificate • Vendor billing • Pre-authorization form • Computer print-out of completed ISS/IEP 	<ul style="list-style-type: none"> • Allowable expenses include, but are not necessarily limited to: <ul style="list-style-type: none"> ○ License fees ○ Trade certificates ○ Professional tools ○ Items deemed necessary to enhance or maintain the employability potential of a Participant ○ Driver's License (one quote from Secretary of State) 	<ul style="list-style-type: none"> • A maximum lifetime allowance of \$500 for WIOA, PATH, and CV/BRN participants 	<ul style="list-style-type: none"> • Participant MUST be enrolled in OSMIS • Supportive Service must be entered in OSMIS • Case Note that includes the cost and the vendor used

Attachment 1L

Type	Items for Pre-Approval	Items for Approval and Payment	Limitations	Maximum Payments	Notes
Utility Payments	<ul style="list-style-type: none"> • Pre-authorization form • Proof of work • Documented need – past due or shutoff notice, with the amount required to prevent shutoff and explanation of cause (participant statement) • Computer print-out of ISS/IEP that includes hours of work per week and wage, or information on job interview, training, or participation in program or other employment-related activities; identified barrier to be removed and outcome of the provision of this service 	<ul style="list-style-type: none"> • Service Certificate • Vendor billing • Pre-authorization form • Past due or shutoff notice from utility company • Completed monthly budget worksheet • Proof of work, bona fide job interview, enrollment into training, or participation in program or other employment-related activities • Computer print-out of completed ISS/IEP 	<ul style="list-style-type: none"> • Applicable to CV/BRN participants only 	<ul style="list-style-type: none"> • \$3,000/lifetime 	<ul style="list-style-type: none"> • Participant MUST be enrolled in OSMIS • Supportive service must be entered in OSMIS • Case Note that includes the cost of and the vendor used

Attachment 1M

Type	Items for Pre-Approval	Items for Approval and Payment	Limitations	Maximum Payments	Notes
Childcare	<ul style="list-style-type: none"> • Pre-authorization form • Proof of work • Proof of applying to DHHS for childcare assistance and the determination • Documented need – invoice of shortage and cause (participant statement) • Computer print-out of ISS/IEP that includes hours of work per week and wage, or information on job interview, training or participation in program or other employment-related activities; identified barrier to be removed and outcome of the provision of this service 	<ul style="list-style-type: none"> • Service Certificate • Pre-authorization form • Verified enrollment in childcare • Completed monthly budget worksheet • Computer print-out of completed ISS/IEP 	<ul style="list-style-type: none"> • Applicable to CV/BRN participants only 	<ul style="list-style-type: none"> • \$3,000/lifetime 	<ul style="list-style-type: none"> • Participant MUST be enrolled in OSMIS • Supportive service must be entered in OSMIS • Case Note that includes the cost of and the vendor used

Attachment 1N

Type	Items for Pre-Approval	Items for Approval and Payment	Limitations	Maximum Payments	Notes
Housing Assistance	<ul style="list-style-type: none"> • Pre-authorization form • Proof of work • Document need (eviction notice, past due notice, applicant statement) • Computer print-out of ISS/IEP that includes hours of work per week and wage, or information on job interview, training or participation in program or other employment-related activities; identified barrier to be removed and outcome of the provision of this service • Proof of ownership/other rental agreement 	<ul style="list-style-type: none"> • Service Certificate • Pre-authorization form • Completed monthly budget worksheet • Verified eviction notice or past due notice • Proof of work • Computer print-out of completed ISS/IEP 	<ul style="list-style-type: none"> • Applicable to CV/BRN participants only 	<ul style="list-style-type: none"> • \$3,000/lifetime 	<ul style="list-style-type: none"> • Participant MUST be enrolled in OSMIS • Supportive service must be entered in OSMIS • Case Note that includes the cost and the vendor used

Attachment 2

LOCAL POLICY:

WIOA YOUTH DEFINITION FOR DETERMINATION OF BASIC SKILLS DEFICIENT

Date:	November 08, 2017
To:	Workforce Services Team
From:	Director of Policy and Compliance
Subject:	Definition for WIOA Youth Basic Skills Deficient Determination
Programs Affected:	WIOA ISY, WIOA OSY
References:	WIOA Manual

BACKGROUND

The WIOA defines “Basic Skills Deficient” as an individual—

- A. who is a youth, that has English reading, writing, or computing skills at or below the 8th 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, or speak English, at a level necessary to function on the job, in the individual’s family, or in society.

