



Upper Peninsula

Michigan Works!

**WIOA Four-Year Combined Plan
Program Years
2024-2027**

Updated June 2024

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

Equal Opportunity Employer Michigan Relay Center 711· Auxiliary Aids & Services Available to Individuals with Disabilities·
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Upper Peninsula Michigan Works! Regional Plan

Regional Planning Process

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

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

We have three main goals that drive our work, along with specific strategies:

1. Increase Access to the Labor Pool.
 - a. Expand outreach.
 - b. Improve partnerships.
 - c. Increase marketing.
 - d. Improve employer and job seeker access to services.
2. Increase Employer-Engaged Training.
 - a. Strengthen apprenticeship programming.
 - b. Increase work-based training.
 - c. Improve usage of soft-skills training.
 - d. Increase employer engagement.
3. Build Resources.
 - a. Identify gaps and increase sharing with partners.
 - b. Provide leadership and support for early childhood education, transportation, business, and other services.

Regional Labor Market Data and Economic Conditions

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

Labor Market Analysis

The UP-unemployment rate was steadily declining until the COVID pandemic. The UP had a lower unemployment rate during COVID than the Michigan average. Since the height of the pandemic, the UP has recovered to prepandemic unemployment levels. The higher UP unemployment rate, as compared to the state, is due to the main employment industry being tourism-based, resulting in many seasonal employees.

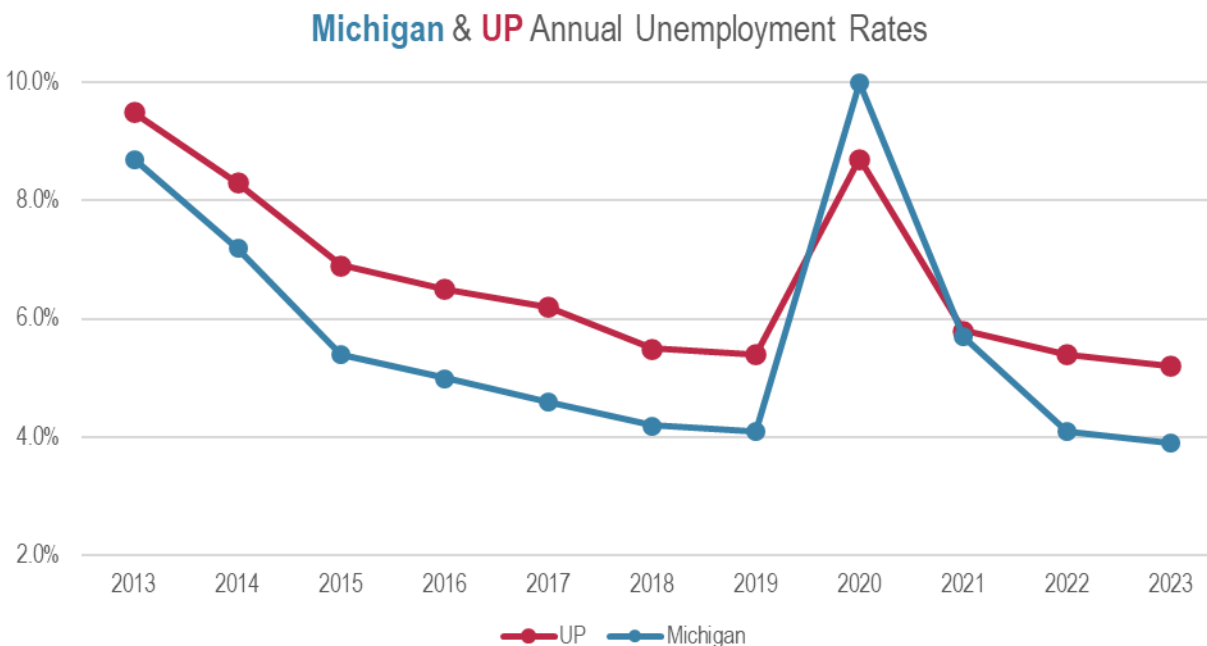


Fig. 1 Michigan & UP Unemployment Rates. Michigan Center for Data and Analytics, www.milmi.org, retrieved May 2024.

UPMW uses the Hot Jobs list for the UP, which is WDB reviewed to implement plans for regional in-demand sectors. Currently, the top three largest industries by employment numbers include retail trade, manufacturing, and health care and social assistance.

The labor force participation rate is the ratio of employed or seeking employment residents against all civilian, non-institutionalized, 16+ year old residents. The UP is experiencing post pandemic growth but has not yet recovered to prepandemic rates.

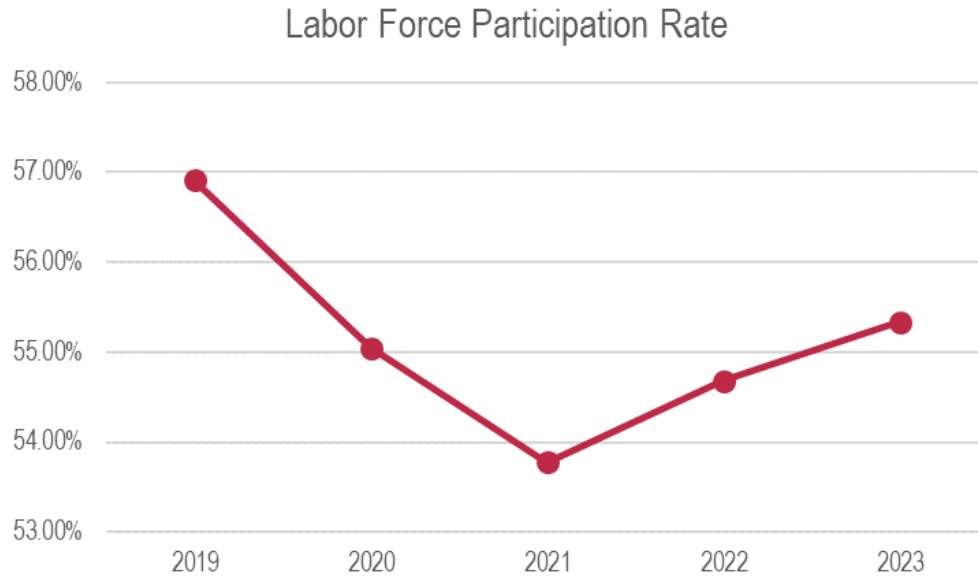


Fig. 2 Labor Force Participation Rate. Lightcast (2024). Retrieved May 2024.

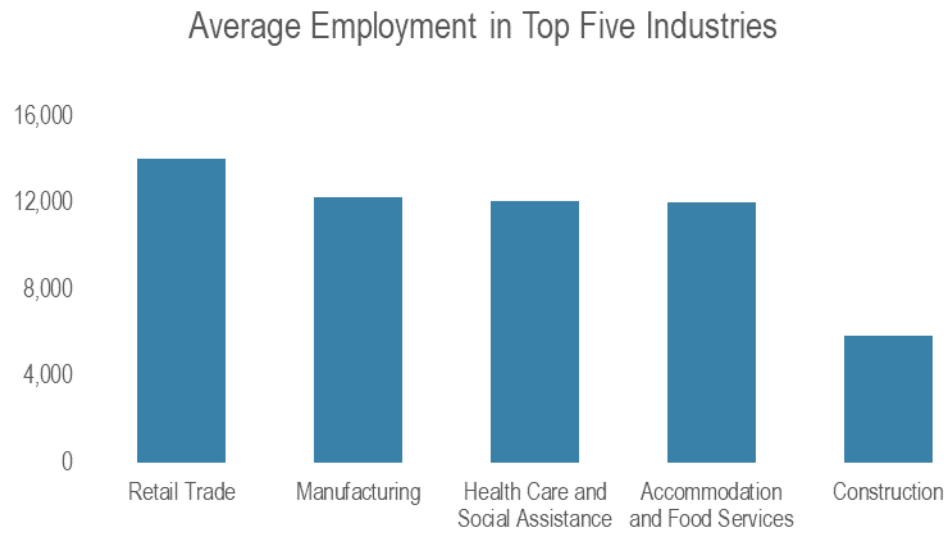


Fig. 3 Top Industries. Michigan Center for Data and Analytics, www.milmi.org, retrieved May 2024.

Looking to future employment numbers, the top industries with projected growth include three of the same five industries: accommodation and food services, health care and social assistance, and manufacturing.

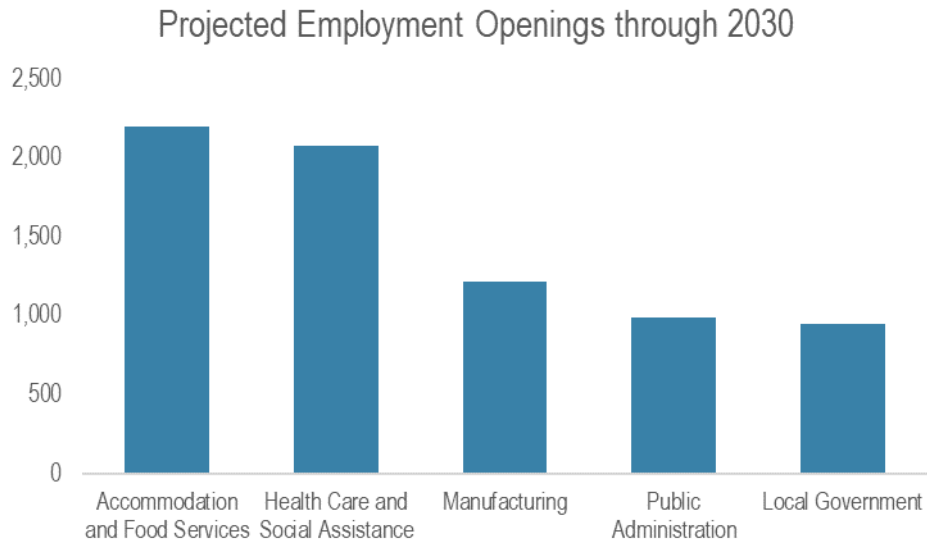


Fig. 4 Projected Openings by Industries.
Michigan Center for Data and Analytics, www.milmi.org, retrieved May 2024.

The top three largest occupations for the UP are office and administrative support, food preparation and serving related, and sales and related.

Largest Occupations

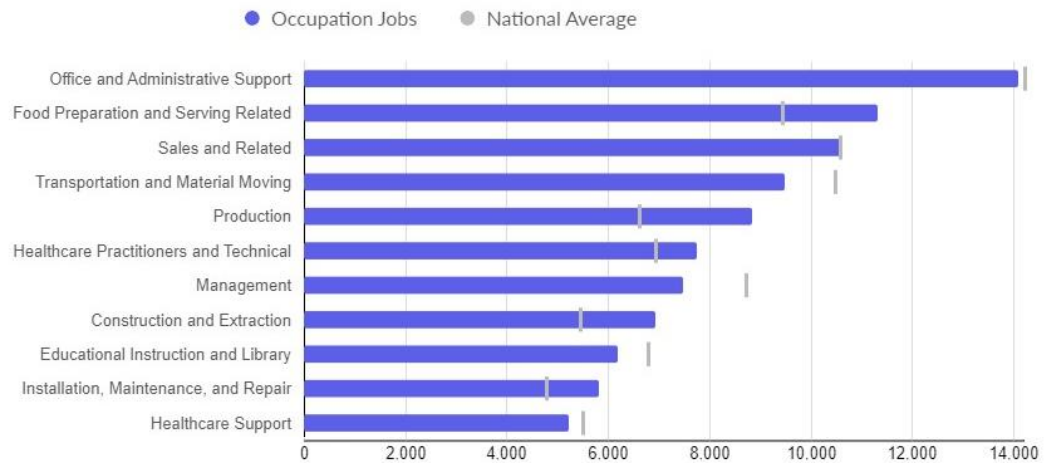


Fig. 5 Largest Occupations. Lightcast (2024). Retrieved May 2024.

Four of the five top occupations have a median wage less than the UP’s median wage of \$19.26. For employees in food preparation and serving occupations, those at the 75th percentile of all workers still earn well below the UP median wage. This, coupled with being the second largest occupational group, creates a large population who cannot sustain themselves or their families.

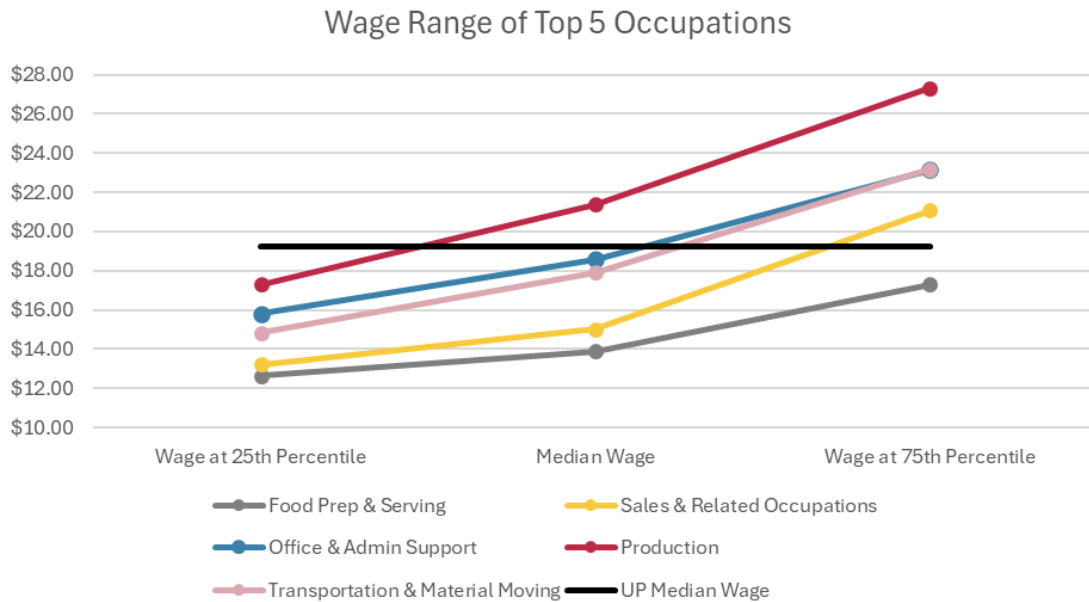


Fig. 6 Wage Range by Occupation.
Michigan Center for Data and Analytics, www.milmi.org, retrieved May 2024.

The top three occupations showing growth within the UP include management, business and financial operations, and healthcare support.



Fig. 7 Growing Occupations. Lightcast (2024). Retrieved May 2024.

