



Upper Peninsula Michigan Works!

WIOA Four-Year Combined Plan Program Years 2020-2024

Updated July 2022

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

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SECTION I

Upper Peninsula Michigan Works! Regional Plan

1.1 Regional Planning Process

This regional plan was developed by Upper Peninsula Michigan Works! (UPMW) through a collaborative process involving agency leadership, frontline staff, partner organizations, board members, and committees. The process included opportunities for stakeholders to share their perspectives on regional strategies and to prioritize the most effective approaches for serving both job seekers and employers. The steps in this process are detailed below:

- In 2019, UPMW developed a three-year strategic plan that was coordinated by a consultant. We used focus groups comprised of board members and partners and a staff SWOT analysis. Although the plan focused on the workforce agency's mission, vision, and goals, it provided strategic direction for the region's workforce programs, and offered an opportunity to engage with partners across the spectrum of services. This valuable input was used as a foundation for creating the WIOA Regional Plan.
- A committee of staff members representing various programs and departments was created in 2020 to develop the regional plan. The broad perspectives of business services, talent services, administration, and fiscal combined to create a well-rounded document. The committee reviewed and analyzed regional data. They identified potential strategies for workforce services based on their expertise, customer needs, and their interactions with unique U.P. communities.
- To vet these strategies, a survey was sent to a wide range of WIOA partners. The survey provided current service strategies for building the regional economy, supporting talent attraction, and meeting employer needs. The survey asked respondents to rank each strategy based on what they felt was most effective for serving their communities and primary customers. It also asked respondents to suggest new ways to improve our current strategies. This provided a robust perspective, new ideas, and prioritization for all aspects of the plan. The survey responses indicated that we should prioritize the following strategies:
 - Improve the connection between employers and training providers to better align training programs with employer needs.
 - Facilitate operational partnerships with K-12 districts and local companies for joint programming that will more fully engage students with local career opportunities to retain their talent in the U.P.
 - Identify high priority sectors and target them for regional partner services.

- Explore and address U.P. business and industry training needs to eliminate talent shortages and skills gaps.
- The plan was reviewed by the Workforce Development Board and Career and Education Advisory Council (CEAC) and posted for public comment for 30 days. Invitations to review the draft plan and provide comments were sent to all WIOA partners, staff, and customers. No comments were received.

The 2022 mid-cycle review process was also comprehensive, involving a new committee of staff members from a broad array of programs and services. Considering the substantial COVID-related changes the U.P. has experienced in the last two years, the committee sought input to identify effective approaches for providing services to both job seekers and employers. The steps for this review process included the following.

- Review of updated data to determine new aspects of the regional environment that could impact service design.
- UPMW updated its strategic plan by involving frontline staff at a more intensive level than before. The agency also interviewed partners to understand their strategic plans and find alignment. New primary strategies were developed to focus expanding outreach to untapped talent pools, better involve employers in design and delivery of training, and to cultivate resources. The final goals and strategies are provided in the Local Plan.
- Another survey was conducted to gain input from multiple stakeholders. The Workforce Development Board, CEAC, and a new collaborative called OneUP (consisting of training providers, employers, workforce development staff, economic developers, and more) were asked to participate in the survey. This survey identified the following strategies as priorities:
 - Increase student and employer connections such as Talent Tours, job shadows, internships, and work experiences.
 - Apprenticeships and pre-apprenticeships for youth, allowing them to easily transition from education to in-demand U.P. careers.
 - Develop career pathways for in-demand industries such as healthcare, construction, and advanced manufacturing, to help job seekers progress through the training and credentials needed for filling jobs at various skill levels.
 - Improve collaboration between partners in workforce development, economic development, education, and business.

These updated approaches build on results from the original survey as well as the updated strategic plan, giving more specificity for services that support individuals with improved access to training and upskilling, and support employer needs.

- The updated plan was reviewed by the Workforce Development Board and the CEAC and was posted for public comment for a 30-day review period. Comments were reviewed and the plan was updated to reflect this input.

1.2 Regional Labor Market Data and Economic Conditions

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

Labor Market Analysis

The top three occupational areas in the U.P. are office and administrative support, production and sales, and related occupations. The region has a diverse occupational makeup from sub-region to sub-region with some counties dominated by the tourism industry and some counties by the manufacturing industry.

Figure 1. Largest Industries. Graph from Economic Modeling Specialists (EMSI, 2022. Web. Apr. 2022 n. page)

Largest Occupations



Figure 2. Largest Occupations. Graph from Economic Modeling. EMSI, 2022. Web. Apr. 2022. n. pag

The U.P.'s top three industries are trades, transportation and utilities, education and health services, and leisure and hospitality. This highlights the need to support the local tourism industry. Tourism drives the U.P. economy, but it also has the lowest median hourly wage for the top occupation groups. These positions are supported by local communities and college students.

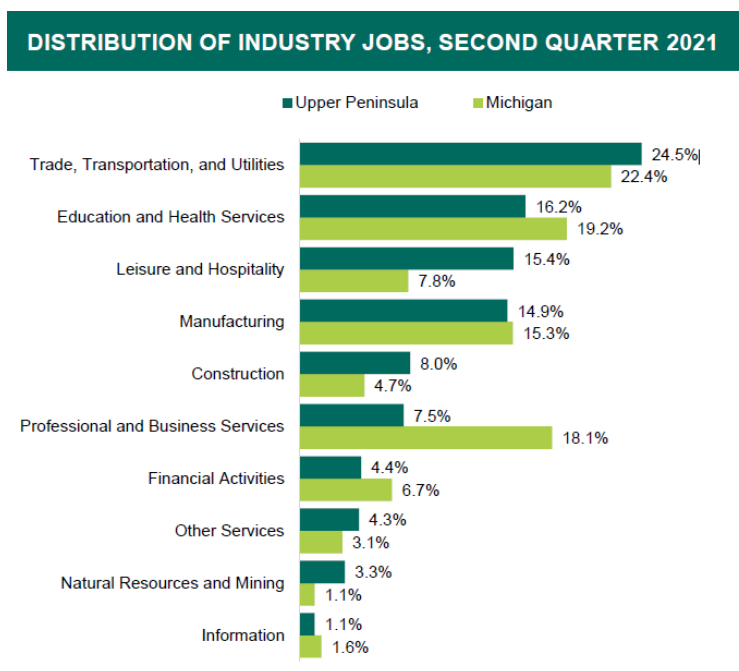


Figure 3

The top three U.P. growth occupations include transportation and material moving, business and financial operations, and management.

Top Growing Occupations

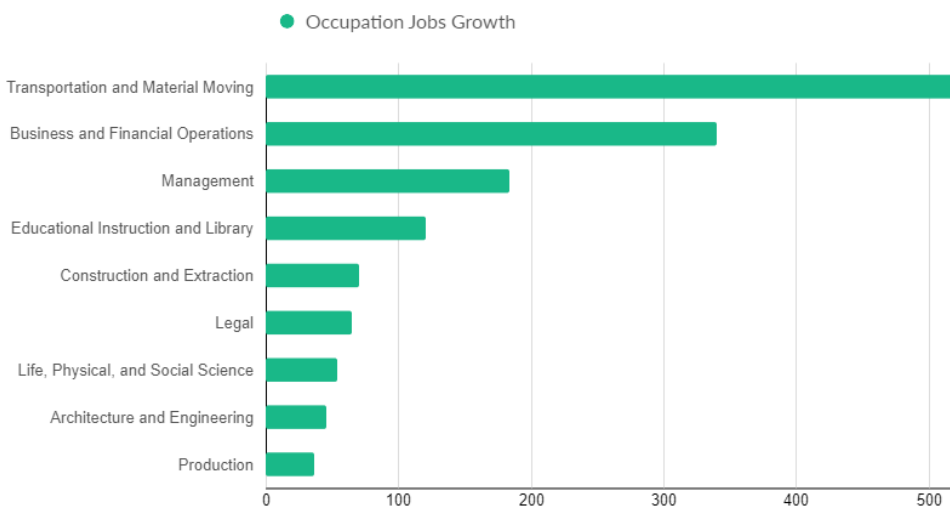


Figure 4. Top Growing Occupations. Graph from Economic Modeling. EMSI, 2022. Web. Apr. 2022. n. pag

U.P. projected annual openings are heavily concentrated in food preparation and serving related, sales and related, and office and administrative support. The growth in these industries is ubiquitous across the U.P. Business growth in the U.P. is increasing for both new and existing operations, and its infrastructure.

TABLE 20: ANNUAL JOB OPENINGS BY MAJOR OCCUPATIONAL CATEGORY, 2018–2028				
OCCUPATIONAL CATEGORY	TOTAL OPENINGS	LABOR FORCE EXITS	OCCUPATIONAL TRANSFERS	CHANGE
Total, All Occupations	13,920	5,470	8,675	-225
Food Preparation and Serving Related	2,040	810	1,220	10
Sales and Related	1,720	720	1,045	-45
Office and Administrative Support	1,720	795	1,065	-140
Production	1,025	355	715	-40
Transportation and Material Moving	995	370	625	-5
Construction and Extraction	755	220	525	15
Personal Care and Service	690	305	355	30
Building and Grounds Cleaning and Maintenance	615	270	350	-10
Education, Training, and Library	575	265	305	5
Installation, Maintenance, and Repair	565	185	385	-5
Management	525	175	360	-10
Healthcare Practitioners and Technical	495	220	265	10
Healthcare Support	455	195	250	10
Business and Financial Operations	410	125	290	0
Protective Service	365	165	230	-35
Community and Social Service	280	90	190	0
Arts, Design, Entertainment, Sports, and Media	195	80	135	-20
Farming, Fishing, and Forestry	145	35	110	0
Architecture and Engineering	135	40	90	5
Life, Physical, and Social Science	115	25	90	0
Computer and Mathematical	65	15	50	0
Legal	35	15	25	-5

Figure 5.

Occupations requiring a bachelor's degree or higher make up a smaller portion of projected jobs than statewide. By 2026, it is projected that almost half of U.P. jobs will require a high school diploma and short-term on-the-job training.

The increase in projected lower-skilled occupations is reflected in U.P. infrastructure creation. This is driven by the surge in the tourism industry caused by the attraction of more restaurants and storefronts.

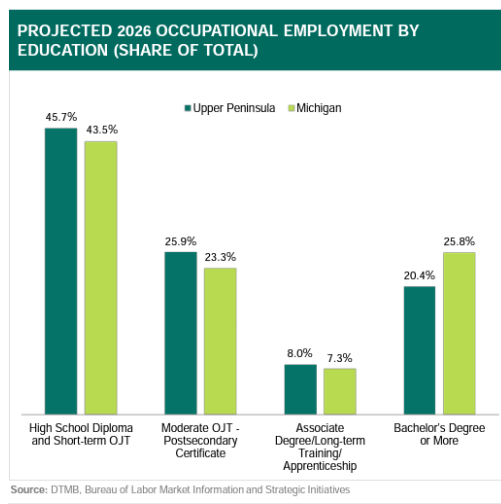


Figure 6. Projected 2026 Occupational Employment by Education. Graph from Bureau of Labor Market Information and Strategic Initiatives. DTMB, 2020. Web. Apr. 2020. n. pag

U.P. in-demand industry skills correlate to Michigan's top in-demand occupations and industries. In-demand skills include nursing, basic life support, and merchandising. Many of these skills align with the educational requirements of top occupations and can be achieved through short-term on-the-job training. Tourism expansion creates a larger demand for healthcare skills due to temporary increases in population during tourism season.

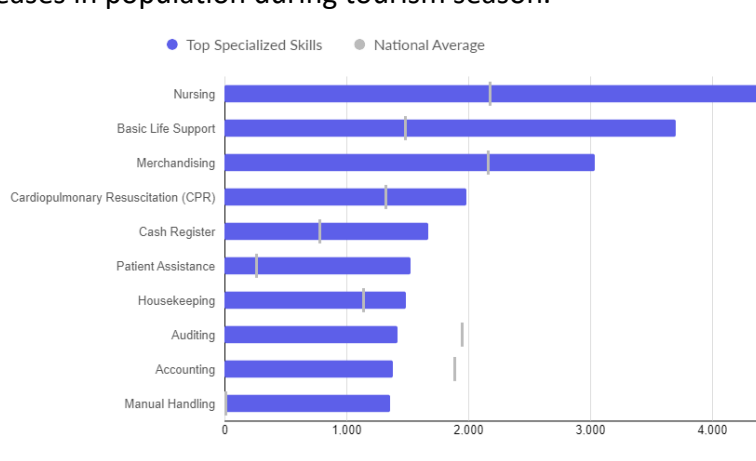


Figure 7. In-Demand Skills. Graph from Economic Modeling. Emsi, 2022. Web. Apr. 2022. n. pag

Workforce and Population Analysis

The U.P. comprises 29% of Michigan's total land area, but only 3% of its population. These dynamics increase commute times and limit availability of jobs and careers for those who do not reside near a population center. The U.P. lacks adequate public transportation or alternate transportation options for residents. We are privileged to have higher education institutions equally distributed throughout the U.P., but long commutes still hinder access for many U.P. residents.