POLICY

UPWARD Talent Council (hereinafter referred to as Upper Peninsula Michigan Works!) defines Part B of the definition as an individual who meets any one of the following:

- Lacks a high school diploma or equivalency and is not enrolled in secondary education; or
- Is enrolled in a Title II Adult Education and Family Literacy Act (AEFLA) program (including enrolled for English as a Second Language (ESL)); or
- Has poor English language skills (and would be appropriate for ESL even if the individual isn’t enrolled at the time of WIOA entry into participation); or
- The career planner makes observations of deficient functioning and records those observations as justification in a case note.

INQUIRIES

INQUIRIES REGARDING THIS POLICY ARE TO BE DIRECTED TO YOUR SUPERVISOR.

Attachment 2



LOCAL POLICY:

RAPID RESPONSE AND LAYOFF AVERSION

Date:	June 18, 2018
To:	All Staff
From:	Director of Policy and Compliance
Subject:	Rapid Response and Layoff Aversion Policy for Responding Notifications or Potential Notifications of Plant Closings, Mass Layoffs
Programs Affected:	WIOA-DW, TAA
References:	WIOA Manual TAA Manual

BACKGROUND

UPWARD Talent Council Michigan Works!(hereinafter referred to as Upper Peninsula Michigan Works!) implements statewide Rapid Response activities, in coordination with the state, to assist employers and impacted workers as quickly as possible following the announcement of a permanent closure, mass layoff, or natural or other disaster resulting in a mass job dislocation. Rapid Response activities are generally triggered by the filing of a Worker Adjustment and Retraining Notification Act (WARN) notice or Trade Adjustment Assistance (TAA) petition with the state.

This policy clarifies how Upper Peninsula Michigan Works! will conduct the required Rapid Response activities and Layoff Aversion Strategies under the Workforce Innovation and Opportunity Act (WIOA) and related federal regulations.

DEFINITIONS

General Announcement of a Plant Closing – An announcement or communication by an employer stating intent to close a business, regardless of the number of workers affected.

- A. Has been terminated or laid off, or has received a notice of termination or layoff, from employment as a result of any permanent closure, or any substantial layoff at, a plant, facility, or enterprise;
- B. Is employed at a facility at which the employer has made a general announcement that such facility will close within 180 days.

Unlikely to Return to a Previous Industry or Occupation – An individual who is laid off without a recall date (or the recall date has passed) and is unlikely to return to an occupation based on one of the categories below.

- A. The number of jobs in the applicant's previous industry/occupation is declining based on Labor Market Information (LMI) data;
- B. A self-attestation document displaying distinctive characteristics that make them "unlikely to return" e.g. limited openings, outdated skills, physical limitations, lack of proper credentials, etc.

Unemployed as a result of general economic conditions in the community in which the individual resides – Business lost due to one of the following reasons:

- A. The closure of substantial lay-off of a primary supplier or customer affecting the self-employed applicant's products or services;
- B. Less demand for the occupation or product within the community;
- C. A decline in profits significant enough to lead to closure, documented by most recent tax return or other company documents showing negative gains/losses statement;
- D. Natural disaster, as defined by State or Federal declaration. Events that destroys the ability for a business to continue to operate.

Eligibility for self-employed individuals, including family members and farm workers or ranch hands – Self-employed individuals who work for profit or fees in their own business, profession, trade or farm.

- A. An individual who was self-employed but is unemployed, as a result of general economic conditions in the community in which the individual resides.
- B. This includes an individual who is self-employed or employed by another, or a family member from a farm, ranch, or fishing operation, which produces agricultural products and receives at least 50 percent of their family or individual income.

POLICY

Upper Peninsula Michigan Works!, along with other key partners, will coordinate Rapid Response services to workers and employers in a timely fashion that is tailored to the unique circumstances of each dislocation event. Upper Peninsula Michigan Works! will ensure that required information is provided to dislocated workers during Rapid Response layoff orientations.

Rapid Response services will be provided to workers and employers prior to dislocation events, if possible, or immediately following notification of the dislocation event, provided that such actions would not adversely impact any ongoing collective bargaining negotiations related to the dislocation event. Upper Peninsula Michigan Works! will assure that the following Rapid Response Activities are implemented:

- Establishing and maintaining a local Rapid Response team. Members of the team may include representatives Upper Peninsula Michigan Works!, Unemployment Insurance Agency (UIA), Veteran Representatives, Michigan Rehabilitation Services (MRS), educational partners.
- Identifying a Rapid Response contact to coordinate with the Talent Investment Agency (TIA) Workforce Transition Unit.
- Planning assistance for dislocation events. Where feasible, Rapid Response assistance should be conducted on-site. Rapid Response assistance generally includes the following activities:
 - Consulting with the LEO-WD Workforce Transition Unit, state and local economic development organizations, and other entities to avert potential layoffs.
 - Ascertaining and providing information related to severance, separation pay, retirement incentives and voluntary layoffs to establish financial support mechanisms with UIA and other partners while laid off workers transition to new careers.
 - Determining the proposed layoff schedule and what the employer(s) plans are to assist the dislocated workers, including the status of any collective bargaining negotiations affecting layoff benefits.
 - Coordinating the delivery of Rapid Response layoff orientations for affected workers.
 - Assessing the needs of the impacted workers as quickly as possible through the use of surveys that determine affected workers' skills, education and potential assistance needs.
 - Maintaining an inventory of available workforce resources for on-site meetings to address the short and long-term assistance needs of the impacted workers.
 - Consulting and coordinating with appropriate labor representatives when planning Rapid Response activities for those impacted workers covered by a collective bargaining agreement.
 - Ensuring timely access and referral to Michigan Works! Programs, services and information offered by WIOA, TAA, Wagner-Peyser and other programs.

When Rapid Response activities are near completion, the Upper Peninsula Michigan Works! Rapid Response contact will coordinate with Workforce Services Specialists to transfer the responsibility for service delivery to those dislocated by layoffs or closures who are interested in accessing career services, training services, supportive services and other relevant services.

Upper Peninsula Michigan Works! staff or partners who become aware of a WARN-level layoff or closure event, must notify Upper Peninsula Michigan Works! leadership immediately. Leadership will notify the LEO-WD Workforce Transition Unit to discuss the event and begin formulating strategies for carrying out Rapid Response activities.

If a layoff or closure event does not meet the WARN threshold or is not TAA related, Upper Peninsula Michigan Works! will initiate a local Rapid Response and inform the LEO-WD Workforce Transition Unit of the Rapid Response event and number of attendees.

Layoff Aversion

A layoff aversion strategy helps employers retain a skilled workforce and/or provides workers rapid transition to new employment, minimizing periods of unemployment. If there is an indication that the business closing or mass layoff might be averted, then the Upper Peninsula Michigan Works! and the LEO-WD Workforce Transition Unit can provide technical assistance to interested parties to investigate possible layoff aversion strategies.

Early warning systems are necessary to ensure a timely response to worker dislocations. 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. Systems should be in place to regularly and proactively monitor all these notification channels.

A critical aspect of our outreach to the employer and business community is assessing the health of a company with respect to employment issues. A majority of Upper Peninsula Michigan Works!'s Workforce Services Specialists – Employer focused staff are certified Business Solutions Professionals and can proactively assist employers to assess issues that are of concern to them. If employee layoff appears to be eminent, necessary community partners, including economic development agencies and education will be brought together to determine if a plan can be developed to assist the company in averting any layoffs.

Layoff Aversion services will be provided to all identified business and industry through referrals generated by Upper Peninsula Michigan Works!'s early intervention/layoff aversion network.

The activities that are included as part of a layoff aversion include but are not limited to:

- **Prefeasibility studies** – provide objective evidence as to the likelihood of an employer remaining operational or having workers explore the purchase of the company and continue its operation. The studies assess the employer's business

operations in the following areas: organizational structure, market, operations/manufacturing, financial, legal and conclusions.

- **Deteriorating business prospects/financial condition** – recognize financial indicators leading to potential layoffs, such as, bankruptcy, rate and pattern of decline, industry uncertainty, etc.
- **Data collection** – gather published and unpublished information about area businesses. Published information on companies can be found in annual reports, data-bases, trade journals, the business press, and public records. Unpublished information derives from people with firsthand knowledge of the company, including employees, customers, residents, service providers, local development officials and local government.
- **Employee training (OJT)** – train and develop the local workforce.
- **Technical assistance** – investigate opportunities to save jobs and avoid resulting hardships imposed on individuals and communities when a plant or business closes.

State Adjustment Grants (SAGs)

State Adjustment Grants are additional funding allocations to meet documented funding deficits. SAGs may be requested if circumstances in our region warrant. Upper Peninsula Michigan Works! Michigan Works! will continuously monitor expenditures and obligations of WIOA Dislocated Worker funds and seek out additional funds as necessary following the current state of Michigan Policy Issuance regarding WIOA Dislocated Worker (DW) State Adjustment Grants (SAGs).

Rapid Response Contact

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INQUIRIES

INQUIRIES REGARDING THIS POLICY ARE TO BE DIRECTED TO YOUR SUPERVISOR.