The in-demand industry skills across the UP follow the trends of the top in-demand occupations and industries for Michigan. Examples of in-demand skills include merchandising, nursing, and restaurant operations. Additionally, many of these skills line up with the educational requirements by top occupation and can be achieved through short-term, on-the-job training. Increases in the tourism industry create a larger demand for healthcare skills due to temporary increases in population during tourism season.

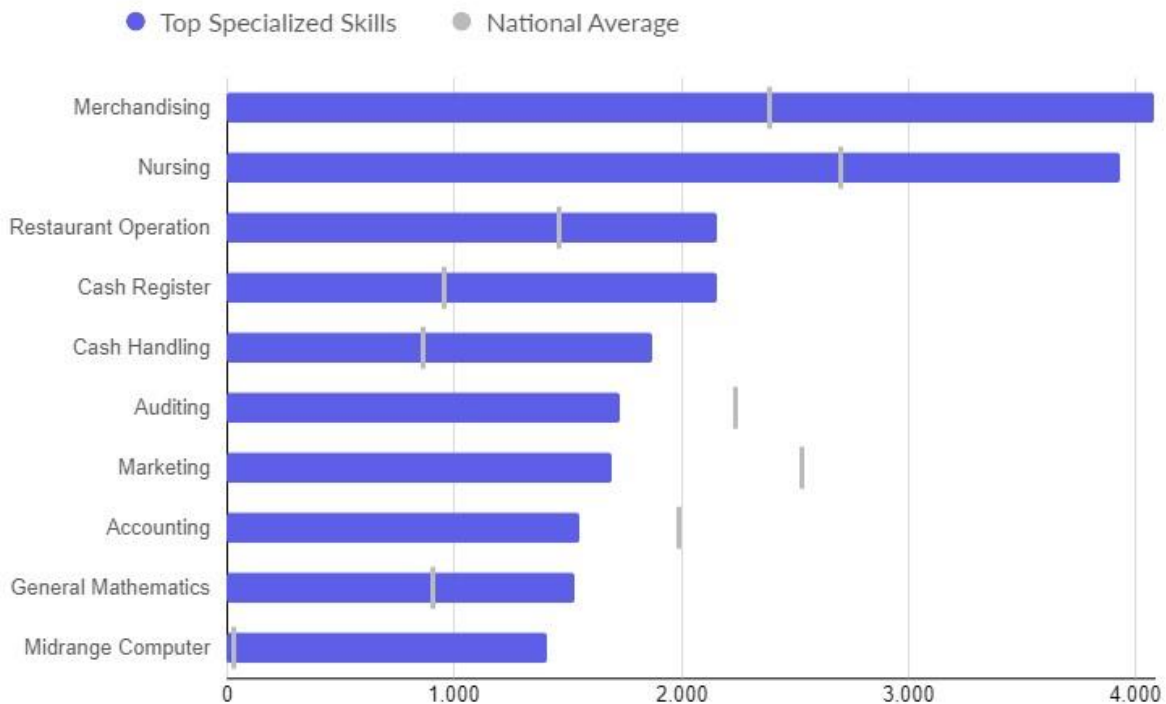


Fig. 8 Top Specialized Skills. Lightcast (2024). Retrieved May 2024.

Workforce and Population Analysis

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

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

The UP population declined by 3% in the last 10 years while the rest of the state saw a 1.4% increase. An aging population and out-migration levels contribute to this decline. In the post

pandemic world more people are seeking out the UP lifestyle and projections show potential growth of more than 2% by 2027.

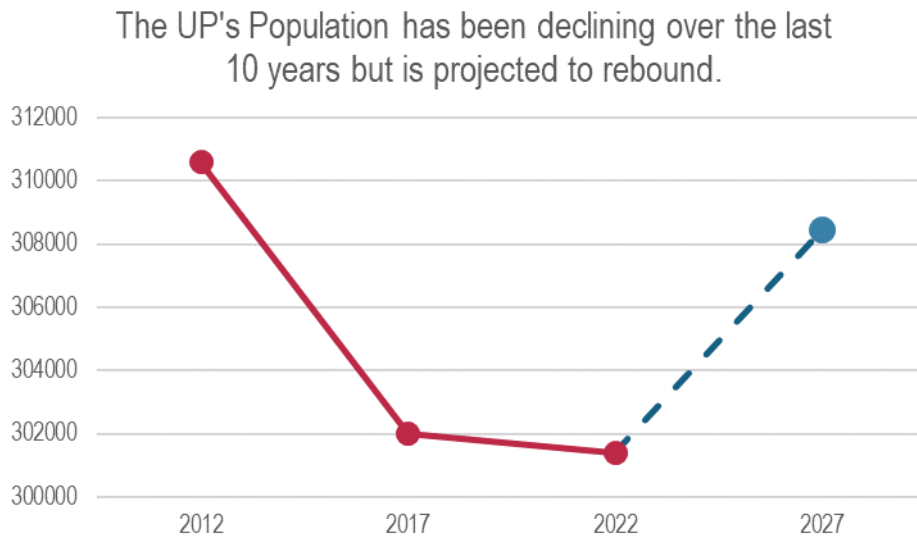


Fig. 9 UP Population.
Michigan Center for Data and Analytics, www.milmi.org, retrieved May 2024.

Close to 60% of the UP population resides in four counties: Chippewa, Delta, Houghton, and Marquette. Most of the population being in four of the 15 counties causes strain and increased pressure on the rural workforce. These areas do not have adequate numbers of skilled workers to fill the positions available, causing more employees to commute, and potentially increasing other barriers to employment.

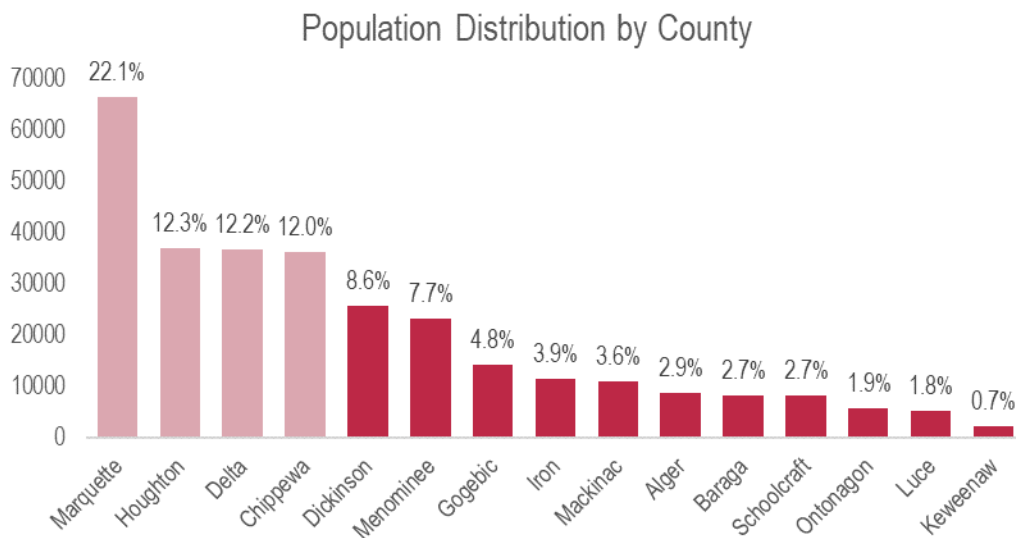


Fig. 10 UP Population Distribution. Michigan Center for Data and Analytics, www.milmi.org, retrieved May 2024.

The UP population is older than the state average. The UP number of 55+ is 38% of the total population compared to the state’s population ratio of 32% for the same age group. UP residents between the ages of 25–54 comprise only 32.5% of the total population compared to the state’s population ratio of 37%.

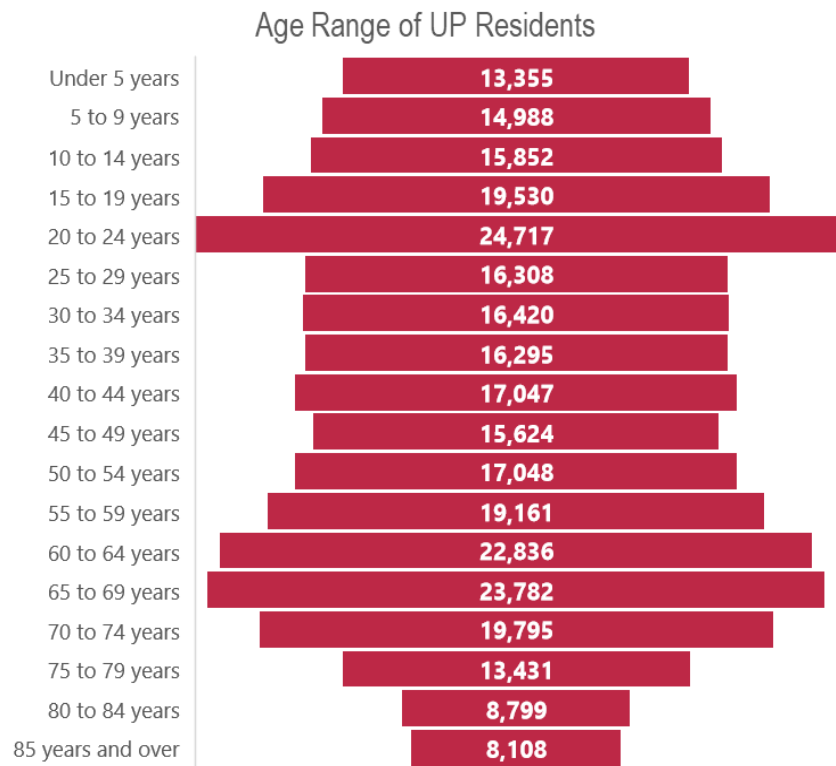


Fig. 11 Age Range of UP Residents. Michigan Center for Data and Analytics, www.milmi.org, retrieved May 2024.

The UP population is predominantly white, non-Hispanic. The UP does have more residents that identify as American Indian or Alaskan Native than the state ratio. There are six Tribal Reservations within the UP.

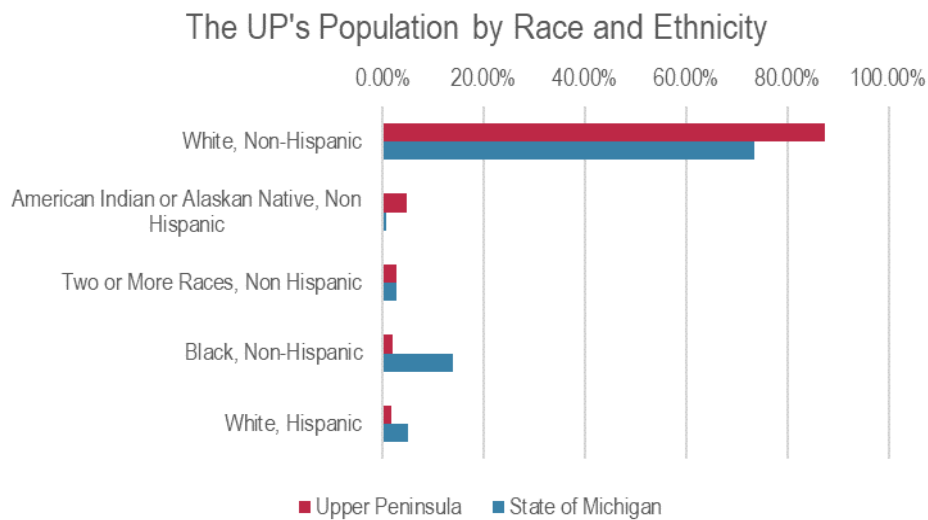


Fig. 12 UP’s Population by Race and Ethnicity. Lightcast (2024). Retrieved May 2024.

The UP’s poverty rate reflects Michigan’s overall poverty rate. Keweenaw and Dickinson Counties are well below the state’s ratio while Luce County is far higher.

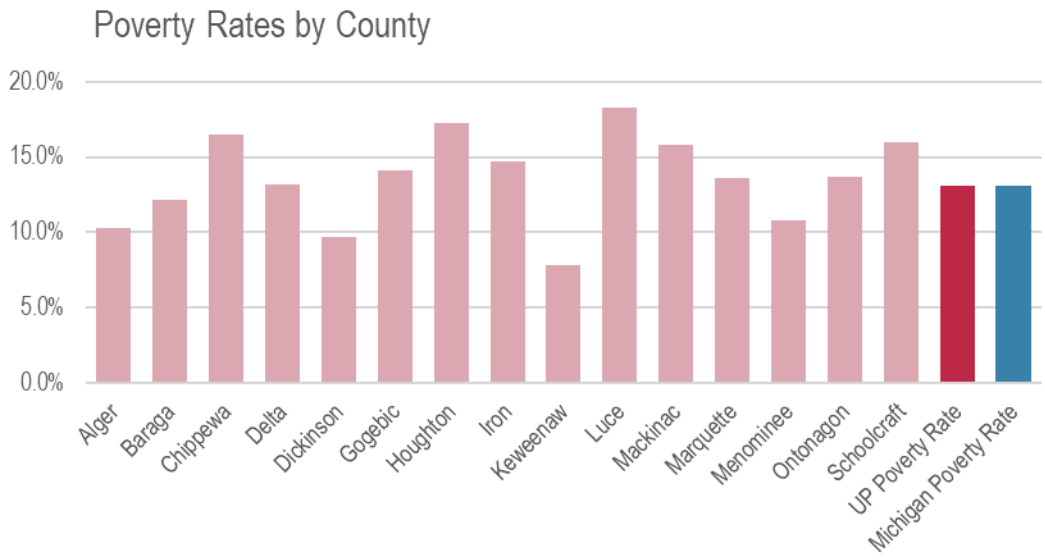


Fig. 13 Poverty Rates by County. Census, 2022: ACS 5 Year Estimates, retrieved May 2024.

Thirty-four percent of the population’s highest level of education is a high school diploma or equivalent. The next most common form of educational attainment is some college at 22.8% of the population, and bachelor’s degree at 16.8% of the population. In the past ten years, those with a high school diploma has decreased by 4.0% with an over 2.0% increase for both associate and bachelor’s degrees independently.