Because of the U.P.'s low population density, relative to the rest of the state and neighboring states, economic development remains a challenge in most communities. We lack the talent base required to attract new companies and periodic talent shortages preclude existing companies from expanding.

Before the COVID-19 pandemic, the U.P. population continued to decline compared to Michigan. An aging population and outmigration contributed to that decline. Only Houghton and Marquette Counties have recorded gains, which can be attributed to their major universities. Now, for the first time in a decade, the U.P. is seeing an increase in population due to domestic migration and increased remote work.

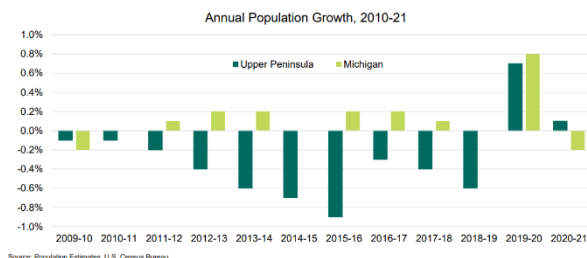


Figure 10.

Population Trends

As of 2021 the region's population declined by 2.1% since 2016, falling by 6,449. Population is expected to increase by 0.3% between 2021 and 2026, adding 761.

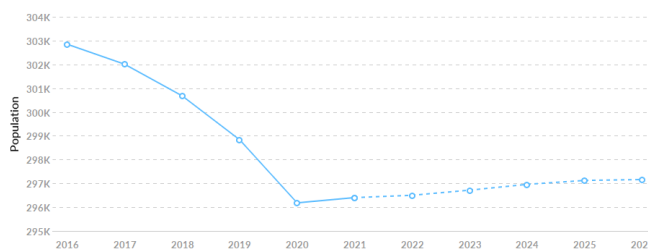


Figure 11.

Almost 60% of the U.P.'s population lives in 4 counties: Chippewa, Delta, Houghton, and Marquette. These dynamics increase pressure on rural workforces. Rural communities lack adequate numbers of workers due to long commute times and other employment barriers.

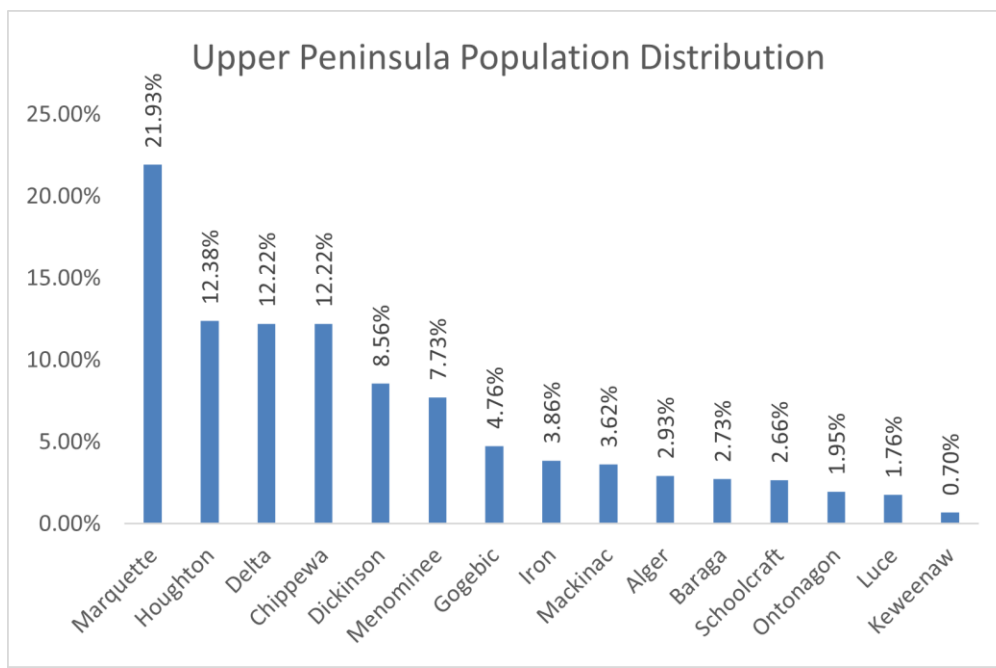
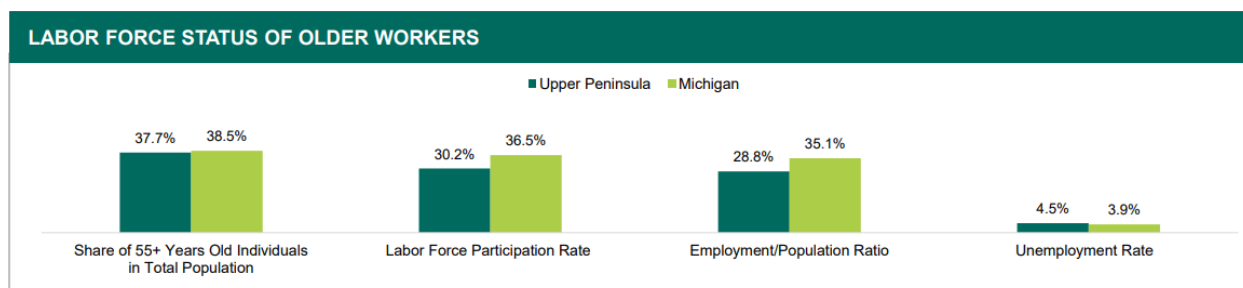


Figure 12.

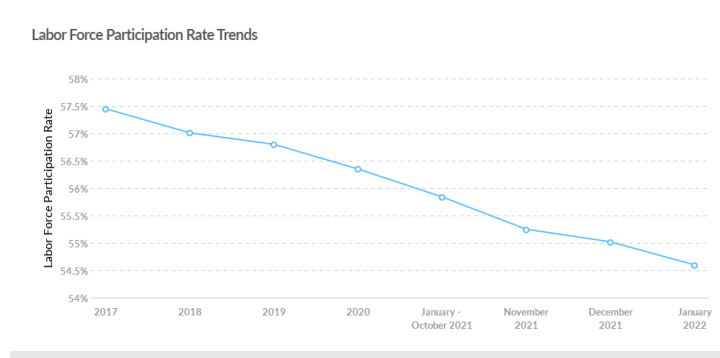
Most of the population continues to age, with Marquette and Houghton being an exception due to the presence of state universities. The average age in the U.P. is 48, which is 8.2 years higher than Michigan's median. The aging population provides fewer working-age people but sees a higher demand for goods and services due to large numbers of retirement-age people. Residents who are older than 55 made up 37.7% of the U.P.'s, like the state level. The Labor Force Participation Rate for older workers is 6.3% lower than the state's.



Source: 2016–2020 American Community Survey Five-Year Estimates, U.S. Census Bureau

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

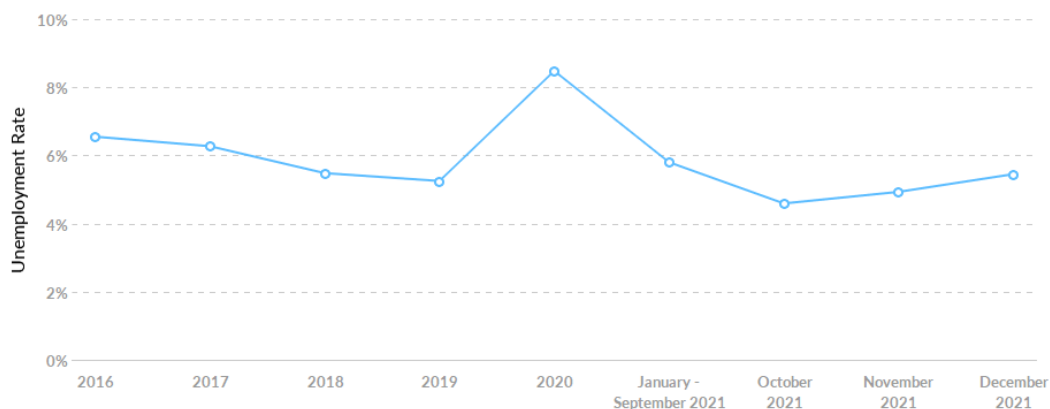
The U.P. labor force has not yet recovered from the recession. The declining labor force leaves many jobs unfilled. Businesses cannot grow without a skilled workforce, and the lack of growth is precluding the U.P. from achieving its potential.

**Figure 13.**

The U.P.'s unemployment rate was steadily dropping before the COVID-19 pandemic. During the pandemic, it spiked to 8.48% in 2020. The 2019 unemployment rate was 5.25% and since the peak in 2020 has dropped to 5.45% in December of 2021, a pre-pre-pandemic rate. The higher U.P. unemployment rate, compared to the rest of the state, can be attributed to the predominant tourism-based seasonal employment.

Unemployment Rate Trends

Your areas had a December 2021 unemployment rate of 5.45%, decreasing from 6.55% 5 years before.

**Figure 14. Unemployment Rate.**

In the U.P., 34.4% of the population's highest level of education is a high school diploma. The next highest level is "some college" at 23.2%, and bachelor's degree at 16.4%.

Educational Attainment

Concerning educational attainment, 16.4% of the selected regions' residents possess a Bachelor's Degree (3.9% below the national average), and 10.6% hold an Associate's Degree (1.9% above the national average).

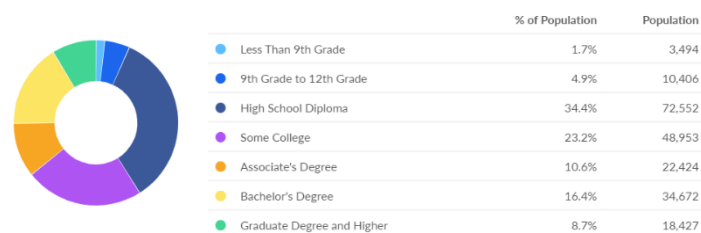
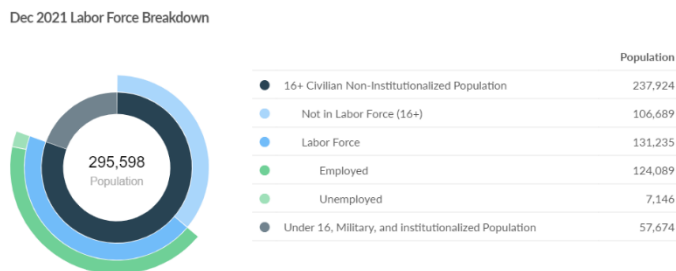


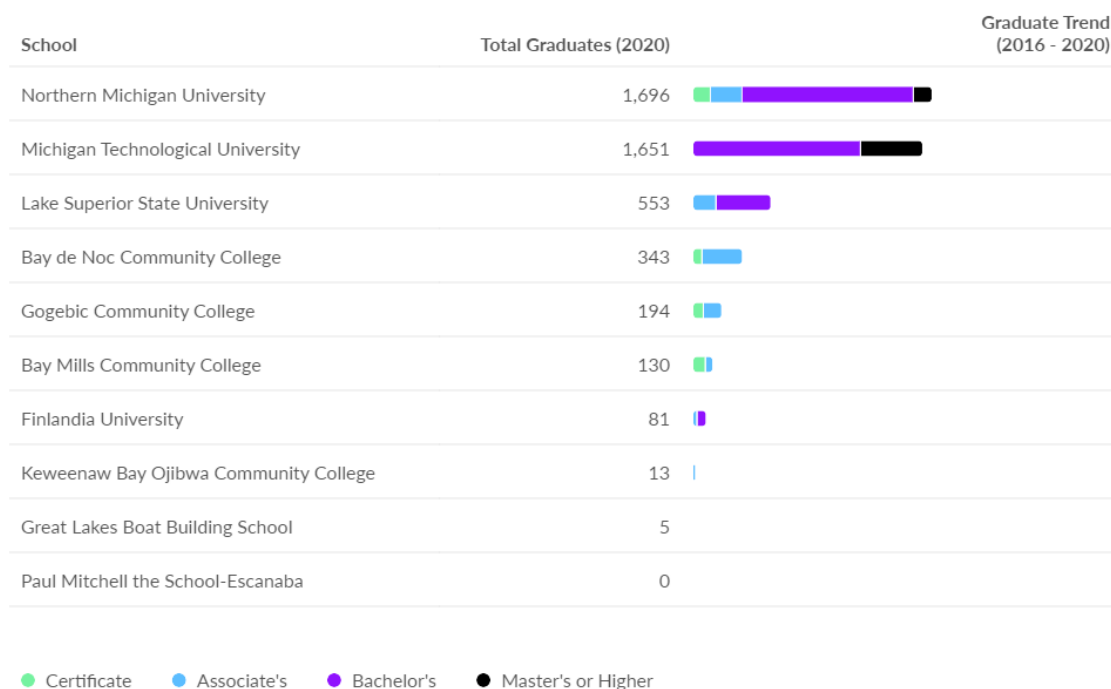
Figure 15. Educational Attainment. Graph from Economic Modeling. EMSI, 2022. Web. Apr. 2022. n. pag

In the U.P., 55.2%% of the working-age population is currently in the labor force. Out of that labor force, 94.6 % are actively employed.

**Figure 16. 2019 Labor Force Breakdown. Graph from Economic Modeling. EMSI, 2022. Web. Apr. 2022. n. pag**

The U.P.'s educational pipeline from post-secondary institutions has decreased 7% in the past 5 years. The highest share of graduates can be seen in mechanical engineering and general biology/biological sciences.

In 2020, there were 4,666 graduates in UP All Counties. This pipeline has shrunk by 7% over the last 5 years. The highest share of these graduates come from Mechanical Engineering, Mechanical Engineering, and "Biology/Biological Sciences, General".

**Figure 17. Educational Pipeline. Graph from Economic Modeling. EMSI, 2022 . Web. Apr. 2022 . n. pag**

The U.P. continues to suffer from the retirement rate outstripping the rate of filling open positions. This is a common artifact of an ageing population. The U.P.'s veteran population is higher than the national average and racial diversity is much less. Crime in the U.P. is significantly lower than the national average.

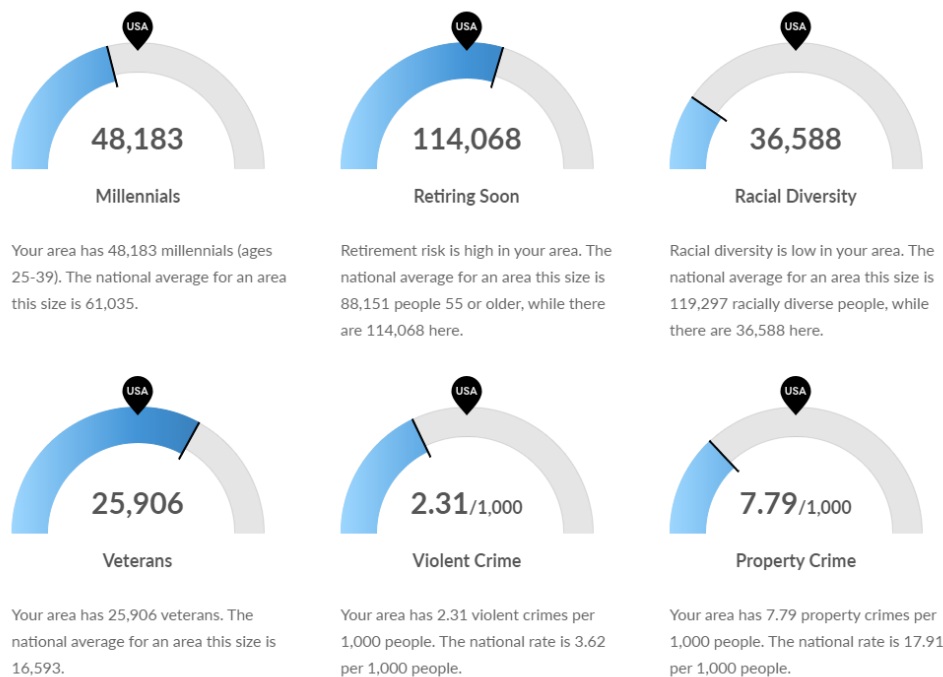


Figure 18. Population Characteristics. Graph from Economic Modeling. EMSI, 2022. Web. Apr. 2022. n. pag

According to the April 2022 Community Indicators Report, the four U.P. counties with the most individuals with disabilities are Marquette, Delta, Chippewa, and Dickinson. This is positively correlated to population size. Similarly, the lowest number is in the sparsely populated Keweenaw County. The highest number (9,000+) of individuals with a disability is in Marquette County. The average number of individuals with disabilities per county is 3,207.

Individuals with Disabilities by County.

County	2022 (Estimate)
Alger	1,416
Baraga	1,295
Chippewa	6,450
Delta	6,750
Dickinson	4,477
Gogebic	2,068
Houghton	4,262
Iron	1,917
Keweenaw	302
Luce	1,072
Mackinac	1,911
Marquette	9,163
Menominee	4,113
Ontonagon	1,137
Schoolcraft	1,772

Figure 19.

The number of U.P. assistance program recipients has decreased by more than 30% in every county 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 U.P.

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

County	2019	2021	2017-2019 (Percent Change)
Alger	166	193	16.3%
Baraga	289	299	3.5%
Chippewa	789	1,118	41.7%%
Delta	911	1,096	20.3%
Dickinson	541	742	37.2%
Gogebic	521	732	38.8%
Houghton	690	949	37.5%
Iron	338	472	39.6
Keweenaw	56	60	7.1%
Luce	185	229	23.8%
Mackinac	=157	249	58.6%
Marquette	1,454	1,683	15.75%
Menominee	447	657	47%
Ontonagon	117	161	37.6%
Schoolcraft	224	258	15.2%

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 U.P. is highest in Marquette County (5,634) and lowest in Keweenaw County (264). There is an average of 1,727 veterans per county.

Veterans in Michigan by County, 2022

County	2022 (Estimate)
Alger	843
Baraga	616
Chippewa	3,127
Delta	3,109
Dickinson	2,298
Gogebic	1,545
Houghton	2,237
Iron	1,094
Keweenaw	264
Luce	522
Mackinac	1,029
Marquette	5,634
Menominee	2,161
Ontonagon	756
Schoolcraft	671

Figure 21. Veterans Recipients in Michigan by County.

1.3 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:

- UPMW has received a State Apprenticeship Expansion (SAE) grant and is expanding group registered apprenticeship opportunities in the U.P.

- The Michigan Rural Enhanced Access to Careers in Healthcare (MiREACH) funding is being implemented to increase business' access to qualified healthcare workers.
- The Michigan Learning and Education Advancement (MiLEAP) grant is effectively funding education opportunities for at-risk populations to obtain employment in high-demand industries.
- The Michigan Industry Cluster Approach (MICA 3.0) grant is being used in three industry sectors: manufacturing, healthcare, and hospitality/tourism.
- Regional partnership engagement and communication across all focus areas and geography.
- Increased use 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 working and defining outcomes to eliminate duplication and better dovetail multiple career exploration activities.
- School district and educator outreach to expand career exploration activities and CTE enrollments.
- Integrating Talent Tours into career exploration by exposing people to real-world work environments.
- 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 conjunction with economic development, including:
 - Local EDOs
 - UPCDC
 - InvestUP

- UPEDA
 - Michigan Works!
 - Accelerate U.P.
 - SBDC
- Career Pathway services will be developed.
- Implementation of U.P. Workplace Excellence workshops allow facilitators to teach soft skill curriculum in a consistent manner to various groups including:
 - Students
 - Incumbent workers
 - Job seekers and currently enrolled participants

Efforts to Inform the Community About Careers

It is essential that all regional stakeholders engage in these efforts to enable us to build the skilled workforce needed to meet business labor needs. It is critical that we do a better job of educating residents about in-demand and family-sustaining careers. Tools and strategies to inform communities about careers include:

- Talent Tours
- Classroom presentations
- Heavy metal tours
- Career videos
- Pathfinder
- Other career exploration activities
- Locally created Hot Jobs reports
- MiCareer Quest planned through CEAC
- High school apprenticeships
- Jobs for Michigan Graduates (JMG) offers robust career exploration opportunities
- Young Professionals program will expose youth to a wide variety of careers each year

We will continue to identify funds for training unemployed, underemployed, and incumbent workers. Currently we use ITA, Going Pro Talent Fund, and additional grants including MiREACH, MiLEAP, and SAE. Training providers must adopt a demand driven model based on definitions from employers. UPMW will continue to screen job seekers through our ITA process to ensure they have the requisite skills and interests to be successful in their chosen training program. To meet demand for soft skills training, we have begun offering Workplace Excellence workshops. 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

UPMW is ensuring there is an overlap between our in-demand industries and our Michigan Training Connect (MiTC) programs. This ensures that individuals seeking new career opportunities can simultaneously review available training programs. UPMW has secured grant funds specifically targeting training which has helped us braid funding while other sources are limited.

OneUP Education Collective

Through the OneUP education collective, we have taken a proactive approach to convene leadership from our local post-secondary educational institutions. This group aligns training offers with employer demand. They also identify challenges and share best practices to meet business and job seeker needs.

Broad Adoption of Career Pathfinder

Our staff, regional educational institutions, and other partners will be educated on the use of Career Pathfinder for exploring careers and education.

Expanded Apprenticeship Opportunities Across the Region

Through the SAE grant, UPMW has become a registered apprenticeship program (RAP) intermediary to increase apprenticeship opportunities for adults and youth. We are building infrastructure to support and grow high school youth apprenticeships.

Expanded access to the Going Pro Talent Fund

Training dollars are crucial to the success of U.P. companies. The workforce system is collaborating to inform businesses of application procedures and eligibility requirements.

Increased CTE Enrollments

Stakeholders including the Marquette-Alger CTE Committee and Talent Tour planning committees remain committed to career exploration efforts designed to encourage students to participate in CTE.

MiSTEM Network

The U.P. is served by three high functioning MiSTEM hubs. Focused on identifying and addressing STEM education needs, 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 local community challenges.

Skilled Trades Career Exploration and Pipeline Building

There are many U.P. businesses and industries that cannot find enough skilled workers to fill the job openings 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

UPMW is executing sector strategies in three industries that drive the regional economy. In manufacturing, healthcare, and hospitality/tourism, we will be implementing tools including talent pipeline management, Bridges out of Poverty, and Business Resource Network activities.

US Chamber Talent Pipeline Management

Today's economy requires strategic alignment between classroom and career that better supports student's 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. We will implement these strategies in the U.P.

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 a tight labor market with near-record unemployment, attracting top talent is more competitive than ever. 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. We will develop regional strategies that address stackable credentials.

UPMW Two-Part Strategy for Developing External Training:

1. Constant contact with employers to determine what type of employee training they need. To execute this strategy, we will use:

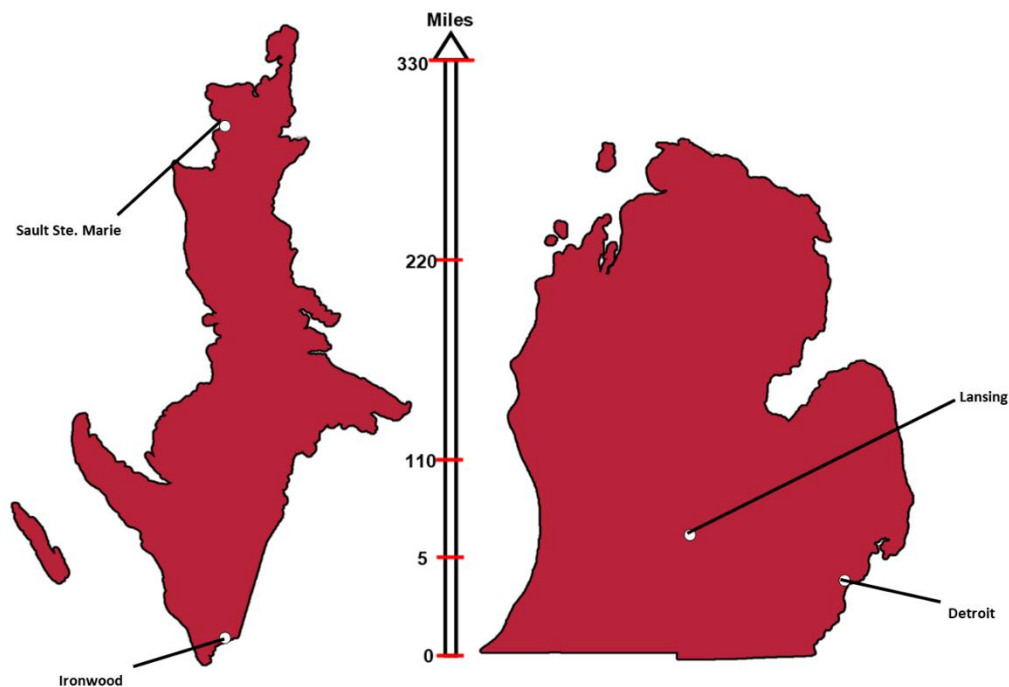
- Training Connect – The statewide system used by each Michigan Works! region to enter certified programs that training providers offer.
- Career Pathfinder – Used in workshops, classrooms, and events to help people explore careers.
- ITA – Using our funding to help job seekers increase their education and training levels.

2. Reaching out to training providers to find programs that would benefit participants.

- Programs must align with in-demand jobs.
- Encourage training providers to enter programs into Training Connect.

Strategies to Address Geography

The expansive and sparsely populated U.P. provides unique challenges, but also advantages. Without improved technology connectivity these challenges would remain unmet. In addition to technology connectivity, regional partners need to increase local and regional communication effectiveness. Region1 is much larger than other MWAs. The east to west distance of the U.P. is about the same as the north to south distance of the Lower Peninsula.