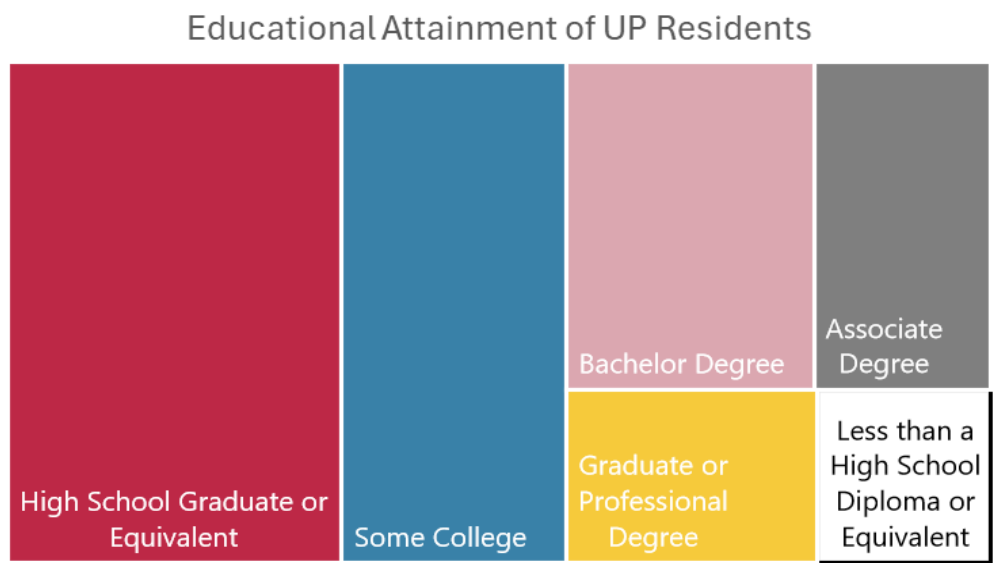


Fig. 14 Educational Attainment of UP Residents. Lightcast (2024). Retrieved May 2024.

The UP educational pipeline of post-secondary institutions has decreased by 7.9% over the past six years. The highest share of graduates represent mechanical engineering and registered nurse with the other graduates reflecting the post-secondary education requirements needed by employers.

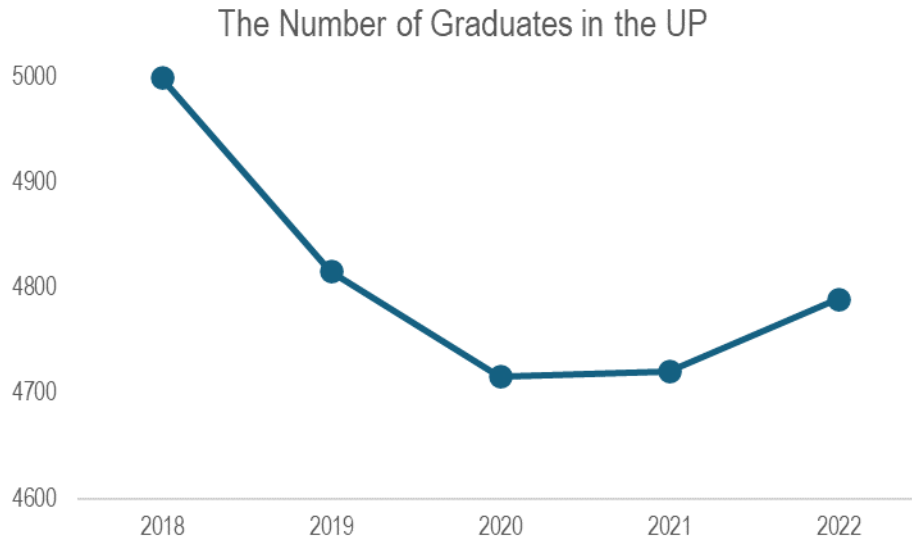


Fig. 15 The Number of Graduates in the UP. Lightcast (2024). Retrieved May 2024.

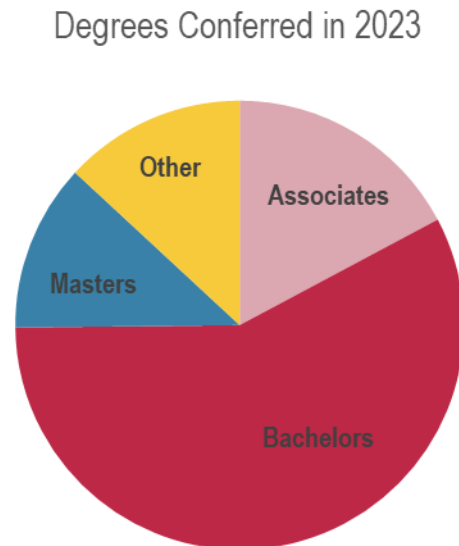


Fig. 16 Degrees Conferred in 2023. Lightcast (2024). Retrieved May 2024.

The number of assistance program recipients has decreased by 7.5% in the last six years from 10,930 recipients to 10,107 recipients across the UP. The counties with the highest percentage of residents receiving assistance are Gogebic, Iron, and Luce. Luce also has the highest poverty rate in the UP at 18.3%.

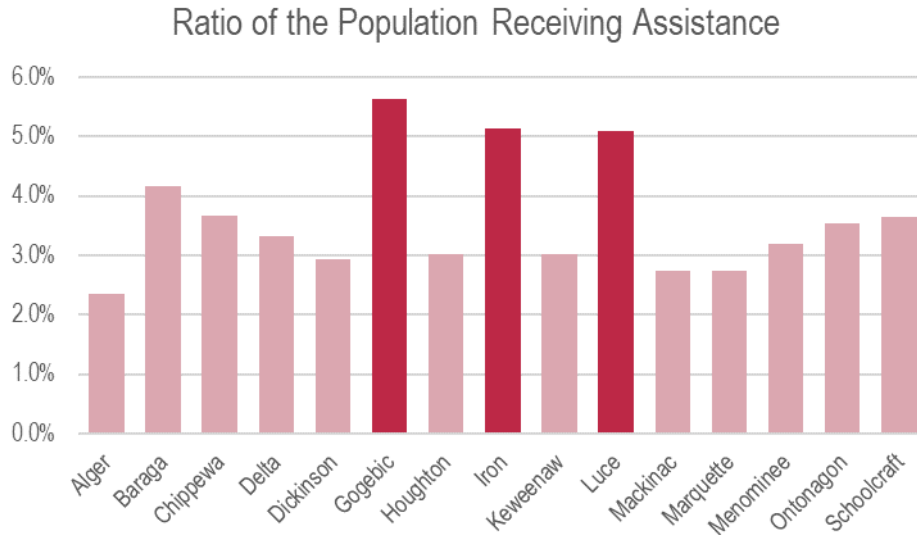


Fig. 17 Age Range of UP Residents. Michigan Center for Data and Analytics, www.milmi.org, retrieved May 2024.

Of the residents receiving assistance that have a work requirement from the Michigan Department of Health and Human Services (MDHHS), 65% of them are of prime working age, 22–44 years old. Another 17.5% are most likely of working age, being between 45–54 years old. Many of the assistance recipients lack higher education, which makes them more likely to take lower paying, but readily available jobs that cannot sustain them.

Residents Receiving Assistance by Age Group

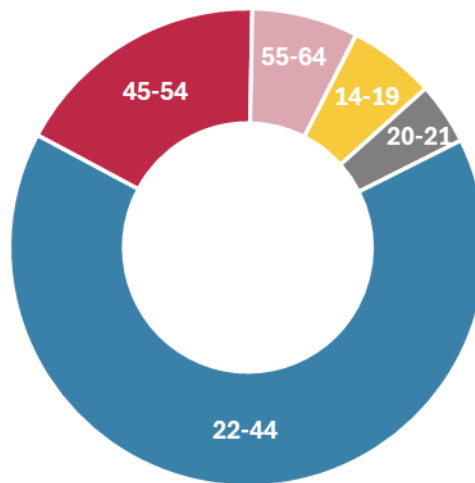
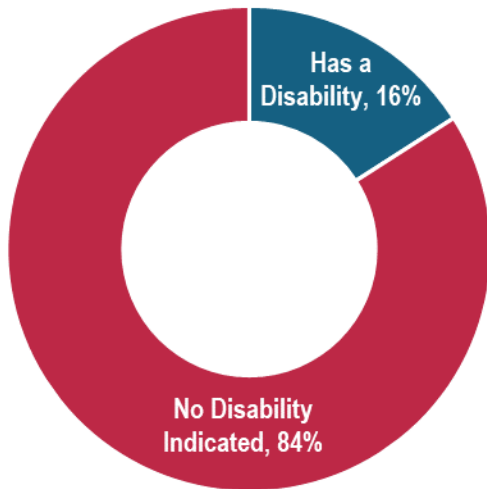


Fig. 18 Age Range of UP Residents. Michigan Center for Data and Analytics, retrieved May 2024.

Disability Status of the UP's Population



More than 48,000 UP residents identify as having a disability. UPMW will help these participants find the accommodations they need to succeed in the workforce. We collaborate with Michigan Rehabilitation Services to ensure that we are maximizing services to these residents.

Fig. 19 Disability Status of UP Residents. Michigan Center for Data and Analytics, retrieved May 2024.

Michigan's Veteran Population

The UP may only contain 3% of Michigan's population but our military veteran population is disproportionately higher with 5% of the state's veterans residing here. We partner with Veterans' Employment Services (VES) and Michigan's Department of Labor and Economic Opportunity (MI LEO) to provide comprehensive services to veterans as they transition to civilian life or attempt a career move. We are collocated with all the veteran career advisors (VCA) to ensure veterans receive the services they need.

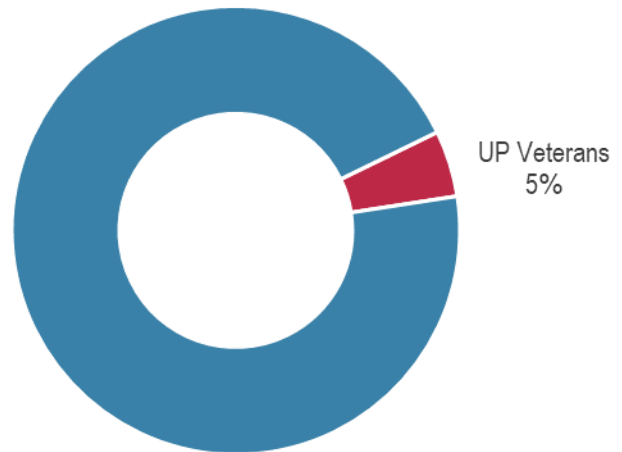


Fig. 20 Michigan's Veteran Population. Michigan Center for Data and Analytics, retrieved May 2024.

Commuting Patterns across the Upper Peninsula

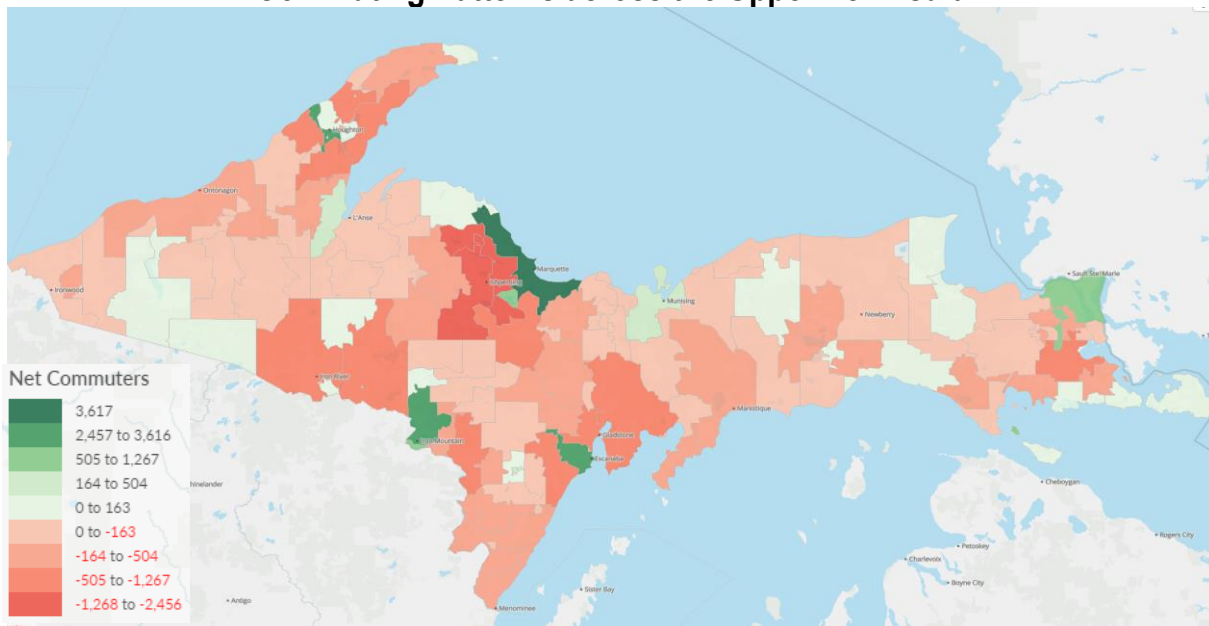


Fig. 21 Commuting Patterns. Lightcast (2024). Retrieved May 2024.

The UP is a vast rural area. The entire peninsula is populated, but employment tends to be centered in densely populated areas. The top areas for net commuters in are Marquette, Houghton, Iron Mountain, Escanaba, and Sault Ste Marie. The areas with the highest loss of commuters are the Ishpeming/Negaunee area into Marquette; the Rapid River/Garden/Gladstone area into Escanaba; and Crystal Falls/Vulcan/Norway into Iron Mountain.

Despite the UP’s expansive rural geography, the average commute time in the UP is less than in the state of Michigan in 13 of the 15 counties. The two counties with higher commuting times are tourist locations with Pictured Rocks and Porcupine Mountains that draw workers in from farther distances to meet demand.

Average Commute Time

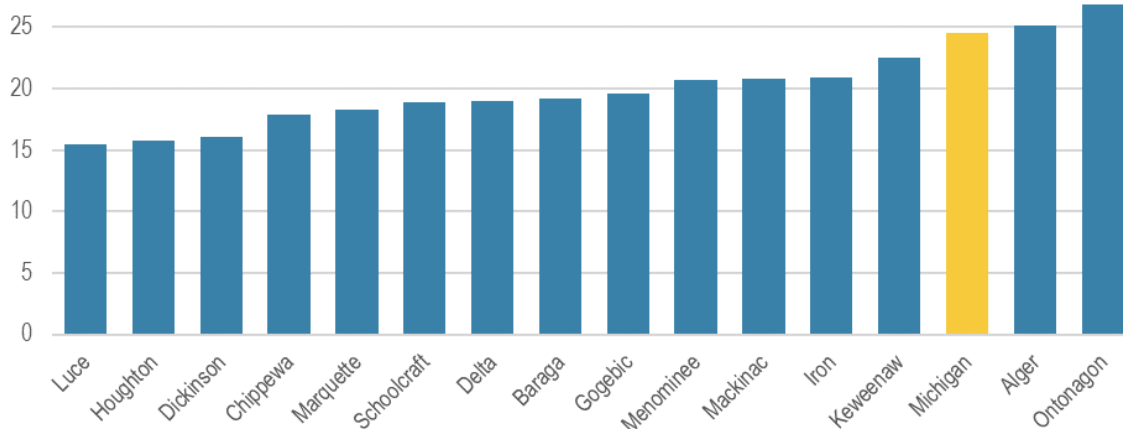


Fig. 22 Average Commute Time. Census Table S0801, 2022: ACS 5 Year Estimates. Retrieved May 2024.

Regional Service Strategies

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

- Regional partnership engagement and communication across all focus areas and geography.
- Increased use of labor market information and connections with Michigan Center for Data and Analytics' efforts to inform all partners, stakeholders, and customers about important data.
- CEAC work:
 - A focused approach on career and educational issues.
 - Clear purpose and direction.
 - A defined mission.
 - Collaborative efforts.
- Mi-STEM Network:
 - Eliminate duplication and better align multiple career exploration activities.
- Mind Trekkers program to raise awareness of STEM-related careers and provide a hands-on career exploration experience for youth while connecting with local training providers, employers, and partners who can provide support.
- Providing opportunities for educators to connect with local employers to help guide students through local career pathway options.
- School district and educator outreach with the goal of expanded career exploration activities and CTE enrollments.
- Student outreach targeting career exploration and CTE awareness.
- Parent outreach to inform about skilled trades, especially through apprenticeship expansion.
- Employer Outreach:
 - Retention visits by economic development organizations (EDO)s, UPMW, Michigan Economic Development Corporation (MEDC), and other partners.
 - Daily business services specialist business outreach documented in HubSpot.
- Business and industry training and funding mechanisms via both formula allocations and additional grant sources in coordination with economic development:
 - Local EDOs
 - UPCDC
 - InvestUP
 - UPEDA
 - Accelerate U.P.
 - SBDC

- OneUP Collaborative: Our regional approach to sector strategies. We convene in-demand industry collectives to identify UP employer needs and connect with local post-secondary training providers.
- Career pathway services are being established in the UP through work-based learning (WBL), on-the-job training (OJT), incumbent worker training (IWT), and apprenticeship.
- Expanding training opportunities through different funding sources (Going PRO, Young Professionals, WBL, OJT, IWT) and ensuring alignment/job placement with employer needs.
- Soft skills services are offered through the Workplace Excellence curriculum by UPMW trained facilitators.
- Achieving goals through special initiatives such as the Early Childhood Investment Corporation (ECIC) taskforce and related development.

Efforts to Inform the Community About Careers

It is imperative that UP stakeholders engage in these efforts to build the skilled workforce needed by local businesses. We must educate UP residents about in-demand and family-sustaining careers. Tools and strategies to inform the community about careers include the following:

- Talent tours.
- Classroom presentations.
- Pathfinder.
- Other career exploration activities.
- Teacher externships.
- Hometown career fairs.
- Mind Trekkers.
- Construction Connect and summer Building Trades Camp.
- ECIC taskforce.

We must continue to obtain funding to help unemployed, under-employed and incumbent workers. Currently we use WIOA, Going PRO Talent Fund, and additional grants. Training providers are learning to use a demand-driven model based on definitions from employers. This work is being supported through the OneUP Collaborative. UPMW will continue to assess training suitability for job seekers interested in employment-related training to ensure they have the requisite skills and interests to be successful in the training program of their choice. We will also make connections to local employers to ensure career opportunities after training completion.

We have not identified any services to eliminate.

Strategies to Address Education and Training Needs

Reviewing Education Institution Registrations on Michigan Training-Connect (MiTC)

There are opportunities to document outcomes for programs from each educational institution. Funding to support employment-related education is limited. Therefore, it is important to evaluate return on investment. Working with the Michigan Works! system, educational institutions will examine the outcomes as listed on MiTC. As a regional workforce system, we will develop strategies to improve those outcomes or remove the program from MiTC.

Broad Adoption of Career Pathfinder

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

Apprenticeship Expansion Across the Region

UPMW has been a USDOL Intermediary with approved apprenticeship standards since August 2021. We are expanding registered apprenticeships in various non-traditional occupations such as CNC machine operator, certified medical assistant, early childhood education, information technology, and more. We are committed to the long-term goal of increasing the numbers of apprentice-ready occupations and apprentices.

Expanded access to the Going PRO Talent Fund

Training dollars are crucial to the success of UP companies. The entire workforce system is collaborating to educate businesses about the application procedures and eligibility requirements of the fund. We will help companies take advantage of a variety of sources to ensure that their training needs are met, while continuing to advance Going PRO usage.

Increased Career and Technical Education (CTE) Enrollments

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

MiSTEM Network

The UP is served by three high-functioning MiSTEM hubs that identify and address STEM education needs. They collaborate with stakeholders to catalyze opportunities for students to experience project-based learning that empowers them to use STEM skills to address authentic challenges in their communities.

Skilled Trades Career Exploration and Pipeline Building

There are many UP businesses and industries that cannot find enough skilled workers to fill the openings they have, including jobs that pay well and offer long-term employment potential. There are many marketing efforts that target students, parents, teachers, and skills-

deficient adults throughout the UP. They address both skill and worker shortages. Summer skills camps and work-based learning experiences are developing a skilled-trades pipeline.

Expanded or Renewed Focus on Sector Strategies

An industry cluster is a geographic concentration of related employers, industry suppliers, and support institutions in a product or service field. Michigan's sector strategies create a framework in which many employers within a single industry jointly engage with the workforce system to identify their talent demand and challenges. Using this approach, talent issues can be rectified more efficiently through multi-company, industry-focused employment, and training programs. UPMW facilitates employer led collaboratives through our OneUP Collaborative efforts in healthcare, manufacturing, and hospitality/tourism industries.

US Chamber Talent Pipeline Management

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

Integrated Short- and Long-term Worker Pipeline Development

Workers are one of the most important resources for any organization hoping to expand in an increasingly competitive market. In a competitive labor market, more effort is required to attract quality talent than ever before. Regional strategies must be developed to address worker pipeline needs.

Stackable Credentials

Stackable credentials provide career pathways for students and employees. These pathways offer a clear sequence of coursework and/or 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 to address the need for stackable credentials.

UPMW Two-part Strategy for Developing an External Training

1. Frequent contact with employers to determine the training they need to help their employees succeed. We will use the following tools to execute this strategy:

- OneUP Collaborative: Industry-led collectives that identify training needs.
- Career Pathfinder: Used in workshops, classrooms, and events to help people explore careers.
- Individual Training Account (ITA): Uses our funding to help jobseekers increase their education and training to the level required to achieve in-demand careers.
- IWT: Helps employers to offer the training required to upskill their employees to meet company needs.

- YP/WBL: Works with both in-school youth (ISY) and out-of-school youth (OSY) to provide work-based learning experiences to aid in career exploration and development.

2. Working with training providers to identify training programs that would benefit both participants and employers:

- Michigan Training connect: The state's eligible training provider list used by Michigan Works! agencies to identify approved, in-demand training programs.
- Programs must align with in-demand jobs.
- OneUP Education and Training Collective will provide the connection between employer needs and workforce training availability.

Strategies to Address Geography

The expansive and sparsely populated UP presents unique challenges to jobseekers and employers. Without improved technology connectivity and use, it is unlikely these barriers could be overcome. In addition to technology connectivity, regional partners need to improve local and regional communication to catalyze their effectiveness. Region 1 is much larger than any other MWA. The east/west distance across the UP is greater than the north/south distance of the Lower Peninsula.

REGIONS

- 1 Upper Peninsula Region**
Upper Peninsula Michigan Works!

2 Northwest Region
Networks Northwest

3 Northeast Region
Northeast Michigan Works!
Michigan Works! Region 7B Consortium

4 West Michigan Region
4a. West Central Works!
4b. West Michigan Works!

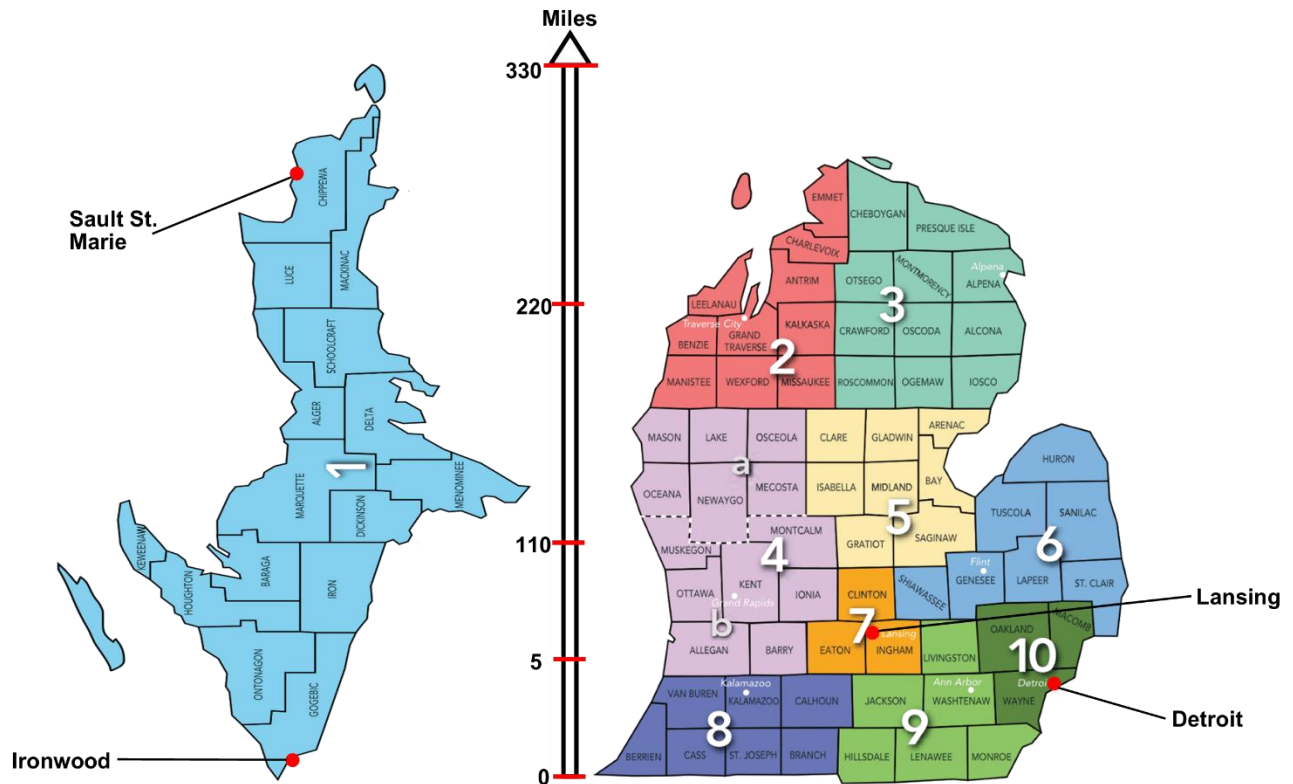
5 East Central Michigan Region
Great Lakes Bay Michigan Works!
Michigan Works! Region 7B Consortium
- 6 East Michigan Region**
GST Michigan Works!
Macomb/St. Clair WBD, Michigan Works!

7 South Central Region
Capital Area Michigan Works!

8 Southwest Michigan Region
Kinexus
Michigan Works! Southwest

9 Southeast Michigan Region
Southeast Michigan Community Alliance (SEMCA) Michigan Works!
Southeast Michigan Consortium

10 Detroit Metro Region
Detroit Employment Solutions Corporation
Macomb/St. Clair WBD, Michigan Works!
Oakland County Michigan Works! Workforce Development Division
Southeast Michigan Community Alliance (SEMCA) Michigan Works!



However, there are abundant lifestyle and economic advantages to the UP that make solving the disadvantages highly desirable.

Advantages:

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

Disadvantages:

- Declining population as a rural region: People leave the area to pursue opportunities available in larger markets, and the remaining population continues to age.
- Low population density.
- Distance and time constraints create barriers for convening in-person stakeholder meetings.
- Business Attraction Challenges: Employers may be reluctant to start businesses here or relocate from other areas because of the remote location.
- Lack of infrastructure such as cellular coverage and broadband availability over large areas.
- The entire UP is considered one region in a variety of State of Michigan initiatives, but there are multiple labor markets with diverse conditions, challenges, and strengths that require different approaches.

Serving Hard-to-Serve Populations

Access to workforce participation is critical to ensuring equal opportunity, maximizing community involvement, and improving quality of life for individuals with employment barriers. Barriers can include lack of education or training, lack of transportation, the need for special features at the job, attitudinal barriers, or specific challenges associated with inclusion in a targeted population. Regional stakeholders will focus on services to these targeted populations using the following strategies:

Expanding Business Engagement

To link individuals to employers we offer WBL opportunities, transitional employment, OJT, and other placement strategies for the hardest-to-serve populations.

Expanding Jobs for Michigan's Graduates (JMG)

We will expand JMG programming and enrollments with sustainability in mind. JMG is highly successful at equipping young people with the skills to overcome barriers and succeed in education, employment, and life. As the state-based affiliate of the national Jobs for America's

Graduates (JAG), JMG has national credibility drawn from JAG's 43-year history serving more than 1.7 million young adults. Moreover, JMG's expansive partnership network of Michigan Works! agencies, school districts, community colleges, and non-profits provide a foundation for long-term sustainability. UPMW will continue to offer and expand JMG in more areas of the UP as funding allows, while developing sustainable solutions at existing and new locations. Additionally, UPMW provides wrap-around support for another UP JMG affiliate at the Marquette-Alger Technical Middle College.

Expanding Adult Education Engagement

The UP has many middle-skill jobs open regularly, but some adult jobseekers lack the skills to fill those jobs. There are many basic-skills-deficient adults in the UP, and it is critical to help low-skilled adults advance their abilities. UPMW collaborates with adult education partners to assess and expand appropriate services to adults, with or without a high school diploma or equivalent, that face challenges in reading, mathematics, and language.

Expanding Offender Success Engagement

The Michigan Offender Success Model helps ensure that offenders released from prison have the skills needed to succeed in the community, and the opportunity to use them to become productive and self-sufficient citizens. The Michigan Offender Success model reduces crime by providing a plan of services, supervision, and opportunities for offenders, and by delivering it through state and regional collaboration to help them obtain employment and achieve self-sufficiency. Offender Success coaches target service provisions to meet the needs of returning offenders, thereby reducing their risk of recidivism, and enhancing their employment opportunities. The UP-workforce development system is engaged with and supportive of these efforts and provides wrap-around services for Offender Success participants.