Advantages:

- Pure Michigan – Recreational opportunities, state parks, and clean air and water.
- The shared border with Canada allows for robust trade relationships.
- The 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 Sault Locks.
- Mining and timber Industry provide competitive advantages.

Disadvantages:

- Brain Drain - People leave the area to find better and higher paying jobs.
- Fifteen counties covering 16,377 square miles equate to long commutes for job seekers.
- Low population density.
- Distance and time constraints create challenges for getting stakeholders together in person.
- Business attraction challenges - employers are 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 and broadband availability in large areas.
- While the U.P. is one region, as defined by a variety of State of Michigan Initiatives, there are multiple labor markets with diverse conditions, challenges, and strengths.

We will explore strategies to improve communication and provision of virtual services with all U.P. partners. Virtual services are vital to talent attraction, talent retention, and skill enhancement. 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, and Hope (PATH) orientations
- Virtual enrollments for all programs

Serving Hard-to-Serve Populations

Workforce access 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 challenges specific to targeted populations. U.P. stakeholders will focus on servicing targeted populations using the following strategies:

Expanding Business Engagement

To engage individuals with employers we offer work-based learning opportunities, transitional employment, on-the-job training, Workplace Excellence workshops, and other placement strategies for the most challenging populations.

Expanding Jobs for Michigan's Graduates (JMG)

We will expand JMG programming and enrollments in the U.P. JMG is highly successful in equipping young people with the skills to overcome barriers and succeed in education and

employment, leading to productive and rewarding careers. As the state-based affiliate of the national Jobs for America's Graduates (JAG), JMG has national credibility drawn from JAG's 40-year history serving more than 1.25 million youth. 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 U.P. workforce development system will continue to expand JMG in more areas, as funding allows. JMG existed in seven U.P. counties in 2020-21 and expanded to nine counties in 2021-22. We continue to seek beneficial expansion opportunities.

Expanding Adult Education Engagement

The U.P. has many middle-skill job openings, but many adult job seekers lack the required skills. There are many basic skills deficient adults in the U.P., so it is critical that we maximize their abilities.

Expanding Offender Success Engagement

The Michigan Offender Success model ensures that released offenders have the tools needed to succeed in the community, be productive, and become self-sufficient. Offender Success reduces crime by delivering, through state and regional collaboration, a plan of services, supervision, and opportunities for each offender culminating in employment and self-sufficiency. Offender Success coaches target service provisions to meet the needs of returning offenders, thereby reducing their risk of recidivism, and enhancing employment opportunities. The workforce development system supports these efforts and provides wrap-around services for Offender Success participants.

Clean Slate Pilot Program

We are implementing Michigan's Clean Slate pilot program to help individual's expungement or the setting aside of certain criminal convictions. The pilot program launched in April 2021 and will run until March 2023. It provides a staff expungement navigator and attorney to help the participant through the process. The cost of the expungement process has been the greatest barrier for those considering the option. The State of Michigan is providing funding through March 2023 to offset participant costs. A successful expungement can mean access to better jobs, education/training, housing, and community resources.

Expanding MRS Engagement

Regional partners are expanding engagement with Michigan Rehabilitation Services Business Services (MRS) Business Network Division (BND). The MRS BND business relations consultant works with U.P. businesses to find and retain qualified workers with disabilities. This service helps employers save time and money by providing the following business support services:

- Talent development: no cost recruiting and pre-screening of applicants.
- Paid internships and apprenticeships.
- Job analysis for performance standards and requirements.
- Reasonable accommodations/ergonomic intervention.

- ADA consultation, guidance/education, and architectural guidelines site assessment.
- Injury prevention and wellness approaches including return-to-work strategies.

MRS also provides vocational rehabilitation counseling for work-related and non-work-related injuries. MRS helps businesses maintain a motivated, reliable, and dependable workforce.

Expanding Transition Program Engagement

U.P. intermediate school districts (ISD) 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 the Individual Education Plan (IEP) process. The IEP's purpose is to help all stakeholders (students, teachers, families, and other school personnel) develop and implement 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.

Expanding Veteran Engagement

Veterans' Employment Services (VES) staff collaborate with UPMW to identify veterans and help them obtain family-sustaining work. Our U.P. veterans' employment representative (VER) has a high success rate working with UPMW to place veterans in open positions.

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 including:

- On-the-job training
- Transitional employment
- Summer youth work experiences
- Apprenticeships
- Internships

Strategies to expand these opportunities include:

- Working with all partner agencies such as Offender Success, MRS, and VES to maximize participant referrals.
- Conducting outreach to businesses to identify participants and offer various work-based learning opportunities.
- Identifying and enrolling eligible participants for work-based learning opportunities.
- Creating connections between UPMW business services specialists and talent specialists to maximize communication.

Integration of Regional Planning with Core Partners

The integration of core partners and regional planning efforts begin with better partner relationships. A strong partnership combined with effective communication creates a robust and adaptable regional plan that adjusts to the needs of local communities. Key partners that we work with daily to provide services to U.P. residents include:

- MRS/BSBP
- Adult Education
- Veterans' Employment Services
- DHHS
- SCSEP
- Youth Build - AmeriCorps
- CEDS partnerships and committees
- Resiliency planning partnerships and committees
- MEDC
- MDARD
- Offender Success
- InvestUP
- Mi-SBDC
- Veterans Administration
- PTAC
- Accelerate UP
- Tomorrow's Talent
- Talent Development Liaison
- The One UP Collaborative
 - CEAC
 - Manufacturing Collective
 - Healthcare Collective
 - Tourism Collective
 - Education and Training Collective

Strategies to implement sector strategies

Sector-based initiatives vary from fully formed councils with government structure, staff support, and strategic plans, to as-needed activities. Our use of sector initiatives varies and evolves. In the U.P., 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.

1.4 Collaboration on Regional Sector Initiatives

UPMW was awarded a Michigan Industry Cluster Approach (MICA 3.0) grant. With this funding, we are building the OneUP collaborative that consists of various collectives including manufacturing, healthcare, hospitality and tourism, and education and training. Collectives will implement three tools: Talent Pipeline Management (TPM), Business Resource Network (BRN), and Bridges out of Poverty (BOP). Our staff involved with the collectives have completed TPM and BOP training to better apply these resources. Collectives meet monthly or quarterly.

Current Sector-Based Partnerships

UPMW collaborates with U.P. MiSTEM hubs to connect schools and teachers with STEM providers and partners to create education programs and job training. We are working closely with Going Pro Talent Fund to support construction and utility companies through industry led collaboratives. We partnered with the Healthcare Collaborative to conduct research and produce a report highlighting U.P. healthcare workforce needs.

Regional Priorities

Our sector strategy priorities focus on healthcare, manufacturing, and hospitality and tourism. In the future, we will consider other industry sectors. When considering in-demand industry sectors, we will consult our in-demand occupation list. This list, which resides in our “in-demand occupation for training” policy, was developed using a variety of information, including:

- U.P. labor market information
- Input from staff working with both employers and job seekers
- Workforce development board member survey (2020)
- Knowledge of which occupations offer sustainable employment

The UPMW Workforce Development Board determined the following in-demand industry sectors or occupations using an analysis of industry cluster earnings, growth, regional competitiveness, regional specialization, and gross regional product. These sectors have substantial current or potential impact (offering jobs that lead to economic self-sufficiency and opportunities for advancement) in our regional economy and are classified as “in-demand industry sectors.”

- Transportation
- Healthcare
- Manufacturing
- Construction
- Utilities

- Professional services
- Public service
- Educational services
- Finance and insurance
- Accommodation and food services

Business across the region continue to utilize our services and we strive to meet their needs on a day-to-day basis. Our employer team is expanding and increasing their skill level, enabling them to better address industry needs.

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.

1.5 Administrative Cost Arrangements

Current Cost Arrangements

Per WIOA regulations and State of Michigan guidance, UPMW'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 required partners based on their proportion of full-time equivalents (FTEs) in each American Job Center (AJC), or relative benefits received. IFA contributions are reviewed/renewed each year.

Current and Proposed Leveraging Agreements

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

Cost Sharing Arrangements

UPMW partners with various entities to deliver joint workforce and economic development services. Partnerships leverage resources to best support economic vitality in U.P. communities. Partnership initiatives are mutually beneficial and ultimately provide enhanced support to

businesses. We evaluate cost-sharing arrangements annually and will continue to seek advantageous situations.

1.6 Regional Supportive Services Coordination

Coordination of Transportation

The U.P.'s vast size presents many challenges to providing transportation and supportive services. The infrequency and sparsity of public transportation routes hinder customers that lack adequate modes of personal transportation from regularly participating in work and/or education. The paucity of public transportation in the U.P. has been historically challenging.

Supportive Services

Our supportive service policy has recently been improved to better serve job seekers. UPMW case managers can submit new vendors to our approved vendor list. We also require three quotes, if possible, to provide a support service. Online retailers are also considered. We accommodate participants who live far from brick-and-mortar stores and those who live in counties where certain items are unavailable. Our BRN is enhancing our ability to provide supportive services to BRN member company employees. Organizations that currently provide or could provide supportive services include:

- MRS
- 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 or if funding is limited. To ensure resource and service coordination, talent specialists must research the availability of comparable supportive services from other sources and refer participants to such services whenever feasible. If other sources are unavailable, a supportive service may be provided by the program the participant is enrolled in.

Supportive services are essential to the success of the workforce development system's customers. Ensuring that these services are readily accessible is critical to regional strategy implementation. The most common supportive services are for transportation and housing.

1.7 Workforce Service Coordination

We have developed partnerships and communication protocols with economic development organizations (EDOs) including:

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

We focus daily on information sharing and mutual projects with these entities. Some local EDOs have more formalized partnerships, including direct employment and vendor relationships. Currently, the InvestUP Board and each local EDO board is involved with economic development.

Education and Training Providers Involved with Economic Development

U.P. secondary and post-secondary educational institutions that focus on 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, Eastern Upper Peninsula ISDs, and Marquette Alger Regional Education Services Agency

Forming the OneUP training and education collaborative has strengthened our relationships with educators who provide training that better serves business communities. By sharing best practices, educators are improving services and becoming more skilled at reacting to changing worker pipeline needs.

1.8 Performance Accountability

Performance Accountability

UPMW enters the following WIOA performance data into Michigan's data intake system, OSMIS:

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

We track performance using OSMIS ETA performance tools along with routine reports to ensure current and accurate WIOA performance.

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. UPMW reviews and considers local factors such as labor market conditions to determine if there are changes in unemployment, age of population, projected growth/decline, etc.

SECTION II

Upper Peninsula Michigan Works! Local Plan

Refer to the Regional Plan section for labor market and data economic conditions.

2.1 Strategic Vision and Goals

UPMW recently updated its strategic plan, which was originally developed by Woodside Strategies, LLC in 2018 and 2019. The plan was created for the Workforce Development Board in collaboration with regional partners. It focused on program integration, partner connections, and strategically targeting employer customers in in-demand industries to prepare an educated and skilled workforce, including youth and individuals with employment barriers. 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.

In late 2021 and early 2022, the organization updated the strategic plan to reflect changes in the local, regional, and global environment. The plan update began with strategy sessions held by the board during their fall, 2021, meetings and a special December session. They identified strategic priorities that identify the board's vision for U.P. workforce services. Using that framework, we incorporated input from UPMW's management team and a committee of frontline staff to develop strategies for each priority. Board members reviewed and offered feedback on these strategies. They provided consensus approval at the May 2022 combined board meeting.

Vision

UPMW envisions a healthy, resilient, and globally competitive regional economy with a workforce that has the knowledge and skills to strengthen and support business success.

Mission

UPMW promotes and addresses business needs for current and future work-ready talent in support of a strong and resilient economy.

Goal: Increase Access to the Labor Pool

UPMW will have ready access to a wide range of job seekers, untapped talent, and overlooked sources of potential candidates for open positions.

Strategies:

- Expand outreach to more rural areas by using the mobile unit and connecting with school districts.
- Improve partnerships with programs that serve untapped talent by increasing shared enrollments and referrals.
- Increase marketing for existing programs.
- Improve employer and job seeker access to services through cross-program enrollments and strategic use of technology.

Key Partners:

K-12 and CTE, postsecondary, Veterans' Services, MRS, Offender Success, Adult Education, Unemployment Insurance Agency, DHHS, CAAs.

Key Activities:

Outreach events and activities, partnership-based projects, seasonal workforce engagement, career exploration.

Goal: Increase Employer-Engaged Training

UPMW will focus training activities on building workforce skills through hands-on, direct experiences with local employers.

Strategies:

- Strengthen apprenticeship programming by recruiting more employers, job seekers, and youth.
- Increase work-based training such as OJTs, Incumbent Worker Training, and GoingPro Talent Fund applications.
- Improve soft skills training by engaging employers and integrating work-based training activities.
- Increase employer engagement in youth career exploration activities.