Expanding MRS Engagement

Partners are also expanding engagement with Michigan Rehabilitation Services (MRS) Business Network Division (BND). Specifically, the MRS BND business relations consultant helps UP businesses to find and retain qualified workers with disabilities. This helps employers save time and money by providing the following business support services:

- Talent development: no cost recruiting and prescreening of job 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 by qualified vocational rehabilitation counselors regarding work-related and non-work-related injuries. MRS helps businesses maintain a motivated, dependable, and dependable workforce.

Expanding Transition Program Engagement

UP intermediate school districts 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 of the Individualized Education Plan process. The purpose of the Individualized Education Plan (IEP) document is to assist all stakeholders (students, teachers, families, and other school personnel) in developing and implementing the transition IEP and transition planning throughout the secondary school years. The workforce development system will continue to work closely with and expand relationships with transition programs.

Expanding Veteran Engagement

Veterans receive priority of service across all employment and training programs. They also have access to a VCA and a local Veterans' Employment Representative. However, we will go above and beyond to help veterans access services. One challenge to providing services to veterans is that they seldom seek services at American Job Centers (AJC). Open lines of communication exist between various workforce entities and VCAs. UPMW is improving the referral processes between the AJCs and the veterans' services community. We are also collaborating with Veterans Administration representatives to make referrals to veterans' vocational rehabilitation programs. The following partnerships are key to serving veterans:

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

Expanding Justice-Involved Engagement

We are participating in two pilot initiatives to help justice-involved individuals: Marquette Job Court and Delta County Jail New Chance Program. Marquette Job Court brings together local and state law enforcement partners, courts, and private businesses to divert eligible defendants from the criminal justice system into good-paying jobs. UPMW helps with placement and wrap-around services.

The Delta County Jail New Chance program pilot provides a JMG program in the jail to build career and postsecondary training readiness skills and provide support during the transition from incarceration back into the community for justice-involved adults ages 18–24. The goal of this program is to reduce recidivism.

Work-Based Learning Opportunities for Unemployed

The regional workforce development system implements a variety of strategies to place job seekers in the following work-based learning opportunities:

- OJT

- Transitional employment
- Summer youth work experiences
- Adult work experiences
- Apprenticeships (and apprenticeship readiness)
- Internships

Strategies to Expand these Opportunities include:

- Collaborating with all partner agencies such as Offender Success, MRS, and Veterans' Services for participant referrals.
- Outreach to businesses to identify those who are willing to offer work-based learning opportunities
- Identifying and enrolling participants who are eligible for work-based learning.
- Accepting referrals for eligible unemployed people whom a company might consider for a trial period through a work-based learning opportunity.
- Creating connections between UPMW business services specialists and talent services specialists to encourage open lines of communication

Integration of Regional Planning with Core Partners

The integration of core partners and regional planning begins with better partner relationships. The characteristics of a strong partnership with effective communication create a strong and adaptable regional plan that conforms to the region and local communities' needs.

Sector-based initiatives can 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 UP, we prioritize industry skills alliances. The LEO calls these alliances clusters, 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. Growing evidence suggests that industry clusters are an effective organizing framework for positively impacting economic and workforce development activities.

Collaboration on Regional Sector Initiatives

The OneUP Collaborative is successfully bringing together business leaders in the healthcare, manufacturing, and hospitality/tourism industries to collectively access helpful information and address shared challenges.

We work closely with the Upper Peninsula Construction Council to implement the skilled trades summer camp and Construction Connect programs to build sustainable long-term worker pipelines for the skilled trades unions.

Our partnership with Michigan Technological University (MTU) brings Mind Trekkers to UP middle-school students. Mind Trekkers is a nationally acclaimed traveling STEM roadshow bringing high-energy, hands-on, STEM festivals to communities around the country. Guided by MTU students, participants will discover firsthand the awe and power of science through experimentation. From being inside a bubble, to skewering a balloon without popping it, to playing a piano made of bananas, Mind Trekkers brings communities together to support a dynamic educational ecosystem and catalyze a strong STEM workforce.

UPMW partners with UP Mi-STEM regions to implement teacher externships, which are talent tours for teachers and guidance counselors to companies in multiple industry sectors to expose educators to career opportunities in their school districts.

Current Sector-Based Partnerships

An industry cluster is a geographic concentration of related employers, industry suppliers and support institutions in a product or service field. Michigan's Sector Strategies create a framework in which many employers within a single industry jointly engage with the workforce system to identify their talent demands and challenges. Using this approach, talent issues may be managed more efficiently through multi-company, industry-focused employment, and training programs. The UPMW OneUP Collaborative facilitates employer-led collaboratives in the healthcare, manufacturing, and hospitality/tourism industries.

Regional Priorities

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

- Accommodation and food services
- Construction
- Educational services
- Finance and insurance
- Health care and social assistance
- Manufacturing
- Professional and business services
- Public service
- Skilled trades
- Transportation, mobility, and logistics
- Utilities

The extent of business involvement varies between time and sector. We have seen a steep decline in private sector involvement in group-based efforts. Businesses continue to show interest in our services on a company-by-company basis. We are growing our business services team and increasing their training to enable them to meet the needs of industries on a

company-by-company basis. Using the Going PRO Talent Fund Industry Led Collaborative, we hope to reenergize sector strategies and business involvement.

Other Public/Private Partnerships

InvestUP supports industries and industry sectors. We also partner with many local economic development groups, which are public/private efforts.

Administrative Cost Arrangements

Current Cost Arrangements

Per WIOA regulations and State of Michigan guidance, 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 (IFA), attached as an addendum to the MOUs, were calculated for the required partners based on their proportion of full-time equivalents (FTEs) in each of our AJCs, or relative benefits received. The IFA contributions are reviewed/renewed each year.

Current and Proposed Leveraging Agreements

UPMW uses colocation and/or rental agreements with community agencies to reduce administrative costs and improve partnerships whenever possible. The UP's regional planning and development commissions, Central Upper Peninsula Planning and Development (CUPPAD), and Western Upper Peninsula Planning and Development (WUPPDR) are collocated in the Delta and Houghton AJCs, respectively. We also executed resource sharing agreements with CUPPAD and WUPPDR to provide administrative services, such as financial and IT support.

Cost Sharing Arrangements

We collaborate with various entities to foster joint delivery of workforce and economic development services. Partnerships leverage resources to better support economic vitality in UP communities. These partnership initiatives are mutually beneficial and provide enhanced support to businesses. Cost-sharing arrangements are evaluated annually. UPMW will continue to seek additional cost-sharing opportunities.

Economic Development Coordination

Coordination of Transportation

The UP's expansive land area presents many challenges to coordinate transportation and supportive services. The infrequency and sparsity of public transportation routes may inhibit

customers that lack personal transportation options from obtaining employment and/or education. The lack of reliable public transportation in the UP has been a long-term barrier to employment.

Supportive Services

Our supportive service policy is annually reviewed to ensure wrap-around services to our job-seeking customers. Our case managers can submit vendors to be on our approved vendor list. Our process requires us to obtain three vendor quotes before providing a support service. Online retailers are built into the process. We have systems in place to accommodate participants who live far from brick-and-mortar stores, and in the case of some counties, participants do not have an option for in-person purchasing of certain items. The following is a list of organizations that currently provide or could provide supportive services:

- 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 without other resources and according to funding limits. To ensure resource and services coordination, UPMW talent services specialists must research the availability of comparable supportive services from other sources and refer the participant to such services whenever feasible. When other sources are not available or feasible, a supportive service may be provided by the program for which the customer is eligible and enrolled.

Supportive services are essential to the success of our participants. Ensuring these services are accessible is critical to implementing our regional strategies. Among the many possible supportive services, the biggest needs are transportation, work clothing, and housing.

Workforce Service Coordination

We have developed partnership and communication protocols with the following EDOs:

- InvestUP

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

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

Education and Training Providers Involved with Economic Development

All UP secondary and post-secondary educational institutions focus on economic development. The following Institutions are involved with economic development:

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

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

Invest UP Board Members:

Karyn Olsson (Chair), CEO, Marketing Department, Inc.

Matt Johnson (Vice Chair), Manager of External Affairs, Eagle Mine

Debb Brunell (Secretary), CEO, UPMW

Rick Nebel (Treasurer), CEO, People's State Bank of Munising

Chris Bender, President, Northcross Group

Andy Bertapelle, CEO, Schoolcraft Memorial Hospital

Brad Canale, CEO, NMU Foundation

Roxanne Daust, President and CEO, Range Bank

Mike Fedrizzi, Director of UP Regional Sales and Operations, Blue Cross Blue Shield Michigan

Dr. Lynn Gillette, Interim President, Lake Superior State University

Gradon Haehnel, CEO, UPPCO

Steve Hicks, President and CEO, JM Longyear

Melissa Holmquist, CEO, Upper Peninsula Health Plan

Ryan Korpela, General Manager, Cleveland-Cliffs
Richard J. Koubek, President, Michigan Technological University
Todd LaFave, CFO, Daniel J. Kobasic Foundation
Patrick Lamb, Site Operations Manager, Carmeuse
Robert Lehto, CEO, Trimedia Environmental and Engineering
Bob Mahaney, President, Veridea Group
Paul Meneghini, Manager, Community Engagement, Enbridge
Zachary J. Meyer, Partner, Varnum LLP
Rick Nebel, President, People's State Bank of Munising
Brian Norman, Director-External and Legislative Affairs, AT&T
Barry O'Shea, CFO, Highland Copper Company, Inc.
Kelly Reed, Managing Partner of Acrisure Great Lakes Region
David Rowe, CEO, MTEC SmartZone
Michael Stone, Senior Counsel, Warner Norcross + Judd LLP
Brock Tessman, President, Northern Michigan University
Joe Thiel, CEO, Innovate Marquette SmartZone/Invent@NMU
Steve Vairo, CEO, Calumet Electronics
Rich Vander Veen, Founder and President, Mackinaw Power
Steve Verrette, Chairman/CEO, Champion, Inc
Jennifer Watson, CEO, Limestone Federal Credit Union

UPMW is working closely with the following companies who are working in future-focused fields:

- Calumet Electronics: printed circuit boards.
- Pettibone Inc.: electrification of current products.
- Invent@NMU: incubation of electrification of outdoor recreation products.
- Orbion Space Technology: small satellite electric propulsion technology and space systems.
- Kall Morris Inc.: orbital debris research and development.
- Northcross Group: cybersecurity

Performance Accountability

Performance Accountability

UPMW enters all WIOA performance data into the state data intake system, OSMIS, including:

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

We track performance using the ETA performance tools in OSMIS 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, and determines if there is a change in unemployment, age of population, projected growth/decline, etc. Negotiation of local performance measures for PY24 and PY25 is anticipated following the initial publication of this plan. UPMW is a separate Michigan Works! region and a separate WIOA region, so collective negotiation is not applicable

	Performance Target	Past Performance Measures			
		PY21 Target	PY21 Actual Performance	PY22 Target	PY22 Actual Performance
WIOA Adult	Employment 2 nd Quarter	87.3%	86.3%	83.3%	85.3%
	Median Earnings 2 nd Quarter	\$6,910	\$7,213	\$7,116	\$9,233
	Employment 4 th Quarter	79.5%	81.7%	78.0%	81.1%
	Credential Attainment	81.2%	75%	80.4%	74.6%
	Measurable Skills Gain	29.2%	40%	38.2%	39.1%
	WIOA Dislocated Worker	Employment 2 nd Quarter	8.1%	86.5%	86.0%
Median Earnings 2 nd Quarter		\$7,884	\$7,464	\$8,074	\$9,755
Employment 4 th Quarter		82.8%	89.9%	84.2%	85.1%
Credential Attainment		85.4%	92.3%	87.1%	76.5%
Measurable Skills Gain		37%	43.6%	43.2%	56.0%
WIOA Youth		Employment 2 nd Quarter	81.4%	88.5%	81.4%
	Median Earnings 2 nd Quarter	\$4,814	\$5,171	\$4,814	\$6,866

	Employment 4 th Quarter	78.5%	82.7%	77.1%	79.2%
	Credential Attainment	70.6%	59.5%	67.0%	60.6%
	Measurable Skills Gain	26.9%	33%	34.0%	32.1%
Wagner-Peyser	Employment 2 nd Quarter	76.1%	68.1%	70.9%	71.6%
	Median Earnings 2 nd Quarter	\$5,697	\$6,147	62.0%	66.0%
	Employment 4 th Quarter	63.8%	56.4%	\$5,979	\$8,400

Upper Peninsula Michigan Works! Local Plan

Refer to the regional plan section for labor market data and economic conditions.

Strategic Vision and Goals

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

Our Vision

UPMW envisions a skilled workforce, successful businesses, and collaborative partners working together to build a strong economy.

Our Mission

UPMW cultivates opportunities for developing a skilled workforce, helps businesses succeed, and collaborates with partners to build a strong economy.

Our Goals:

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

Workforce Development System

UPMW brings together various workforce development programming focusing on skill development. The following programs are offered by referral and directly through UPMW:

- PATH
- Wagner-Peyser
- WIOA, including
 - Adult programming
 - DW programming
 - ISY programming
 - OSY programming
 - All core, staff-assisted, and training and retention services
 - Follow-up services
- TAA
- JMG
- Talent Tours and Career Exploration

Meaningful assistance is provided in every AJC to programs offered through the following partners:

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

- MTU
- Gogebic Community College
- Bay College
- Keweenaw Bay Ojibwa Community College
- Midwest Truck Driving School
- CNA training Providers
- Great Lakes Boat Building School
- Other workforce development partners, such as:
 - Three Mi-STEM Network locations
 - Adult Education
 - Vocational Rehabilitation
 - Senior Community Service Employment Programs
 - Experience Works
 - Pure Michigan Talent Connect and Training Connect

The UPMW WDB administration has entered MOUs with all core programs and WIOA required partners. The Board has infrastructure funding agreements in place with all collocated partners. Board staff also support and execute planning and activities for the UP Career Education Advisory Group whose membership contains representatives from the Carl D. Perkins CTE Act.

The following current strategies provide service alignment:

- Direct provision of services by staff directly employed by the Board. These staff are fully integrated and provide services across all funding source silos.
- Collocation of all core partner programs in AJC including MRS, Veterans' Services, and Adult Education.
- Partnership with MRS on youth WBL experiences.
- IET programming in partnership with Adult Education providers.
- Partnering with JMG on career and technical education and other youth services.

Access to Services

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

The WDB employs the following strategies to expand access to services and minimize barriers:

- Usage of 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
- Usage of social media
- Posting information to the UPMW website.
- Veterans' Services, MRS, and Offender Success partnerships.
- Teacher exposure to career exploration at events and tours.
- Work-based learning and transitional employment placements.
- Mi-STEM Network Career Exploration Committee.
- Marquette Alger CTE Committee.
- Outreach and workshops with local schools.

Careers and Coenrollment

Whenever possible, participants are enrolled in multiple programs if they are eligible to take advantage of a broad array of services (e.g., WIOA Adult and WIOA OSY, or Wagner-Peyser and WIOA Adult). Coenrollment maximizes the allowable level of help we can provide to the participant.

Credentials

The following are strategies we use to improve access to activities that lead to a recognized post-secondary credential.

JMG

JMG is a regional program that helps young people (ages 14–24) overcome barriers to earn a high school diploma or equivalent and prepare for career and/or postsecondary training. The program funds services to help middle school, high school, and out-of-school youth to graduate from high school, pursue post-secondary training, and enter or advance in their chosen career field. We have seven programs serving participants in nine UP counties and are seeking sustainable solutions to expand. These competency-based programs support young people as they earn stackable credentials.

Middle Colleges

An early middle college (EMC) is a Michigan Department of Education-approved five-year program of study. An EMC is designed to allow a pupil to earn a high school diploma and one of the following: 60 transferable college credits, associate degree, professional certification, 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. There are several UP EMCs associated with regional intermediate school districts.

Individual Training Accounts

Tuition and training related expenses can be covered for participants who complete a comprehensive assessment, interest inventory, and individual employment plan/individual service strategy. Talent services specialists determine participant eligibility for training and/or supportive services based on assessing the following:

- financial independence
- labor market demand
- potential for successful completion

Furthermore, the participant should exhibit job readiness, desire to complete training, and the need for funds based on the absence of other resources. The training must enable the participant to retain or obtain employment that leads to self-sufficiency. The training must be listed on MiTC on the PMTC site. Training should lead to an in-demand industry sector credential or occupation. Individual training accounts have a limited award amount and duration. Awards are subject to change based on available funding. Improved ITA and supportive service processes have been implemented that streamline budgeting to increase successful matches between job seekers and education that have a high probability of completion and career success.

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

Local Strategies and Services

Employer Engagement

The labor exchange function is the foundation of business services. Workforce development system partners offer services to businesses through their various employer services functions. They use many tools, especially the labor exchange function, to fill open positions. There are many strategies that are supported by the strong tactical function of the labor exchange. The follow-up process is the basis of relationship building. Consistent and effective follow-ups of open jobs are how we build credibility, trust, and maintain strong relationships. Partners use different approaches to facilitate employer engagement in in-demand industry sectors.

Approach 1 - Retention with the same employer

The following are strategies used by business service specialists to maintain relationships with employers:

- Postings on PMTC or at regional educational institutions.
- OJT, WBL, and transitional employment.

- Talent tours, job and career fairs, exploratory job events, hiring events.
- Referrals, including:
 - MRS
 - Veteran
 - Offender Success
 - Talent services team
 - Recruiting sites
- Resume searches.
- Local/regional social media.
- Consultation for PMTC usage.
- In-person visits, phone calls, and emails to consult with businesses on additional strategies.
- Using MWA onsite facilities for recruitment.
- Making connections to local ISDs for work-based learning placements.
- Information on internships and apprenticeships.
- Consultation on available preemployment assessments.
- Industry After Hours.
- Teacher exposure to career exploration events.

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

- Using current resources while considering future opportunities.
- Improve connections with targeted populations such as individuals with disabilities, returning citizens, adult education participants, and veterans.
- Increase strategic worker pipeline efforts such as Industry After Hours and teacher externships.
- UPMW HR connection.
- Partner with local economic development entities and ISDs to develop strategies targeting in-demand, high-wage worker recruitment.
- Build and maintain open communication with talent services team.
- Increase usage of OJT and transitional employment tools.
- Usage of Lightcast and other labor market information.
- USDOL registered apprenticeship Intermediary services.

Approach 2 - Repeat Business Customers

We use a variety of strategies to provide engagement and services to employers to maintain relationships. Business service specialists regularly ensure the following:

- Check in with companies to check current postings, suggest services, and help fill positions.
- Ensure company website job posts match PMTC posts.
- Work with businesses to increase partner connections when referrals are appropriate.
- Help businesses research and refer them to a variety of sources of information.
- Thoroughly understand available resources to maximize meeting customer needs.
- Maintain communication to ensure customer knows we are always available.
- Provide opportunities to obtain Going PRO funding and other information, such as the Work Opportunity Tax Credit.
- Provide rapid response services.
- Offer referrals to

- State Trade Expansion Program (STEP)
- Small Business Development Center (SBDC)
- APEX Accelerators
- 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 all local EDOs
- Set up and facilitate talent tours during the school year

Approach 3 - Employer Penetration Rate

Sources for engaging new business customers include:

- Chamber directories
- New chamber member Listings
- Driving and walking local 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
- Attendance at job fairs and other events
- Create connections to municipalities for services
- Reach out to companies that we find on PMTC, Indeed, and Wisconsin Job Center to increase our business customer base.
- Use chamber directories to identify prospects
- Communication with partners such as
 - MDARD
 - USDA Rural Development
 - MEDC
 - Northern Initiatives
 - MSU Extension
 - MTEC
 - NWTC
 - Chambers
 - Non-Profits
 - Schools
 - SBDC
 - Accelerate UP

Supporting Local Workforce Development by Meeting Business Needs

Our core partners use the Michigan Business Solutions Professionals (BSP) model, training, and certification in their business services provision strategies. Many local and regional economic development representatives also employ the model and implement solutions through BSP concepts. There is a strong UP network comprising partners and economic development representatives that identify and meet the needs of UP companies.

The purpose of a demand-driven workforce development system is to contribute to 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 to foster talent development and connections between employers and employees to meet demand.

A demand-driven workforce development system identifies the employer as the primary customer. It recognizes that the employer is the "end user" of the system, and that the extent to which we meet employers' needs is directly proportional to how we help job seekers. In the workforce development system, our product 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 the needs they have. (i.e., the need to hire people with specific abilities). Elements of the "pull" factor include the nature of the workers, the 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 job seekers that could meet the employer's needs. In a true demand-driven system, the workforce agency does not respond by "pushing" or "selling" its program participants as its product for the employer.

If that were the approach, the workforce agency would be marketing substandard workers to the employer, i.e., the workforce agency would be placing the interests of its program and participants over the employers' interests. Instead, the workforce agency responds to the "pull" of demand by doing the following:

- Looking for and referring applicants who are already qualified.
- Helping unqualified individuals understand why they are not being considered for that employment and what they need to do to become qualified.
- Assessing and addressing the services and training needed by job seekers to help them become qualified for employment that is appropriate to their aptitudes and interests.
- Looking for patterns of need among business sectors/clusters or individual companies that can help us target resources.
- Collaborating 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 following:

- The local WDB is regularly analyzing labor market intelligence to assess the ever-changing economic landscape. It is identifying the business sectors/clusters that

- have the most significant impact on the local economy and are targeting primarily (not exclusively) those businesses. The WDB is collaborating with companies to identify the workforce needs, skills gaps, and other services needed by local businesses.
- Business services team members are addressing a broad spectrum of business development and talent needs. They are collaborating with partners and are serving as agents to investigate other resources that will address the 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 needs expressed by employers. The latter weighs more heavily than the former, but the two sources of input are considered together. This contrasts sharply with training decisions based on the schools' available programs or what the students want at the time.
 - 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 end as demand (pull) changes. This contrasts with the system delivering essentially the same services year after year. They will also vary considerably from one community to another if they are truly demand driven.
 - Business service specialists monitor the system carefully. They present business needs to the workforce system and serve as agents to connect supply to demand. This contrasts with client-specific job development, which is sometimes necessary, but is provided only within the context of the overall business services purpose. Business services specialists are not hindered by internal demands to meet program performance or to place program participants into employment. Instead, they assist companies in finding 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 agreed-upon partnerships. To meet employers' needs in its geographic region, however, the agency will draw from people who live in the employer-customer's labor-shed commute radius or who are willing to relocate to the area.

Business Solutions Professional (BSP) Model

The BSP model, especially the fact-finding step, helps us identify high-level tools to help employer customers take advantage of the demand-driven workforce development system. This model promotes partnership for a comprehensive solution without overwhelming the business customer with uncoordinated contact. It creates a regional approach to implement strategies that support transitions to new markets, new jobs, and talent development. Whenever possible, our fact finding, solution design, and follow-up will include our economic development partners and talent services specialists as a team.

Education and workforce development *are* economic development in this model. The BSP model uses asset knowledge, business relationships, networks, and partnerships as part of the following five-stage process:

1. Entry – Building rapport and establishing credibility. Business services specialists will have this step completed with most of their companies.
2. Fact Finding – Meeting with company representatives to gather information. Often a partner, like the local EDO or MEDC, is best suited for the fact-finding process.
 - a. Education partners will welcome the chance to get to know our companies, and other partners also look to us to help them find an entry point.
 - b. Local EDOs and MEDC will welcome our help identifying opportunities for them to apply tools for retention and expansion. We need to maintain open communication with these partners.
 - c. We primarily work with human resources representatives. To maximize the success of our current transition, we may need to reevaluate the point of contact in some companies.
 - d. We will identify pain points for the company. We know talent shortages are a consistent barrier and finding solutions is of utmost importance.
3. Solutions Design – First we discuss the results of the fact finding with our customer. Then we assign duties, determine timeframes, and decide locations and resources needed.
4. Implementation – How will partners coordinate effort? What will the monitoring process be? Is a corrective action process defined? What is the timeline?
5. Follow Up – Check results and determine customer satisfaction.

Coordination Between Workforce Development Programs and Economic Development

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

We provide the UP Economic Development Alliance with administrative support. We manage their finances, coordinate and execute membership meetings, develop board agendas and minutes, and help with other administrative needs.

The UPMW CEO is a member of the InvestUP board. Our business service specialists support InvestUP efforts as part of a communication protocol. When company requests come to InvestUP through their website, they are filtered by county to our business service specialists and EDO partners.

UPMW uses a customer relationship management platform called HubSpot for our business intelligence data entry system. This enables us to share details with our economic development partners and enter information that they share with us to better understand the condition and needs of local businesses.

We have implemented formal relationships with a variety of local economic development organizations through direct employment or vendor agreements. This model of connecting formally with EDO entities allows for robust lines of communication between organizations and maximizes impactful services to businesses.

UPMW will continue to catalyze UP 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 service specialists and economic development directors to meet business needs.

One-Stop Delivery System and Unemployment Programs

The goal of both organizations is to change the public perception that the two entities act independently of each other, but rather cooperate for the benefit of mutual customers.

- Collocation efforts continue with Unemployment Agency staff located at two UP AJs.
- UPMW hosts Unemployment Agency staff through the Community Connect program at any of the AJs to help customers access their benefits at a convenient location.

Coordination of Local and Regional Economic Development Activities

The WDB 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 UP-Wide Economic Development Entity. The CEO is also on the boards of the Upper Peninsula Economic Development Alliance and InvestUP—both region-wide economic development entities. The WDB has advised the CEO to continue to engage with local economic developers in formal employment or vendor relationships and to encourage UPMW business services specialists to foster relationships with local EDOs.

One-Stop Delivery System

Our services are delivered by front-line staff, and we have a matrix-driven organizational structure in place. Our talent services managers are assigned to one of four geographic sub-regions, covering all 15 UP counties. This structure, in tandem with our leadership hierarchy, ensures daily continuous improvement at all levels of the organization.

The UPMW strategic planning process described in this plan outlines the goals and tactics that we use to continuously improve our product delivery throughout the UP. The goals enable leadership to prioritize activities and funding to catalyze the workforce and economic development environment.

We are committed to professional development at all levels. We have developed a training team that has instituted system-wide self-improvement opportunities that include a training management system, training quick-start guide, regular virtual training, and ongoing in-person training opportunities. Our system ensures continuous improvement.

All our AJCs offer access to a video conferencing system that can be used by employers, job seekers, and partners. A recent example was when our state legislators used the system to host UP residents and employers in testimony to committees located at the capital in Lansing.

Our team has access to hot spot technology through phones and Verizon Mi-Fi systems to provide internet access wherever a cell phone signal is available.

Partner colocation is also critical to facilitate access to services and we are sure to maximize this advantage. This, plus a robust referral system, ensures that meaningful assistance from every WIOA partner is provided via our AJCs.

Technology Integration

UPMW staff enter case management information such as case notes, activities, IEP/ISS, employment, and training outcomes into the OSMIS for all WIOA, PATH, TAA, Wagner-Peyser, and other integrated programs. Staff use the OSMIS report and tracking tools to enhance case management tasks.

We use HubSpot to record services to employer customers. This platform is used by our business services specialists. It enables us to track the following services:

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

Accessibility to Services

UPMW delivers services equally to customers by adopting a universally accessible system that meets diverse customer needs, including individuals with disabilities. We provide assistive technology, request-for-accommodation forms, and access to the translation line. Our front-line staff make on-the-spot accommodations for customers such as moving chairs, adjusting work surface heights, enlarging screen fonts, and more as needed.

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

- Section 188 of the WIOA
- Section 504 of the Rehabilitation Act of 1998 as amended
- Titles I and II of Americans with Disabilities Act Amendments Act
- TIA Self-Certification Accessibility Checklist
- 29 CFR Part 38
- Workforce Development 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 in all AJCs. Physical accessibility is evaluated before a potential relocation of an AJC and on a continuous

basis in established centers. If an issue arises, we work with the landlord, city, or other contacts to remedy the concerns.

Roles of One-Stop Partners

Following state guidance, the UPMW local board has executed MOUs with each of its required One-Stop partners. The MOUs outline the roles and contributions of each One-Stop partner. MOUs are reviewed and renewed every three years. The infrastructure costs outlined in the infrastructure funding agreements (IFA), attached as an addendum to the MOU, were calculated for its required partners based on their proportionate use of the One-Stop delivery centers and relative benefits received. IFA contributions will be reviewed and renewed annually.

WIOA Adult and Dislocated Worker Activities

Employment Activities

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

Basic Career Services

Basic career services are universally accessible to all individuals seeking employment and 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.
- Initiation assessment of skills levels.
- Labor exchange services.
- Provision of referrals to and coordination of activities with other programs and services, including programs and services within the One-Stop delivery system, and, when appropriate, other workforce development programs.
- Provision of workforce and labor market employment statistics information, including accurate information relating to local, regional, and labor market areas.
- Provision of performance information and program cost information on eligible providers of training services by program and type of providers and workforce services by program and type of providers.
- Provision of information in usable and understandable formats and languages detailing how the area is performing on local performance accountability measures, and any additional performance information relating to the area's One-Stop delivery system.