Key Partners:

Employers, industry groups and associations, councils and coalitions, K-12 and CTE, postsecondary.

Key Activities:

Apprenticeships, On-the-Job Training, Incumbent Worker Training, GoingPro Talent Fund, customized training, work experiences for youth, employability skills training and coaching.

Goal: Build Resources

UPMW will cultivate and use resources that help job seekers and employers overcome barriers.

Strategies:

- Improve access to and use of existing resources by establishing a relationship map of resource providers, identifying gaps, and sharing with partners.
- Provide leadership and support for increasing the availability and affordability of childcare services.
- Support efforts to increase U.P resources including transportation, housing, business supports, and other services.

Key Partners:

Legislators, economic developers, industry associations, local governments, transit providers, childcare collaboratives, and human services organizations.

Key Activities:

Resource fairs, staff training, advocacy, and convening.

Targets Related to Performance Accountability Measures for Program Years 22-23

06 - UPWARD Talent Council		
Performance Measure	PY22 MWA Confirmed Target	PY23 MWA Confirmed Target
WIOA ADULT		
Employment Rate 2nd Quarter After Exit	83.3	83.3
Employment Rate 4th Quarter After Exit	78.0	78.0
Median Earnings 2nd Quarter After Exit	\$7,116	\$7,116
Credential Attainment 4th Quarter After Exit	80.4	80.4
Measurable Skill Gains	38.2	38.2
WIOA DISLOCATED WORKER		
Employment Rate 2nd Quarter After Exit	86.0	86.0
Employment Rate 4th Quarter After Exit	84.2	84.2
Median Earnings 2nd Quarter After Exit	\$8,074	\$8,074
Credential Attainment 4th Quarter After Exit	87.1	87.1
Measurable Skill Gains	43.2	43.2
WIOA YOUTH		
Employment Rate 2nd Quarter After Exit	81.4	81.4
Employment Rate 4th Quarter After Exit	77.1	77.1
Median Earnings 2nd Quarter After Exit	\$4,814	\$4,814
Credential Attainment 4th Quarter After Exit	67.0	67.0
Measurable Skill Gains	34.0	34.0
WAGNER-PEYSER		
Employment Rate 2nd Quarter After Exit	70.9	70.9
Employment Rate 4th Quarter After Exit	62.0	62.0
Median Earnings 2nd Quarter After Exit	\$5,979	\$5,979

Strategies to Align Local Resources and Partners

The local board commits to coordinating the many resources provided by various partners and stakeholders in the workforce development ecosystem. This coordination is best accomplished through collaborative efforts, ensuring that partners are involved in every aspect of program design and continuous improvement. We use the following strategies to maximize program alignment:

- Comprehensive stakeholder involvement in regional planning processes, including creation of the WIOA Plan and UPMW's strategic plan.
- Integration of programs through direct service delivery by UPMW for WIOA Adult, Dislocated Worker, Youth; Wagner-Peyser funded Employment Services; Trade Adjustment Assistance; and PATH. All staff at UPMW deliver these services and therefore are well-attuned to eligibility and program benefits.
- Close connection between Talent Services and Business Services across multiple programs, creating a structure for customized labor exchange services.
- Training and program familiarity with partner programs, including Adult Education, MRS, Veterans Services, BSBP, DHHS, and many more.
- The Career & Education Advisory Council (CEAC) convenes a cross-sector of education systems along with employers and other partners to support aligned approaches to training and skills upgrading.
- Joint meetings with employers between UPMW's Business Services and other partners, including MRS and Veterans Services, economic development entities, and more.
- Sector groups and activities that convene stakeholders within and in support of an industry, including Manufacturing, Healthcare, and Information Technology.
- The OneUP Collaborative brings together education, employers, and others to clearly identify career pathways, support apprenticeships, and determine shared approaches across the upper peninsula, avoiding duplication, leveraging resources, and seeking new funding sources.

2.2 Workforce Development System

UPMW combines various workforce development programs to target skill development. We offer the following programs directly or by referral:

- PATH
- Wagner-Peyser
- WIOA, including Adult, Dislocated Worker, In-school youth, Out-of-school youth, and all core, staff-assisted, training and retention services, and follow-up services
- Trade Adjustment Assistance
- Jobs for Michigan's Graduates
- Talent tours and career exploration

Meaningful assistance is provided in every AJC to programs offered through various partners including:

- WIOA Core Partners:
 - Adult education
 - Michigan Rehabilitation Services
 - Bureau of Services to Blind Persons
- WIOA Required Partners:
 - Career and 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:
 - Dickinson Iron ISD
 - Delta Schoolcraft ISD
 - Marquette Alger Regional Educational Services Agency
 - Eastern Upper Peninsula ISD
 - Gogebic Ontonagon ISD
 - Copper Country ISD
 - Menominee ISD
 - 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
- CNA training providers
- Other workforce development partners:
 - Three Mi-STEM Network locations
 - Adult Education
 - Vocational Rehabilitation
 - Senior Community Service Employment Programs
 - Experience Works
 - Pure Michigan Talent Connect and Training Connect

UPMW Workforce Development Board administration has entered MOUs 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 the Carl D. Perkins CTE Act. Current strategies that ensure service alignment include:

- Direct provision of services by Board staff. These staff are fully integrated and provide services across all funding source silos.
- Co-Location of all core partner programs in AJCs including MRS, Veterans' Services, and Adult Education.
- Partnership with MRS on youth work-based learning experiences.
- IET programming in partnership with adult education providers.
- Partnering with JMG for career and technical education and other youth services.

2.3 Access to Services

Access to employment, training, education, and supportive services is challenging in the U.P., especially for individuals with disabilities or other barriers. UPMW's comprehensive AJC is centrally located in Marquette County. To reduce travel barriers for customers, we have affiliate centers in Alger, Baraga, Chippewa, Delta, Dickinson, Gogebic, Houghton, Iron, Luce, Mackinac, Menominee, Ontonagon, and Schoolcraft Counties. Due to sparse population and low job seeker traffic, several of our AJCs in small towns are only open part-time. The Board uses the following strategies to expand access to services and reduce barriers:

- Using video conferencing technology such as Ring Central and Microsoft Teams.
- Hosting hiring events and career fairs.
- Facilitating talent tours.
- Booking in-classroom speakers from companies seeking employees.
- Using of social media.
- Posting information to the Michigan Works! website.

- Partnering with VES, MRS, and Offender Success.
- 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 and Co-Enrollment

We enroll participants in multiple programs if they are eligible for different services (e.g., WIOA Adult and WIOA OSY, or Wagner-Peyser, WIOA Adult, MI-LEAP, Mi-REACH, SAE, IWT). Co-enrollment maximizes the number of services a participant uses.

Credentials

UPMW uses the following strategies to improve access to activities that will help participants earn a recognized post-secondary credential:

Apprenticeships

UPMW is an approved RA Intermediary working closely with the US DOL and Michigan LEO-WD to expand U.P. RAs. We are building RAPs under our Intermediary for both adults and youth. Our RAPs are in both traditional and non-traditional sectors and we are targeting opportunity populations. RAPs result in a nationally recognized Journey Worker credential.

Workplace Excellence

UPMW offers a series of workshops to job seekers and businesses called Workplace Excellence. Workshops help jobseekers and incumbent workers achieve workplace success. Titles include:

COMMUNICATIONability - both verbal and non-verbal

DEPENDability - time and priority management

WORKability - understanding business and why your job exists

ADAPTability - adapting to change and managing stress

SUITability - fitting the company culture

Jobs for Michigan's Graduates (JMG)

JMG is a regional program that helps youth with barriers graduate from high school and become college- and/or career-ready. The program provides funding for intensive services to high school and out-of-school youth to graduate from high school (or equivalent), pursue postsecondary training, and/or enter and advance in their chosen career field. UPMW currently has four programs that operate in nine counties. UPMW continues to look for opportunities to expand JMG. Competency-based programs, such as JMG, enable young adults to achieve positive outcomes.

Middle Colleges

Early middle colleges (EMC) are Michigan Department of Education approved five-year programs of study. EMCs enable students 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 that the pupil prepared for by taking course work provided by a Michigan public or private college or university. In the U.P., there are several EMCs based at our regional Intermediate School Districts and many early college programs are offered through local districts in partnership with U.P. colleges or universities.

Individual Training Accounts

Tuition and training related expenses can be covered for participants who complete a comprehensive assessment, interest inventory, and IEP/ISS. Talent specialists determine if a participant is appropriate for training and/or supportive services based on assessments including financial independence, labor market demand, and potential for successful completion.

Furthermore, the participant should exhibit job readiness, desire to complete training, and the need for funds based on lack of other resources. The training must help the participant retain or obtain self-sustaining employment. The training must be listed on Michigan Training Connect, Michigan's eligible training provider list. Training should lead to either an in-demand industry sector credential or an occupation. Individual training accounts (ITA) have award amount and duration limits. These awards are subject to change based on availability of funding. Improved ITA and supportive services processes have been implemented that streamline budgeting and enrollment to maximize job seekers and education matches that result in program completion and a career.

See Attachment 1 for Supportive Services Local Policy

2.4 Local Strategies and Services

Employer Engagement

The labor exchange function is the foundation of business services. Workforce development system partners serve businesses through their various employer services functions. They use many tools, primarily the labor exchange function, to fill open positions. There are many strategic efforts that are supported by the labor exchange. The follow-up process is the basis of relationship building. Consistent and effective job follow-ups enable us to build credibility, trust, and maintain strong relationships. Partners use several approaches to maximize employer engagement for in-demand industry sectors.

Approach 1 - Retention with the same employer:

Business services specialists use the following strategies to maintain relationships with employers: Posting on PMTC 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 from:
 - MRS
 - Veteran
 - Offender Success
 - Talent specialist
 - Recruiting site
- 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.

We use the following strategies to provide employers with skilled workers:

- Use current resources while watching for future opportunities.
- Maximize connections to opportunity populations such as individuals with disabilities, returning citizens, adult education participants, and military veterans.
- Increases strategic worker pipeline efforts such as Industry After Hours and teacher externships.
- Partner with local EDCs and ISDs to develop local strategies targeting in-demand, high-wage worker recruitment.
- Maximize communication with talent specialists.
- Increase use of OJT and transitional employment tools.
- Using EMSI and other labor market information.
- Incumbent worker training.
- MiLEAP and MiREACH training.
- OneUP educational collaborative.

- RAP.
- CareerWise UP.
- Workplace Excellence.
- Young Professionals program.
- Going Pro.
- Going Pro ILC.
- Connections to resources for VISA programs.
- OneUP Collaboratives:
 - TPM
 - BRN
 - BOP

Approach 2 - Repeat Business Customers

UPMW cultivates employer relationships by using a variety of strategies to engage and service businesses. Business services specialists regularly:

- Check in with every company to review current postings, suggest services, and help fill positions.
- Ensure company website postings match PMTC ads.
- Work with businesses for connections to partners when referrals are appropriate.
- Help them research and refer them to resources.
- Big Check PR campaign.
- Study resource availability and tailor them to customers' needs.
- Attend regional partner meetings to investigate opportunities for referrals of businesses to additional resources.
- Maintain communication to ensure that businesses know we are always available to help.
- Provide opportunities to obtain Going Pro funding and other resources such as Work Opportunity Tax Credit (WOTC).
- Develop and execute mass hire process.
- Provide Rapid Response services.
- Refer 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 UIA employer ombudsmen.
- Provide labor market information.
- Attend retention visits with MEDC and Delta County EDO and partner with Schoolcraft County EDO.
- Convene at least 2 talent tours per month during the school year.
- Provide onsite Workplace Excellence workshops.

Approach 3 - Employer Penetration Rate

Sources for engaging new business customers include:

- Chamber of Commerce directories
- New chamber member Listings
- Investigating business areas
- PMTC, Indeed, and other web sources for employer posted jobs
- Local EDOs
- Referrals from other businesses
- Twin Counties Human Resources Association
- Word of mouth
- Job fairs and other events
- Municipality connections
- Outreach to companies that we find on PMTC, Indeed, and Wisconsin Job Center to create more customers and increase business customer base
- Communication with partners such as:
 - MDARD
 - USDA Rural Development
 - MEDC
 - Northern Initiatives
 - MSU Extension
 - MTEC
 - NWTC
 - Chambers
 - Offender Success
 - Invest UP
 - Veterans' Employment Services
 - Veterans Administration
 - Accelerate UP
 - Tomorrow's Talent
 - LEO-WD Talent Development Liaison
 - Continuous Solutions Group
 - Michigan DHHS

- Adult Education Programs
- SBDC
- PTAC
- Others

Supporting Local Workforce Development by Meeting Business Needs

Core partners use the Michigan Business Solutions Professionals (BSP) model, training, and certification in their employer services provision strategies. Many local and regional economic development representatives also use BSP to implement solutions. There is a strong U.P. network consisting of partners and economic development representatives that identify and meet the needs of U.P. companies.

The purpose of a demand-driven workforce development system is to improve the state's economic vitality by providing 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 fostering talent development and connections between employers and employees.

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

In the demand model, the employer creates the "pull" based on their needs. Elements of the "pull" factor include the nature of the workers, types of skills, credentials and training needed, and the numbers and timing of employment, both immediate and future. That demand is introduced into the system creating a "pull" on the supply of qualified job seekers. In a demand-driven system, the workforce agency does not respond by "pushing" or "selling" its program participants as products to the employer.

If that were the approach, the workforce agency would try to convince 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 qualify them 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.
- Partnering with employers to ensure 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 most heavily impact the local economy and is targeting primarily (not exclusively) those businesses. The Board is collaborating with companies to identify workforce needs, skills gaps, and other services needed by local businesses.
- Business services staff are addressing a broad spectrum of employer business development and talent needs. They are working with partner organizations and serving as agents to involve other resources to address employer's needs that cannot be provided directly by the workforce system.
- Training decisions result from a combination of general labor market projections and specific employer needs. The latter outweighs the former in importance, but the two sources of input are considered together. This contrasts with training decisions made based on training program availability or job seeker interest 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 begin and cease as demand (pull) changes. This contrasts with the system delivering essentially the same services year after year, regardless of demand. 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. The business services team is not hindered by internal demands to meet program performance or to place program participants into employment. Instead, they help companies find the best 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 prior arrangements. However, while meeting the needs of its local employers, the agency may draw people who live outside the local commute radius or who are willing to relocate.

Business Solutions Professional (BSP) Model

The BSP model, especially the fact-finding step, helps us identify high-level tools to help our employer customers benefit from 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. BSP uses asset knowledge, business relationships, networks, and partnerships as part of its 5-stage process:

1. Entry – Business services specialists will build rapport and establish credibility with most companies.
2. Fact Finding – Often a partner, like the local EDO or MEDC, is the best fit for meeting with company representatives to gather information.
 - a. Education and other partners welcome the opportunity to get to know our companies.
 - b. Local EDOs and MEDC welcome our assistance identifying opportunities to apply tools for retention and expansion efforts. We need to maintain communication with these partners.
 - c. We primarily work with HR representatives. To maximize success of our current transition, we may need to change the point of contact in some companies.
 - d. We identify pain points for the company. Talent shortages are a consistent pain point so finding solutions is of utmost importance.
3. Solutions design – First we discuss fact finding results with employer customers. Then we develop an action plan detailing responsibility for tasks, timelines, and resource use.
4. Implementation – We investigate coordination between partners. We choose a monitoring process, define a corrective action process, and determine an implementation timeline.
5. Follow Up – We check results with the customer and assess satisfaction.

Coordination Between Workforce Development Programs and Economic Development

InvestUP is the leading economic organization in the U.P. Our mission is to drive prosperity throughout the U.P. so we work closely with InvestUP on workforce development issues and our leadership serves on the InvestUP Board.

The Upper Peninsula Collaborative Development Council (UPCDC) is comprised of local U.P. economic developers, planners, workforce agencies, and a variety of other stakeholders from all 15 counties that make up Region 1 of the Michigan Economic Development Corporation's (MEDC) Collaborative Development Council.

The OneUP Collaborative is comprised of various collective groups, some of which are sector based. It also includes our partners and stakeholders that focus on workforce and economic development. Current collectives include healthcare, manufacturing, tourism, education and training, and our CEAC.

UPMW has a strong relationship with our MEDC business development manager. We frequently consult the BDM regarding strategic efforts. This partnership is highly effective at serving the needs of U.P. companies. Our business services specialists participate in business retention visits with local economic developers, our MEDC BDM, and other U.P. partners.

UPMW provides the Upper Peninsula Economic Development Alliance with administrative support. We manage their finances, convene membership meetings, develop board agendas, take meeting minutes, and help with other administrative tasks.

The UPMW CEO is a member of the InvestUP board. On the front lines, our business services specialists support InvestUP as part of a communication protocol. When company requests come through the InvestUP website, they are filtered by county and sent to the appropriate business services specialist and EDO partners. UPMW uses Salesforce to record business intelligence data. We share details with our economic development partners, enabling us to develop a comprehensive picture of local businesses.

We have implemented formal relationships with a variety of local economic development organizations through direct employment or vendor status. Formal relationships with EDO entities enable us to maximize effective communication between organizations and provide impactful services to business.

UPMW will continue to catalyze U.P. economic development by sharing resources, coordinating communication, and creating employer of record or other formal relationships. Additionally, we will continue to improve partnerships and communication between business services specialists and economic development directors for shared knowledge of business needs.

One-Stop Delivery System and Unemployment Programs

UPMW and the Unemployment Insurance Agency (UIA) are committed to providing an integrated delivery of workforce investment activities. UPMW will offer, as a career service, both information and assistance to individuals filing a UI claim upon request or if the individual requires assistance due to a disability or limited English proficiency. When a customer requires assistance beyond general information, filing a claim, completing work registration, and meeting work test requirements, or completing requirements under the Reemployment Services and Eligibility Assessments (RESEA) program, UPMW staff will refer them to UIA using a designated phone line or UIA chat assistance.

2.5 Coordination of Local and Regional Economic Development Activities

The Board has instructed the UPMW CEO to work with support staff to convene and facilitate the Upper Peninsula Collaborative Development Council. Our CEO is the lead facilitator and grant administrator for the U.P.-wide Economic Development Entity. Our CEO also serves on the Upper Peninsula Economic Development Alliance board as well as InvestUP, both U.P.-wide economic development entities. The Board has advised our CEO to continue to engage with local economic developers in formal employment or vendor relationships and to encourage business services staff to foster relationships with local EDOs.

2.6 One-Stop Delivery System

Frontline staff deliver our services directly and we employ a matrix-driven organizational structure. Our talent service managers are not only responsible for the leadership, performance, and management of a region, but they also conduct or organize the following:

- Data analysis
- Internal and external training
- Employer and business focus
- Programs and performance

This structure, combined with our leadership structure, ensures a mechanism for continuous improvement at all levels. The strategic planning process described in this plan outlines goals and tactics that we use to continuously improve our services. Challenging goals help leadership prioritize activities and funding to continuously improve the workforce and economic development environment.

UPMW is committed to professional development. The training team has instituted programs including a training management system, training quick start guide, regular virtual training, and ongoing in-person training opportunities. This commitment to training drives continuous internal improvement.

Subject matter experts (SMEs) are vital to the organization and processes. Small teams of trained SMEs support our integrated teams when program-specific knowledge is needed. We currently have SMEs for the following programs:

- WIOA Adult
- WIOA Youth
- WIOA Dislocated Worker
- PATH
- TAA
- Employment services
- Talent Connect (PMTTC) / MiTC
- RESEA
- Veterans Services
- CEAC and Launchpad

We have also developed workforce services coordinators. These are talent specialists who work in a small team model to apply best practices and ensure continuous improvement to policies, procedures, guidelines, job aids, training, and many other aspects of the organization.

In addition, we employ a quality assurance manager who monitors internal processes and oversees local programs. They also identify program strengths and weaknesses to minimize risk, reduce liability, and evaluate program effectiveness. QA reviews monitor 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, internal monitoring also provides opportunities to identify and resolve problems before they impact program quality and performance.

Access in Remote Areas

UPMW has offices in 14 of 15 U.P. counties, but many customers still must drive up to an hour to the closest AJC. However, we offer many services virtually to minimize this barrier. RingCentral is a cloud-based communication and collaboration system that we use to communicate with customers and partners. We use Ring Central as our phone system and it also enables us to text and host video conference meetings.

We offer video conferencing in our AJCs to employers, job seekers, and partners. One recent example was when State Legislators used our system to host U.P. residents and employers in testimony to committees located at the state capital in Lansing.

Staff use 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 accessing partner services and we work hard to ensure the maximization of these valuable opportunities. This, and a robust referral system, ensures that meaningful assistance from every WIOA partner is provided in AJCs.

We use Microsoft Teams, Ring Central, and Zoom for remote meetings. We also use Ring Central texting to communicate with customers and stakeholders. Microsoft Outlook email is used daily to do business. We use DocuSign to obtain signatures remotely to increase efficiency and minimize paperwork and travel for job seekers and businesses. Phone enrollments have become standard operating procedure for our team.

Technology Integration

UPMW staff enter 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. Staff use the OSMIS Dashboard, OSMIS, and APEX report and tracking tools to enhance case management.

UPMW uses a customer relationship management tool to record services to employer customers. The platform is currently only used by business services specialists. This system allows us to track the following:

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

Service Accessibility

UPMW delivers customer service equally by using a universally accessible system that meets the diverse needs of individuals with disabilities and employment barriers. We provide assistive technology, request-for-accommodation forms, and access to the translation line for customers as needed. UPMW staff quickly accommodate people by moving chairs, adjusting work surface heights, enlarging screen fonts, and providing other assistance as needed.

As a recipient of federal funds, we comply with non-discrimination, equal opportunity, and inclusion regulations. Our policies, procedures, and MOUs reflect our commitment to the following provisions:

- WIOA Section 188
- 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, UPMW ensures that 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 continually and prior to service center relocation. If an issue arises, we actively work with the landlord, city, or other contacts to remedy the situation.

Roles of One-Stop Partners

Following state guidance, the UPMW local board has executed MOUs with each of its required One-Stop partners. MOUs outline the roles and contributions of each One-Stop partner. MOUs are reviewed and renewed every three years. Infrastructure costs outlined in Infrastructure Funding Agreements, attached as addendums to MOUs, were calculated for required partners based on their proportionate use of the One-Stop delivery centers and relative benefits received. IFA contributions are reviewed and renewed annually.

2.7 WIOA Adult and Dislocated Worker Activities

Employment Activities

All persons have unrestricted access to employment-related information and self-service tools. Other services that typically demand more staff involvement require WIOA registration. Eligibility for individualized career services and training also requires WIOA registration. Eligibility for individualized career services is restricted to adults and dislocated workers who are unemployed or employed but need career or training services to obtain or retain self-sustaining employment.

Registered apprenticeship is an additional service we currently provide to our customers. These opportunities target work-ready individuals in both traditional and non-traditional occupations.

Basic Career Services

Basic career services are universally available to all individuals seeking employment or training services. All basic career services are administered and provided by our integrated team. Basic career services include:

- WIOA eligibility determination,
- Outreach/intake,
- Orientation to information and other services available through the One-Stop system,
- Skill level assessment,
- Labor exchange services,

- Referrals to and coordination of activities with other programs and services, including those of the One-Stop delivery system and, when appropriate, other workforce development programs,
- Provision of workforce and labor market employment statistics, including accurate information on local, regional, and labor market areas,
- Provision of performance 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 on local performance accountability measures, and 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,
- Assistance with filing UIA claims and establishing eligibility for financial aid assistance programs for non-WIOA training and education,
- Registered Apprenticeship opportunities for adults and youth in traditional and nontraditional occupations and career paths,
- The Workplace Excellence soft-skills workshop series,
- Funding for training in high-wage, high-demand occupations with a particular focus on health care and manufacturing.

Individualized Career Services

Individualized career services are based on the individuals' employment needs determined jointly by them and their career planner. Needs may be identified through an IEP. In-person or virtual services readily available at our comprehensive One-Stop service center in Marquette and all affiliate centers include:

- Comprehensive and specialized assessments of the skill levels and service needs of adults and dislocated workers.
- IEP development.
- 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 and relocation assistance.

- English language acquisition and integrated education and training programs.

Training Activities

Training is available for employed and unemployed adults or dislocated workers who, after an interview, evaluation, or assessment and career planning, are determined unlikely or unable to obtain or retain self-sustaining employment or wages comparable to or higher than wages from previous employment through career services alone.

Participant need must be determined, and they must possess the skills and qualifications to successfully complete the program. WIOA training services are provided when other sources of grant assistance, such as Pell grants, are unavailable to the participant. Training services available to WIOA Adult and Dislocated Workers include:

- 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 training programs must lead to:

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

WIOA Adults and Dislocated Workers must meet with a career planner to discuss WIOA eligibility training criteria. The talent specialist and participant will jointly develop an IEP to identify employment and education goals, appropriate achievement objects, and the corresponding combination of supportive services and/or training that will enable them to

succeed. The IEP will be the case management roadmap throughout enrollment to continually review the participant's engagement and goal attainment.

2.8 Local Youth WIOA Activities

We use the following strategies to assist local youth:

1. Objective assessment ensures that a youth participant has the skills required to be successful in their chosen training. Prior to determining which elements they will participate in, youth will complete the TABE test and O-Net Interest and Ability Profiler.
2. An ISS is 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, and 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.
3. Ongoing case management is provided to the participant.