- Provision of information in usable and understandable formats and languages relating to the availability of supportive services or assistance, and appropriate referrals to those services and assistance.
- Provision of information and assistance filing UI claims.
- Assistance in establishing program eligibility for financial aid from non-WIOA training and education programs.

Individualized Career Services

Individualized career services are based on the individual's employment needs, as determined jointly by the individual and the career planner. They may be identified through an Individual Employment Plan. These services are readily available, in-person or virtually, at our comprehensive One-Stop service center in Marquette and at all affiliate AJCs. The following services are offered:

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

Training Activities

Training services are available at all UP AJCs for employed and unemployed WIOA Adult or WIOA Dislocated Workers who, after an interview, evaluation, or assessment and career planning, are determined to be unlikely or unable to obtain or retain employment that leads to self-sufficiency or wages comparable to or higher than wages from previous employment through career services alone. The participant must be determined to need the training services and possess the skills and qualifications to successfully participate in the selected program. WIOA training services are provided when other sources of grant assistance, such as Pell grants, are unavailable to the participant. The following training services are available to Adult and Dislocated Workers:

- Work-based training
- On-the-job training
- Registered apprenticeships
- Classroom training
- Pre-apprenticeship training
- Skill upgrading and retraining

- 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 services must lead to the following:

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

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

Local Youth WIOA Activities

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

1. Objective assessment is used to ensure that youth participants have the requisite skills to be successful in the services to be provided. Before determining which elements they will participate in, youth must take the TABE skills test.
2. We develop individual service strategies for each youth to evaluate educational background, post-high school status, Selective Service registration status, employment and internship/work 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. This process maximizes wise youth program element choices and decisions made by case managers.
3. Ongoing case management is provided to the participant.

WIOA outlines a vision for supporting youth and young adults through an integrated service delivery system. This vision includes high quality services for ISY and OSY, beginning with career exploration and guidance, continued support for educational attainment, opportunities for skills training, culminating with a good job along a career pathway or enrollment in post-secondary education. UPMW provides the following 14 elements through direct delivery and/or referrals to partner entities:

1. Tutoring, study skills training, instruction, and dropout prevention activities that lead to completion of a high school diploma or recognized equivalent.

2. Alternative secondary school and dropout recovery services to help youth who have struggled in traditional secondary education or who have dropped out.
3. Paid and unpaid work experience as a structured learning experience in a workplace that provides opportunities for career exploration and skill development.
4. Occupational skills training as an organized program of study that teaches job-specific skills that lead to proficiency in an occupational field.
5. Education offered concurrently with, and in the same context as, workforce preparation activities and training for a specific occupation or occupational cluster.
6. Leadership development opportunities to encourage responsibility, confidence, employability, self-determination, and other positive social behaviors.
7. Supportive services to enable an individual to participate in WIOA activities.
8. Adult mentoring as a formal relationship between a youth and an adult mentor with structured activities in which the mentor offers guidance, support, and encouragement.
9. Follow-up services that ensure that youth succeed in employment or education.
10. Comprehensive guidance and counseling to participants, including drug/alcohol and mental health.
11. Financial literacy education that equips youth with the knowledge and skills they need to achieve long-term financial stability.
12. Entrepreneurial skills training that teaches the basics of starting and operating a small business and developing entrepreneurial skills.
13. Services that provide labor market information about local in-demand industry sectors or occupations such as career awareness, career counseling, or career exploration services.
14. Postsecondary preparation and transition activities to help youth prepare for and transition to postsecondary education and training.

Youth Definition of Basic Skills Deficient

The WIOA defines “basic skills deficient” in two parts—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. This must be measured using an approved national reporting system assessment.

Part B. of the definition is defined locally. UPMW defines Part B 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 services specialist makes observations of deficient functioning and records those observations as justification in a case note.

Activities Inclusive of Individuals with Disabilities

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

- Middle colleges
- Career and technical education
- Grow and lead: community and youth development
- After school programs
- Robotics efforts
- Skills challenges
- College access networks
- CTE clubs
- JMG
- Talent tours
- Communities that care

The Communities that Care initiatives in the UP are highly coordinated and collaborative. They synergize stakeholders from a wide variety of youth-focused and community-focused stakeholders with the common goal of preventing negative behaviors in youth. This process organically brings stakeholders from community organizations together to collaborate, coordinate, and problem solve.

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

MRS vocational rehabilitation provides counseling and support to help eligible students, youth, and adults with disabilities transition to post-secondary education, training, and competitive integrated employment. MRS also helps Michigan businesses recruit and retain 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 following vocational rehabilitation services help individuals with disabilities obtain competitive, integrated employment:

- Evaluation and diagnostic services provided to determine eligibility for MRS services required for the individual to become competitively employed.
- Vocational rehabilitation counseling and guidance provided directly by a qualified vocational rehabilitation counselor.
- Physical and mental restoration services which may be provided to correct or substantially modify an individual's physical or mental condition.

- Training services, when necessary, to become employed, including vocational training, academic training, personal and vocational adjustment training, job coaching, and job-seeking skills.
- Specialized services for individuals who are deaf or hard of hearing, including sign language, interpreter services, and note-taking services.
- Rehabilitation technology services including assistive technology devices, ergonomic assessment, and rehabilitation engineering services to address barriers that preclude attaining or retaining employment.
- Vocational rehabilitation services provided to farmers through an MRS, Michigan State University Extension, and Michigan Easter Seals Ability program partnership.
- Placement services provided to help individuals with disabilities find adequate and suitable employment in their chosen career, and supportive services such as maintenance, transportation, personal assistance services, and service to family members.
- Post-employment services may be provided to previously rehabilitated individuals when needed to maintain or regain suitable employment.
- Preemployment transition services provided to students with disabilities including job exploration, work-based learning experiences, postsecondary education counseling, Workplace Readiness training, and self-advocacy training, including peer mentoring.

Technical assistance, training, outreach, and other supportive services are provided to public and private employers of all sizes, including Federal and Federal contracting employers to increase employment opportunities for job seekers with disabilities. The following MRS services help businesses hire and retain qualified talent:

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

Youth Who Require Additional Assistance

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

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

- History of school truancy.
- Lack of stable employment history.
- One or more parents currently incarcerated.
- Emancipated youth.
- Have repeated at least one secondary grade level or are one year over age for their grade.

- Have a core grade point average of less than 1.5.
- For each year of secondary education, are at least two semester credits behind the rate required to graduate from high school.
- Have aged out of foster care.
- Are previous dropouts, have been suspended five or more times, or have been expelled.
- Have court/agency referrals mandating school attendance.
- Are deemed at risk of dropping out of school by a school official.
- Have been referred to or are being treated by an agency for a substance abuse related problem.
- Have experienced recent traumatic events, are victims of abuse, or reside in an abusive environment as documented by a school official or other qualified professional.
- Have serious emotional, medical, or psychological problems as documented by a qualified professional.
- Have been fired from a job within the 12 months prior to application.
- Have never held a full-time job for more than 13 consecutive weeks.
- Have been identified as a candidate for a Work Experience.

No more than 5% of WIOA ISY enrolled during a program year may be individuals with “Youth who requires additional assistance” as their sole barrier for eligibility purposes. Documentation requirements include a case note in the OSMIS outlining the applicable Additional Assistance category and the participant’s situation related to the Additional Assistance. The participant must also provide supporting documentation verifying the barrier.

Waivers

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

Coordinating Education and Workforce Investment

UPMW WDB staff also supports, facilitates, and convenes the CEAC in the UP. This group is the primary convener for all key educational institution representatives across the region. Some specific focus areas of this group include the following:

- Job and career fairs
- MiTC
- STEM hubs
- Talent tours
- Sector strategies

Supportive Services

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

Needs-Related Payments

Needs-related payments provide financial assistance to participants that enable them to participate in training and are considered a supportive service authorized by WIOA section 134(d)(3). Unlike other supportive services, to qualify for needs-related payments a participant must be enrolled in training. Currently, we do not provide needs-related payments to participants.

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

Coordinating WIOA Activities with Supportive Services

The WDB has approved language in the UPMW supportive services policy. This policy 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 programming also help provide these services. It is also a priority of our local policy and procedure that our AJC teams seek other sources of support for supportive services before using program funds. This requires coordination between many partners and providers. Our team participates in many community-based collaborative efforts to stay well informed about these opportunities.

The lack of transportation options in the UP is a significant employment and training barrier. UPMW front-line staff work tirelessly to help participants overcome this barrier in the following ways:

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

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

The local supportive services policy requires that talent services specialists seek alternative resources for services from partners before accessing workforce funds for supportive services. Our staff participate in human services collaboratives to ensure that they have up-to-date information and access to partner resources. Team members use a collaborative case management approach when working with partners to serve mutual customers to ensure alignment of services and avoid duplication of resources.

Wagner-Peyser Services

Plans, Assurances, and Strategies to Maximize Coordination of Services

UPMW leadership has integrated all programs under UPMW rather than contracting out services. UPMW employees deliver all programs to ensure that customers have a streamlined experience and staff can access the programs most appropriate to their needs. Our business services team coordinates with all WIOA core partners who work with local businesses to connect employers with program services 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 referral. These include Wagner-Peyser funded services such as Veterans' Services and migrant and seasonal farmworker services. Veterans' Services staff are collocated in Marquette, Sault Ste. Marie, and Hancock.

The UPMW One-Stop Operator provides service coordination across programs and among partners.

Upper Peninsula Michigan Works! Point of Contact

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

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.

Description of Services

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

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

Labor Exchange

The following labor exchange services are offered at our AJCs based on customer need:

Self-service using Pure Michigan Talent Connect

All workstations in the AJCs are configured with Windows operating system, Microsoft Word, Power Point, and Excel. All workstations have access to the internet. Internet based typing tutorials, skill assessments, and self-improvement applications are available. Self-service for employers is provided 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 or is unable to participate in PMTC's labor exchange system due to lack of access to the system, lack of computer familiarity, literacy, disability, or some other barrier, we offer facilitated access.

Staff-Assisted Services

UPMW talent services specialists provide the following staff-assisted services, and more:

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

Staff-assisted services for employers may include the following:

- Inputting job orders on PMTC.
- Completing a resume search to match job order criteria.
- Contacting job seekers for pre-interview screenings and scheduling interviews.

All levels of services are provided at each UPMW AJC.

Delivery of Services

UPMW spans an integrated service delivery area that at one time consisted of three separate MWAs. Our talent services team provides an integrated service delivery approach across all funding sources. They are cross trained to provide services under all available programs. This approach eliminates silos between programs and provides a seamless one-stop-shop experience for participants and employers.

Talent services specialists are fully integrated and trained on all direct and indirect services available at our AJCs. Integration maximizes a streamlined customer service approach where staff can provide basic career activities in Wagner-Peyser, screen for program eligibility, and enroll 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 partner organizations present services and programs at our system-wide training events. This regular presentation of services ensures our team members are knowledgeable about services and programs available to customers by referral and the referral process.

Employment Services

UPMW business service specialists serve employer customers within a specific geographic coverage area—typically two counties. The business services team works seamlessly with the talent services team to holistically provide services to the community, connecting job seekers to employers using a variety of sources. Services provided to employer customers include assistance with recruitment and hiring, access to training, and connections to partners and other programs. Our integrated teams leverage the full scope of workforce programming to ultimately meet local employers' needs.

Business service specialists provide local intelligence regarding employer needs to the full workforce system. Their relationships produce timely and accurate information regarding the skills, experience, and credentials desired by local employers. This information is combined with labor market information that details real-time and future demand. This helps talent services specialists focus on helping job seekers access quality employment and training opportunities.

Many UP organizations partner with UPMW and each other through various networks. Some organizations cover the entire expanse of the UP. The following is a partial list of our UP partners:

- 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 subregional organizations provide local services to businesses. There are numerous economic development alliance (EDA) entities, including: Delta County EDA, Keweenaw EDA, Marquette EDA, Luce County EDC, Mackinac County EDC, Sault Economic Development Organizations, Alger County EDA, Baraga EDA, Dickinson EDC, Menominee EDA, Schoolcraft EDC, Iron County EDA. 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 services providers, Goodwill Industries, Salvation Army, St. Vincent de Paul, and more.

UPMW staff are fully integrated and administer all programs (Wagner-Peyser, WIOA, PATH, TAA). Each region has talent services and business services staff assigned to cover their geographical area and to occasionally travel to cover other locations. We typically have 40–45 specialists on staff across the UP depending on attrition rates. Many of these specialists work in our 13 satellite centers and are connected to our comprehensive center in Marquette.

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 MiTC, and have a resume in the MiTC system. Claimants may enter the registration at any location that provides access to PMTC. If a claimant chooses to enter the registration at a location other than a Michigan Works! AJC, the claimant must come to a location designated in the UPMW ES plan to have the registration verified. Staff will view and verify that the claimant's resume is in the PMTC before certifying the claimant's registration.

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

After verifying the ES registration, staff validate the verification form and electronically log the name and social security number of each claimant into the OSMIS. If staff notice that a UIA claimant is in violation of work test requirements, UPMW must report the non-compliance to UIA through the OSMIS.

Reemployment Service Eligibility Assessment

Michigan's Unemployment Insurance Agency selects claimants each week to report to a UP AJC to complete the Reemployment Services and Eligibility Assessment (RESEA) program. UPMW staff present the RESEA program to help claimants identify opportunities for positive career changes. The goal is to assist claimants by providing customized services that help them return to work as quickly as possible. Only people referred from Michigan's Unemployment Insurance Agency may receive RESEA services.

First Appointment

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

After the OSMIS registration is verified, the RESEA scheduling information will be completed (date, time, MWA location). The appointment must be scheduled by the date that appears on the letter and held within 15 business days of the Letter Sent Date. A claimant can reschedule their first RESEA appointment once within the 15 business days from the Letter Sent Date. The appointment must be rescheduled prior to the originally scheduled time and date.

We encourage our team to gauge the claimant's interest in enhanced services provided in the second RESEA appointment during the initial RESEA appointment.

Second Appointment

Second, or subsequent RESEAs are offered as voluntary to all first RESEA appointment attendees. If our team member and the claimant agree they would benefit from a second RESEA appointment, a second appointment should be scheduled on the same day following the first RESEA appointment. Second appointments must occur within forty-five days of the first

appointment. Claimants may reschedule the second RESEA appointment within 45 days from the original first RESEA appointment.