WIOA outlines a vision for supporting youth and young adults with 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 on a career pathway, or enrollment in post-secondary education. UPMW 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 a high school diploma or recognized equivalent.
2. Alternative secondary school and dropout recovery services to assist youth who struggled in traditional secondary education or dropped out.
3. Paid and unpaid work experience at a workplace that provides opportunities for career exploration and skill development.
4. Occupational skills training, as an organized program of study, that teaches specific skills and leads to proficiency in an occupational field.
5. Education and workforce preparation is offered as an integrated education and training model that combines workforce preparation, basic academic skills, and occupational skills.
6. Leadership development opportunities that encourage responsibility, confidence, employability, self-determination, and other positive social behaviors.
7. Supportive services enable an individual to participate in WIOA activities.
8. Adult mentoring as a formal relationship with structured activities in which the mentor offers guidance, support, and encouragement.
9. Follow-up services that ensure youth success in employment or education.

10. Comprehensive guidance and counseling to participants, including drug/alcohol, and mental health counseling,
11. Financial literacy education equips youth with the knowledge and skills needed to achieve long-term financial stability.
12. Entrepreneurial skills training that teaches the basics of starting and operating a small business.
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.

2.9 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:

- 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 is not enrolled at the time of WIOA entry into participation); OR
- The talent specialist makes observations of deficient functioning and records those observations as justification in a case note.

2.10 Activities Inclusive of Individuals with Disabilities

Examples of the types and availability of U.P. youth workforce investment activities include:

- Middle colleges
- Career and technical education
- Grow and Lead: Community and Youth Development
- After school programs
- Robotics efforts
- Skills challenges
- College Access Networks
- Jobs for Michigan's Graduates
- Talent Tours
- Communities that Care

U.P. Communities that Care initiatives are highly coordinated and collaborative. They unite stakeholders from a wide variety of youth and community-focused groups with the primary goal of preventing negative youth behaviors. This process gathers community stakeholders to collaborate, coordinate and problem solve.

Michigan Rehabilitation Services (MRS) staff provides vocational rehabilitation services (VR) to youth with disabilities to help them transition to postsecondary education and/or employment. MRS provides vocational rehabilitation counseling and support to help 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 goal of vocational rehabilitation services is to assist individuals with disabilities obtain competitive, integrated employment using the following tools:

- Evaluation and diagnostic services.
- Vocational rehabilitation counseling and guidance.
- Physical and mental restoration services. Training services include vocational training, academic training, personal and vocational adjustment training, job coaching, and job-seeking skills.
- Specialized services for the deaf or hard of hearing, including sign language, interpreter services, and note-taking services.
- Rehabilitation technology services, such as assistive technology devices, ergonomic assessment, and rehabilitation engineering services to address employment barriers.
- Vocational rehabilitation services for farmers through a MRS, Michigan State University Extension, and Michigan Easter Seals Ability program partnership.
- Placement services for individuals with a disability and supportive services such as auto maintenance, transportation, personal assistance services, and service to family members.

- Post-employment services for previously rehabilitated individuals to maintain or regain suitable employment.
- Pre-employment transition services for students with disabilities, including job exploration, work-based learning experiences, counseling on postsecondary education, workplace readiness training and self-advocacy training including peer mentoring.
- Vocational and other training services including personal and vocational adjustment training, training in STEMM fields, measurable skill grains, credential attainment, books, tools, and other training materials.

MRS also provides technical assistance, training, outreach, and other supportive services to public and private employers of all sizes, including federal and federal contracting employers to increase employment opportunities for job seekers with disabilities.

- The provision of MRS services to assist businesses to obtain and retain qualified talent includes Help with Affirmative Action Plan Section 503 requirements for federal contracts.
- Establish connections to Michigan Works! and Business Solutions providers.
- Assist with Reasonable Accommodation Request process for businesses and employees.
- Provide ADA consultation, guidance, and education.
- Provide ADA architectural guidelines site assessment.
- Help with 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 (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 in program year may be individuals with “Youth who requires additional assistance” as their sole barrier for eligibility purposes. Documentation requirements 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.

2.11 Waivers

UPMW takes advantage of appropriate waivers for ongoing development activities. 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, UPMW lowered its OSY expenditure targets to a minimum of 50% or more. UPMW will use this waiver locally to allow greater flexibility to serve at risk in-school youth until the statewide waiver expires.

2.12 Coordinating Education and Workforce Investment

UPMW Workforce Development Board staff also supports, facilitates, and convenes the U.P. CEAC. This group is the primary convener for all key U.P. educational institution representatives. Their specific focus areas include:

- Job and career fairs

- MiTraining Connect
- STEM hubs
- Talent tours
- Sector strategies
- Registered Apprenticeship
- OneUP Collaborative Efforts
- MiCareer Quest

2.13 Supportive Services

Supportive services provide participants with items related to career and training based on documented financial assessment, individual circumstances, and the absence of other resources and established funding limits. Our supportive service parameters for each funding source are outlined in our local supportive services policy.

Needs Related Payments

Needs-related payments provide financial assistance to participants enabling them to obtain training. They 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*

2.14 Coordinating WIOA Activities with Supportive Services

The Workforce Development Board has approved language in the UPMW supportive services policy that allows for WIOA enrollees to use transportation and other appropriate supportive services. MRS is a key partner in coordinating these services. MDHHS and Offender Success are additional helpful resources.

The scarcity of public transportation is a serious employment barrier in the U.P. Consequently, UPMW staff do everything they can to help participants overcome this barrier using the following methods:

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

Our leadership team is also working with EDCs, chambers, and employer groups who recognize that inadequate public transportation is an important issue that prevents businesses from accessing talent.

The local supportive services policy requires that staff use alternative resources for services from partners prior to accessing workforce funds for supportive services. UPMW team members participate in human services collaboratives to ensure that they have up to date information and access to partner resources. Staff use a collaborative case management approach when working with partners to serve mutual customers to ensure alignment of services and avoid duplication of effort. UPMW administers a business resource network called LiftUp to help companies retain their ALICE population employees. Program coordination and alignment ensures all partners can access the multitude of resources we can offer clients, including supportive services.

2.15 Local Per Participant Cap

UPMW tracks per participant costs for budget and management purposes, however, there is no established local per participant cap, unless present in State of Michigan policy for specific funding sources. Participants may encounter local parameters on specific supportive service categories.

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

2.16 Coordination of Wagner-Peyser Services

Plans, Assurances, and Strategies to Maximize Coordination of Services

UPMW leadership has integrated all programs rather than contracting out services. Highly trained staff deliver all programs, ensuring customers have a streamlined experience and that staff can access any programs that are appropriate to each customer's individual need. Also, our business services team works closely with all WIOA core partners to connect employers with program services and participants based on need and fit between the company and the job seeker.

UPMW maintains MOUs with all required WIOA partners, ensuring that meaningful access to all workforce services is available in each AJC, either through direct delivery or formal referral. These include Wagner-Peyser funded services such as Veterans' Services and Migrant and Seasonal Farmworker services. Veterans' Services are co-located in Marquette, Sault Ste. Marie, Escanaba, and Hancock AJCs. The UPMW One-Stop Operator provides service coordination across programs and among partners.

UPMW provides employment services directly at our 14 AJCs. We are a local unit of government, designated through Public Act 8. Additionally, we are a Merit Based organization.

2.17 Description of Wagner-Peyser Services

a. UPMW Point of Contact

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

b. Direct Provision of Employment Services

All our services are delivered directly to job seekers and employers, UPMW does not use service providers for Wagner-Peyser or other programs. Each AJC provides at least one staff person who is trained to provide Wagner-Peyser services when job seekers require those services.

c. No Cost Wagner-Peyser Services

Wagner-Peyser funded services are provided at no cost to employers and job seekers. UPMW provides employment services at our U.P. AJCs. AJCs are barrier free for individuals with disabilities.

Equitable access to employment services is provided to all individuals without regard to place of residence, 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. UPMW will ensure that our system will not make any referral that will aid directly or indirectly in filling a job which would give services to a known discriminatory employer.

d. Labor Exchange

UPMW AJCs offer labor exchange services based on customer needs such as:

Self-service using Pure Michigan Talent Connect

All AJC workstations are configured with Microsoft Windows operating system, including Word, Power Point, and Excel. All workstations have internet access. Internet-based typing tutorials, skill assessments, and self-improvement applications are also available. Self-service for employers is available through an electronic resource or at a physical location where there is little to no staff involvement.

Facilitated Services

If an employer or job seeker has difficulty accessing Pure Michigan Talent Connect's labor exchange system due to lack of computer skills, illiteracy, disability, or other barrier, we offer facilitated access.

Staff-Assisted Services

UPMW talent staff will provide staff assisted services including:

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

Services for employers may include:

- Inputting job orders on Pure Michigan Talent Connect.
- Completing a resume search for matches to job order criteria.
- Contacting job seekers for initial screenings and scheduling interviews.

All services are provided at each UPMW AJC.

e. Career Services Delivery

UPMW is an integrated service delivery region that once consisted of three separate MWAs. Talent specialists provide an integrated service delivery approach across all funding sources. They are cross trained to provide services using all programs. This approach eliminates silos between programs and provides a seamless one-stop shop experience for candidates and employers.

Our talent team is fully integrated and trained on all direct or indirect services available at AJCs ensuring a streamlined customer service approach that provides basic career activities in Wagner-Peyser, screens for program eligibility, and enrolls the participant. The team establishes 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 partners present services and programs at our system-wide training events. Regular training ensures that our team members are knowledgeable of services and programs available to customers by referral.

Employment Services

Business services specialists serve employer customers within a given area, typically two counties. Business services are integrated with talent teams to provide holistic services to the

community that connect job seekers to employers from a variety of sources. We help employers with recruitment and hiring, training, and we connect them to partners and other programs. Our integrated teams leverage a broad array of workforce programming to effectively meet the needs of local employers.

Business services specialists provide local intelligence regarding employer needs to the full workforce system. Their relationships maximize program delivery by ensuring timely and accurate information regarding the skills, experience, and credentials desired by employers. We combine this data with labor market information to determine current and future demand. Talent specialists then help job seekers access appropriate employment and training opportunities. There are several U.P. organizations that partner with UPMW and each other through various networks. Several cover the entire U.P. including:

- Upper Peninsula Economic Development Alliance
- Small Business Development Center
- Procurement Technical Assistance Center
- Michigan Manufacturing Technology Center
- Northern Initiatives
- MRS
- 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 local services to businesses. There are economic development alliance (EDA) entities in the following counties:

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

There are also economic development corporations (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 more.

f. AJC Staffing Numbers

UPMW staff are fully integrated and administer all programs (Wagner-Peyser, WIOA, PATH, TAA). Each subregion has talent and business services specialists assigned to cover the geographical area and to occasionally travel to other sites. We also maintain a mobile unit that can be deployed to any area within the region when needed. Currently we employ 42 specialists as follows: Alger County (1), Baraga County (1), Chippewa County (8), Delta County (7), Dickinson County (2), Gogebic County (2), Houghton County (6), Iron County (1), Luce County (1), Mackinac County (1), Marquette County (8), Menominee County (1), Ontonagon (1), and Schoolcraft County (2).

g. Unemployment Insurance Work Test

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 a resume. Claimants may complete work registration at any AJC. If a claimant chooses to enter the registration at a location other than an AJC, they must come to a location designated in the UPMW ES plan to have the registration verified. UPMW staff will verify that the claimant's resume is in the Pure Michigan Talent Connect before certifying the registration.

If the claimant did not create a resume in the AJC and/or has not yet completed the Pure Michigan Talent Connect confidential information page, they will be required to fill in their confidential information to access their resume on PMTC. After completing the confidential information page, the registration will be created in the OSMIS. UPMW is responsible for verifying that the resume is active on PMTC.

After verifying the ES registration, UPMW talent staff will retain the *Register for Work Checklist* and electronically log the appointment date in the OSMIS for each claimant. If MWA staff notice that a UIA claimant is in violation of work test requirements, UPMW must report the non-compliance to UIA.

h. Reemployment Service Eligibility Assessment

Michigan's Unemployment Insurance Agency selects claimants weekly to report to an AJC to complete the Reemployment Services and Eligibility Assessment (RESEA) program. UPMW talent specialists help selected claimants identify opportunities for positive career changes. The goal is to assist claimants by providing customized employment services that result in them

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

Michigan's Unemployment Insurance Agency mails claimants 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 verifying the OSMIS registration, talent staff record the RESEA scheduling information (date, time, MWA location). The appointment must be scheduled by the date on the letter and held within 21 days of the "letter sent date." A claimant can reschedule their first RESEA appointment once within the 21 days from the "letter sent date." The appointment must be rescheduled prior to the originally scheduled time and date. UPMW encourages our team to gauge the claimant's interest in enhanced services provided in the second RESEA appointment during the initial RESEA appointment.

Second Appointment

If the talent specialist 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 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 an AJC or contacts us after the date in their letter, the OSMIS will not create a RESEA activity and will automatically send the claimant's information back to UIA with the result code "No Contact." The weekly claimant's report will reflect "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.

UPMW staff will deliver all RESEA activities listed below for each RESEA appointment, unless otherwise directed:

- Orientation to UPMW services.
- Confirmation of active profile on PMTC.
- Assessment of UIA eligibility.

- Verification of the Monthly Record of Work Search Form.
- Development of an IEP.
- 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 enter this into the OSMIS.

i. National Labor Exchange System

The UPMW AJC 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.

j. Services for Veterans

As part of implementing priority of service, UPMW staff are required to attempt to identify veterans and eligible spouses at each point of contact 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). At a minimum, talent specialists ask customers if they are a veteran or an eligible spouse.

Our team 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 talent specialists that they may qualify to receive additional services. This notification must include the following:

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

Military Service Questionnaire

If a veteran or eligible spouse is interested in pursuing VCA services, our staff will immediately provide the customer with a copy of the military service questionnaire (MSQ). If not, we will continue to provide all other appropriate services and programs as with any other customer, while also invoking priority of service. When offering the MSQ, staff 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 is confidential.
- Refusal to provide the information will not subject the customer to any adverse treatment but may disqualify them for VCA services.
- The information will be used only in accordance with the law.
- Where to return the completed form.

UPMW staff immediately review completed MSQs to determine qualification to receive VCA services as specified on the MSQ. Once eligibility status is determined, staff must complete the “For Staff Use Only” section of the MSQ.

All customers referred to a VCA are required to have an active Wagner-Peyser registration in the OSMIS. UPMW staff will complete the registration if one does not already exist. Our staff will enter the service referral to Veterans Career Advisor in OSMIS, in addition to any other services provided. If possible, case managers enroll VCA clients into appropriate programs to maximize wrap-around services. Our team will notify the VCA of the referral and provide the MSQ no later than two business days after MSQ completion.

Non-Qualifying Customers for VCA Services

For non-qualifying veterans, staff inform the customer they do not qualify for VCA services and will continue to provide the customer with all other appropriate services and programs like any other customer, while also invoking priority of service. MSQs are filed per requirements of the ES Manual for non-qualifying veterans.

k. Equitable Access to Services for Migrant and Seasonal Farm Workers

AJC staff will offer migrant and seasonal farmworkers (MSWs) the same services offered to non-MSFW participants, except in cases where staff assisted services are provided to MSWs 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.

l. Methods of Ensuring Equitable Access for MSWs

AJC staff ensure equitable access for all customers seeking services through all programs offered throughout our region.

m. Additional Services

UPMW staff are fully integrated and cross-trained in all programs. We provide services to jobseekers no matter what programs they are eligible for. Wagner-Peyser funds will only be used for allowable activities and have been described in the above sections.

2.18 Navigator Description

All employment services staff are navigators for community resources. The navigator portion of their role is to help all job seeking customers to identify resources to remove barriers such as housing, childcare, transportation, and other needs.

2.19 Local Board Description

UPMW Workforce Development Board reviews local adult education provider applications. The Board also reviews the adult education provider's established performance metrics and ensures alignment with the LEO-WD Adult Education program requirements for applications being submitted for U.P. Title II funds.

2.20 Executed Cooperative Agreements

Copies of MOUs, including IFAs with all required local WIOA partners, 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!

2.21 Grant Recipient

The UPward Talent Council (doing business as UPMW) is the legal name of the grant recipient and is responsible for fund disbursement.

2.22 Competitive Process for Grants and Sub-Grants

The primary consideration in selecting agencies or organizations to deliver services within a UPMW subregion shall be their effectiveness 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. Service providers are selected based on a competitive scale and shall include a determination of the ability of the service provider to meet program design specifications established by the administrative entity that consider 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 give final approval of service provider of participant services contract awards.

Competitive proposals are used when there is more than one bidder. The lowest price is not necessarily the determining factor for the 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 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 use 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.

2.23 Local Performance Levels

Performance is monitored in OSMIS using the ETA performance report tool. Current negotiated performance levels are noted on page 38.

2.24 Local Board Actions

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.
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. UPMW also continues to grow our internal training platform, the Learning Management System (LMS), and fine tune our organizational dashboard.

One-Stop Center Infrastructure Funds

UPMW understands and follows the IFA methodology for both co-located partners and others. All agreements are reviewed and updated annually, and we regularly communicate with and have the support of all involved entities.

Roles and Contributions of One-Stop Partners

The Workforce Development Board has a strong focus on growing and maintaining partnerships with One-Stop collaborators including Adult Education, Michigan Rehabilitation Services, Planning Regions, Veterans' Services, and Offender Success. Partners contribute to positive outcomes for all our shared programs and any that may arise in the future. Staff are cross trained on all programs and have the know-how to work together to meet and exceed

performance measures. UPMW and partners follow all applicable regulations and guidance regarding cost allocations.

2.25 Training Service Provision

Contracts for Training

There are limited circumstances where mechanisms other than ITAs are used to provide training services in the U.P. Contracts for training services are provided for on-the-job training, work-based training, or other employer-based training. If necessary, UPMW will use training contracts for classroom-based training following state guidelines. We currently rely 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 use 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 previous wages.

UPMW approves or denies training providers according to a standardized, objective process. Eligible training providers are posted publicly on the Michigan Training Connect. Only eligible training providers may receive WIOA training funds in payment for helping participants.

To maximize customer service, UPMW provides training through a combination of ITAs and contracts. This enables us to place participants in programs such as registered apprenticeships, related training activities, and stackable credentials that lead to higher skill and higher wage employment. Training aligns with the participant's employment and/or training goals outlined in their IEP/ISS.

Informed Customer Choice

Participant choice is one of the basic WIOA principles. Training services, whether accessed by ITAs or under contract, must maximize informed consumer choice in selecting an eligible training provider in accordance with the goals and objectives outlined in the participant's IEP. UPMW staff help participants make career choices, however, the final decision rests with the customer.

We will prioritize programs leading to recognized post-secondary credentials for local in-demand industry sectors or occupations, as identified by the UPMW WDB. Consequently, UPMW staff promote and enable participants to make choices regarding training providers and programs that have the highest likelihood of employment and financial independence.

Performance outcomes and costs should be the only factors that team members reference that could influence customer choice. However, when consulting with participants, it is essential that they make a viable financial plan and decide whether they wish to select a public or private provider. Training selection should also be guided by the occupation's demand. Training applications not classified as "in-demand" must be accompanied by alternate documentation of demand and/or placement commitments from employers.

2.26 Public Comment Process

The Workforce Development Board has instructed the UPMW CEO to post this draft plan on the upmichiganworks.org website. The plan was shared with leadership, Board members, partners, and Career Educational Advisory Council members. Before submission to LEO-WD, copies of the proposed combined plan were made available for public comment. The plan was posted to our website on July 26, 2022, and people were given 30 days to submit comments. We received the following comment on the WIOA combined plan during the public comment process:

"I reviewed the [UPMW] Combined Plan. Pages 58 and 59 list MRS services. Can you please add the following bullet with the MRS services:

Vocational and other training services, including personal and vocational adjustment training, training in STEMM fields, measurable skill grains, credential attainment, books, tools, and other training materials. Thanks."

-Western, Central and Northern Division-Michigan Rehabilitation Services, Michigan Department of Labor and Economic Opportunity

2.27 Integrated Technology

The primary system for UPMW One-Stop centers 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 OSMIS. OSMIS enables us to share information with VCAs about mutual participants.

2.28 Priority of Service

WIOA mandates that priority be given to individuals who meet the statutory definition of "low-income" and "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 definition in this policy.

Priority-Level II:

Any WIOA-eligible individuals who meet Priority Levels III or IV, but also have any of the following employment 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, or
- Locally defined barriers, or
- 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.

Priority-Level V:

- Requires “additional assistance” completing a training program or finding and maintaining employment.

2.29 Rapid Response Coordination

The Board has instructed the CEO to implement a formal comprehensive Rapid Response strategy. The 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 include in-person

or remotely, the Unemployment Agency, MRS, Veterans' Services, and regional educational institutions.

We coordinate Rapid Response activities with the state to help employers and impacted workers as quickly as possible following announcement of a permanent closure, mass layoff, or natural or other disaster resulting in a mass job dislocation. We monitor media reports and use internal and external local networks to identify downsizings and closures that warrant Rapid Response.

2.30 Rapid Response Description

Our business services specialists and talent specialists collaborate to provide Rapid Response services and the full range of workforce/economic development services available through the UPMW system to employer customers. Serving as the MWA representative on the Rapid Response team, business services specialists work closely with the director of workforce services, who interfaces with the Workforce Development Agency, State of Michigan Rapid Response section, ensuring that workers transition to new employment as soon as possible.

Business services specialists and the 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 immediately notify their workforce services manager to determine whether a worker adjustment retraining notification (WARN) notice is required.

The close relationships already established between business services specialists and local employers maximize successful Rapid Response meetings. When a local employer is facing layoffs or closure, trust is a critical factor because of the confidential information that is revealed during meetings. Business services and talent specialists 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 Responses.

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

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

See Attachment 2 for Rapid Response and Layoff Aversion Local Policy



LOCAL POLICY:

SUPPORTIVE SERVICES, v1.02

Date:	September 16, 2021
To:	All Staff
From:	Chief Financial Officer, Director of Workforce Services
Subject:	Supportive Services and Needs-Related Payments
Programs Affected:	All workforce programs for which supportive services is an allowable expenditure
References:	Trade Adjustment Assistance (TAA) Manual Partnership. Accountability. Training. Hope. (PATH) Program Manual Workforce Innovation and Opportunity Act (WIOA) Manual Business Resource Network Program Manual Special initiative programs (e.g., MiLEAP, MiREACH, SAE, BRES, etc.)

BACKGROUND

Supportive services provide eligible participants with financial and other resources 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! (UPMW), limitations and parameters for allowable supportive services for each funding source, as well as the local determination regarding Needs-Related Payments.

POLICY

I. Needs-Related Payments

UPMW 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*, *Support Services* 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 UPMW designee. See Section VI. Waivers.

c. Duration

Supportive services are provided to enable an individual to participate in employment and training 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, UPMW 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 support, 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 UPMW 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 UPMW 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. Any conflict between this local policy and a state or federal policy shall be subject to the state or federal policy. In those instances, this policy may be used as a guide and additional guidance should be sought from a program administrator.

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

UPMW 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. Utility bills
4. Mortgage payments
5. Television fees
6. Established car payments
7. Credit card or other loan payments
8. Building supplies for capital improvements
9. Jewelry
10. Any item that is not directly related to obtaining or retaining employment 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 UPMW'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 UPMW.

INQUIRIES

Inquiries regarding this policy are to be directed to your supervisor.

Attachment A

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 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 B

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 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 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 C

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 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 D

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 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 E

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 UPMW must not exceed \$4000 for PATH participants • Cost of the vehicle to UPMW Must not exceed \$5000 for 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 UPMW. • Participant MUST be enrolled in OSMIS • Supportive Service must be entered in OSMIS • Case Note that includes the cost and the vendor used

Attachment F

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 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 G

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 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 H

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 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 I

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 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 J

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"> • UPMW 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, including addiction counseling • 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 UPMW. 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 BRN • A maximum lifetime allowance of \$500 for all other allowable expenses for WIOA, PATH, and 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 K

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) ○ Internet fees 	<ul style="list-style-type: none"> • A maximum lifetime allowance of \$500 for WIOA, PATH, and 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 L

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 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 M

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 with a licensed childcare provider • Completed monthly budget worksheet • Computer print-out of completed ISS/IEP 	<ul style="list-style-type: none"> • Applicable to WIOA and BRN participants only • UPMW will only issue childcare payments to a licensed childcare provider. Proof of licensure can be verified at childcaresearch.apps.lara.state.mi.us 	<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 • A childcare supportive service should be accompanied by a financial literacy activity to plan for reducing or eliminating payment assistance

Attachment N

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 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



LOCAL POLICY:

RAPID RESPONSE AND LAYOFF AVERSION

Date:	June 18, 2018
To:	All Staff
From:	Chief Strategy Officer
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, hereinafter referred to as Upper Peninsula Michigan Works (UPMW), 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 UPMW 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 or 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

UPMW, 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. UPMW 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. UPMW 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 from UPMW, Unemployment Insurance Agency (UIA), Veteran Representatives, Michigan Rehabilitation Services (MRS), educational partners.
- Identifying a Rapid Response contact to coordinate with the Labor Economic & Opportunity-Workforce Development (LEO-WD) 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, UPMW Rapid Response contact will coordinate with Talent 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.

UPMW staff or partners who become aware of a WARN-level layoff or closure event, must notify UPMW Designee 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, UPMW 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 UPMW 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 UPMW's Business Service Specialists 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 UPMW's early intervention/layoff aversion network.

The activities 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. UPMW will continuously monitor expenditures and obligations of WIOA Dislocated Worker funds and seek out additional funds as necessary following the current state of Michigan WIOA Manual regarding WIOA Dislocated Worker (DW) State Adjustment Grants (SAGs).

Rapid Response Contact

Upper Peninsula Michigan Works!
Director of Business Services
2950 College Avenue
Escanaba, MI 49829
mwjob@upmichiganworks.org
(906) 789-0558

INQUIRIES

Inquiries regarding this policy are to be directed to your supervisor.