In addition to voluntary second RESEAs, the UIA will select half of all RESEA attendees still collecting benefits five weeks after the initial RESEA and refer them to a mandatory second RESEA. Mandatory second RESEA participants are notified of the requirement in the same manner as first RESEAs and are given 15 business days to schedule and attend the second RESEA. Second RESEAs can be rescheduled once during the same 15 business day window from the Letter Sent Date.

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 the service center or the claimant contacts us after the date in his/her letter, the OSMIS will not create a RESEA activity and automatically sends the claimant's information back to UIA with the result code "No Contact." The weekly claimant's report will reflect "No Contact" in the record status column. This will occur 17 business 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 to the OSMIS within 48 hours.

UPMW service centers will deliver all RESEA activities listed below for each RESEA appointment, unless otherwise noted:

- Orientation to UPMW services.
- Confirmation of active profile on PMTC.
- Assessment of UIA eligibility.
- Verification of the monthly record of work search form.
- IEP development.
- Review of specific labor market information.
- Provision of reemployment services.

Reporting Requirements

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

National Labor Exchange System

The UPMW service center system will participate in the Michigan component of the labor exchange system by providing access to PMTC and receiving and forwarding interstate and intrastate job orders.

Services for Veterans

All UPMW team members are required to attempt to identify veterans and eligible spouses at each point of entry by encouraging them to self-identify. Self-attestation is sufficient for identification as a veteran or eligible spouse for this identification and referral.

As part of implementing Priority of Service for veterans and eligible spouses, it is the responsibility of our team to identify veterans and eligible spouses at each point of entry in our service centers. At a minimum, this may be accomplished by encouraging veterans and eligible spouses to self-identify. Talent services specialists will ask customers if they are a veteran or an eligible spouse. If invoking priority of service appropriate documentation will be maintained in the participant's file.

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 our specialists that they may qualify to receive additional services. This notification must include all the following information:

- As a veteran or eligible spouse, the customer is entitled to receive Priority of Service
- As a veteran or eligible spouse, the customer may be eligible to receive additional personalized employment services from a VCA
- VCA services are offered 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 the customer with all other appropriate services and programs as with any other customer, but in accordance with the requirements of Priority of Service.

When the MSQ is provided to the customer, we will notify them of the following:

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

Our staff will immediately review all completed MSQs to determine eligibility. This determination will be made by reviewing the information provided on the form. Once decided, the staff who reviewed the questionnaire 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. If it is necessary to create a registration, the registration will be completed by our team. Our staff will enter the service referral to the VCA in OSMIS, in addition to any other services provided. Whenever possible, our case managers will enroll VCA clients into our appropriate programming to provide the most comprehensive and wrap-around services possible.

Our team will notify the VCA of the referral by provide the customer's MSQ to the VCA no later than two business days following the completion of an MSQ.

Non-Qualifying Customers for VCA Services

For customers who are found to be unqualified to receive VCA services, our team will inform them that they do not qualify to receive VCA services and continue to provide the customer with all other appropriate services and programs as with any other customer, but still in accordance with Priority of Service. MSQs will be kept on file per the requirements of the ES Manual for nonqualifying veterans.

Services for Migrant and Seasonal Farm Workers

UPMW service centers will offer migrant and seasonal farmworkers (MSFW) the same facilitated services that are offered to non-MSFW participants, except in cases where staff assisted services are provided to MSFWs only. In providing such services, the service center team shall consider and be sensitive to the preferences, need and skills of individual MSFWs and the availability of job and training opportunities. Appropriate referrals will be made to the correct partners to ensure needed services are being provided.

Additional Services

The team members in our AJCs are fully integrated and cross trained in all our programs. We provide services to those seeking help no matter what programs they may or may not be eligible for.

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

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

The UPMW WDB conducts reviews of local adult education applications of UP providers. The WDB reviews the provider's established performance metrics and ensures alignment with the WD adult education program requirements for the applications being submitted for Title II funds in our region.

Executed Cooperative Agreements

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

Required Program	Local Partner
Title I: Adult, Dislocated Worker, Youth	Upper Peninsula Michigan Works!
	Keweenaw Bay Indian Community

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

Youth Build	None
TANF	Upper Peninsula Michigan Works!

Grant Recipient

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

The primary consideration in selecting agencies or organizations to deliver services within a UPMW service area shall be their effectiveness in delivering comparable or related services based on performance, in terms of the likelihood of meeting performance goals, cost, quality of training, and characteristics of the agency. The selection of service providers shall be made on a competitive basis to the extent practicable and shall include a determination of the ability of the service provider to meet program design specifications established by the administrative entity that considers the purposes and goals of the specific program.

Local Performance Levels

Performance is monitored in OSMIS using the ETA performance report tool. Current negotiated performance levels are noted on pages 31 and 32.

Continuous Improvement

The WDB 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 WDB and board staff will support our current and future board members' development through the following:

- Attendance at regional, state, and national conferences
- Board member orientations
- Research on best practices throughout the state and national workforce development system.
- Participation with the 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 professional development of our staff. UPMW also continues to increase our capacity to train and support staff internally, and to use technology and data to meet our goals and serve the community.

One-Stop Center Infrastructure Funds

We have a firm understanding of and are following the agreed-upon methodology for IFAs for both collocated partners and others. All agreements are annually reviewed and updated, and we maintain open communication with, and have mutual support with all entities involved.

Roles and Contributions of One-Stop Partners

The WDB has a strong focus on fostering effective partnerships with One-Stop agencies including Adult Education, MRS, planning regions, Veterans' Services, and Offender Success. Our partners collaborate with and contribute to successful outcomes for all our shared programs. Staff are cross trained in all programs and have a fully integrated understanding of how to work together to meet and exceed performance measures. UPMW and all our partners follow all applicable regulations and guidance to meet cost allocations.

Contracts for Training

There are circumstances where mechanisms other than ITAs are used to provide training services. Training contracts are provided for on-the-job training, work-based training, or other employer-based training in the UP. 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

ITAs are provided for WIOA eligible Adult, DW, and OSY 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 wages from previous employment.

UPMW approves or denies training providers according to a standardized and objective process. If training providers are qualified as eligible, their training program is posted publicly on MiTC. Only eligible training providers may receive WIOA training funds to assist participants.

To better serve customers, we provide training through a combination of ITAs and contracts. This supports placing participants in programs such as RAs, related training activities, and stackable credentials, which lead to higher skill and higher wage employment upon completion. The provision of training services aligns with the participant's employment and/or training goals outlined in their IEP/ISS.

Informed Customer Choice

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

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

Public Comment Process

The WDB has instructed the CEO to post the draft documents on the upmichiganworks.org website. The draft will be shared with our partners and Boards. Our business services specialist team will share the draft with UP private sector employers.

Integrated Technology

UPMW One-Stop Centers are primarily using the statewide OSMIS system while transitioning to an integrated technology-enabled intake and case management information system for WIOA programs and programs used by One-Stop partners. OSMIS enables us to share information with VCAs about mutual customers. We are also using HubSpot for tracking and sharing information about customers across WIOA titles.

Priority of Service

WIOA mandates that priority be given to individuals who meet the statutory definition of “low-income” 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 basic skills deficient definition in this local policy.

Priority-Level II:

Any WIOA-eligible individuals who meet Priority Levels III–V, but also have any of the following employment barriers:

State and federally defined barriers:

- Displaced homemaker, or
- Indians, Alaskan Natives, and Hawaiians, or
- Individuals with disabilities, or
- Age 55 or older, or
- Ex-offenders, or
- Homeless, or

- Youth who are in or have aged out of the foster system, or
- English language learners, or
- Migrant and seasonal farmworkers, or
- Individuals within two years of having exhausted lifetime eligibility for TANF, or
- Single parents (including single pregnant women), or
- Long-term unemployed.

Locally defined barriers:

- Resides in an area that is geographically isolated from appropriate job opportunities, or
- Lives in a high-poverty area, as defined for WIOA Youth eligibility.

Priority-Level III:

- Unemployed individuals.

Priority-Level IV:

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

Priority-Level V:

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

Rapid Response Activities

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

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

Rapid Responses are conducted jointly by our business services specialists and talent services specialists to provide employer customers easy access to the full range of workforce/economic development services available through the MWA system. Serving as the MWA representative on the Rapid Response team, the business services specialist works closely with the UPMW director of business services who collaborates with the workforce development agency, State of Michigan rapid response section, providing the assistance necessary to ensure that workers transition to new employment as quickly as possible.

The business services specialists and director of business services maintain ongoing contact with the rapid response section workforce consultant. Because of their close contact with employers, the BSS team is usually the first to hear of a potential closure or layoff, so they

notify the appropriate workforce services manager immediately. Then they determine whether a worker adjustment retraining notification (WARN) notice is required.

The close relationships maintained between UPMW BSS and local employers often pave the way to successful rapid response meetings. When a local employer is facing massive layoffs or closure, trust is a critical factor because of the confidential information that is revealed during meetings. Business services and talent services specialists inform the employer, and, when appropriate, the union representative(s) of the array of services available to dislocated workers. This provides the employer reassurance of the process. Our team also works closely with local and regional economic development partners when implementing rapid response activities.

Incumbent Worker Training for Layoff Aversion

UPMW has implemented a process for WIOA funded IWT grants. The process is designed to prioritize projects that will help companies to avoid layoffs.

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

Debb Brunell, 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*

Attachment 1



LOCAL POLICY: SUPPORTIVE SERVICES

Date:	March 08, 2022
To:	All Staff
From:	WDB Administration
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 Community Ventures 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, and 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 preapproval, approval and submittal for payment, applicable

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This program is funded with federal dollars.

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 services 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 (see attachments) must have authorization to exceed the listed amount by an UPMW designee (see Section V. 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.

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 services 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 supportive services must be submitted within three months of preauthorization and no later than the 15th of the month following each quarter end for prior-quarter expenditures.

g. Coding

All supportive services must be indicated as such in supporting documentation. Talent services specialists will indicate on the service certificate if the expenditure is for supportive services or for an ITA and the funding source(s) providing the expenditure.

h. Supportive Services for Training

The following guidelines may 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 requires other items such as books, materials, clothing, tools, etc.
- 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 Supportive Services**

To purchase items or other supportive services not outlined in this policy, a brief proposal must be sent to a UPMW designee for review and approval. 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. Other work-related expenses may be approved by UPMW that enable a participant to obtain and retain employment or training. Examples include but are not limited to professional tools and equipment, Michigan state ID or driver's license, birth certificate, driver's education course fees, etc. The limitations set forth in this policy (*see Attachment L*) are subject to a waiver.

IV. **Restrictions**

a. *Regulatory Limits*

If UPMW local policy does not address supportive services for a specific program or funding stream, then the talent services 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, State, and Local Non-Allowable Supportive Services*

UPMW deems the following items as non-allowable supportive services. *Italicized*

items denote a federal and/or state prohibition, and those items are not subject to a local waiver:

- i. *Entertainment costs (gift cards for fast food, theaters, sporting event tickets, etc.)*
- ii. *Fines and other fees occurring from violations of the law, such as traffic tickets.*
- iii. *Late fees*
- iv. Reimbursements for previously paid expenses
- v. Television and streaming services
- vi. Credit card/loan payments
- vii. Building supplies for capital improvements
- viii. Jewelry

V. Waivers

All locally determined provisions, including section IV(d) 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 the supportive service addresses.

VI. 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 services specialists must always document the rationale for lack of cost estimates in case notes or other case file documentation.

VII. Accounting Procedures

All talent services 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.

ATTACHMENTS

- Attachment A - [Clothing](#)
- Attachment B - [Mileage Reimbursement](#)
- Attachment C - [Advance Mileage Payment](#)
- Attachment D - [Bicycle Purchase](#)
- Attachment E - [Auto Purchase](#)
- Attachment F - [Public Transportation](#)
- Attachment G - [Auto Repair](#)
- Attachment H - [Auto Other](#)
- Attachment I - [Auto Insurance](#)
- Attachment J - [Moving Expenses](#)
- Attachment K - [Medical Services](#)
- Attachment L - [Other Supportive Services](#)
- Attachment M - [Testing, Licenses & Other Credentialing Fees](#)
- Attachment N - [Childcare](#)
- Attachment O - [Utility Payments](#)
- Attachment P - [Housing](#)
- Attachment Q - [Transitional Supportive Services](#)

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 	<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
<p>Mileage Reimbursement</p>	<ul style="list-style-type: none"> • Pre-authorization form • Transportation/Mileage Log signed by staff • Proof of work, bona fide job interview, enrollment into training, or participation in program or other employment-related activities • Computer print-out of ISS/IEP that includes hours of work per week and wage, or information on job interview, training or participation program or other employment-related activities identified barrier to be removed and outcome of the provision of this service 	<ul style="list-style-type: none"> • Service Certificate • Pre-authorization form • Verified Transportation Log • Proof of work, bona fide job interview, enrollment into training, or participation in program or other employment-related activities • Computer print-out of completed ISS/IEP 	<ul style="list-style-type: none"> • Mileage reimbursement transportation is limited to three months within a 12-month period 	<ul style="list-style-type: none"> • \$150 per month • Participants will be reimbursed at the Federal Mileage Reimbursement rate • 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 • 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
<p>Advance Mileage Payment</p>	<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 	<ul style="list-style-type: none"> • \$150 per month up to three months within a 12-month period • Participants will be reimbursed at the Federal Mileage Reimbursement rate • 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
<p>Bicycle Purchase</p>	<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 lifetime limit 	<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
<p>Auto Purchase</p>	<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 maximum allowable in State policy for PATH 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
<p>Public Transportation</p>	<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: maybe one billing with multiple Participants listed. See Note below. • 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 individuals 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"> • \$150 per month 	<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 talent specialist without payment.

Attachment G

Type	Items for Pre-Approval	Items for Approval and Payment	Limitations	Maximum Payments	Notes
<p>Auto Repair</p>	<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 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 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"> • \$900 per 12-month period • 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
<p>Auto Other</p>	<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 registration • 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 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 • 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"> • The Participant must be the primary user of the vehicle • It must be insured in the Participant's name • It must be registered in the Participant's name. 	<ul style="list-style-type: none"> • \$500 per 12-month period 	<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. • 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
<p>Auto Insurance</p>	<ul style="list-style-type: none"> • Pre-authorization form • Copy of Participant's valid Driver's License • 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 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 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 J

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 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 K

Type	Items for Pre-Approval	Items for Approval and Payment	Limitations	Maximum Payments	Notes
<p>Medical Services</p>	<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 • A maximum lifetime allowance of \$500 for all other allowable expenses 	<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
Other Supportive Services	<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 • Brief proposal to include justification, benefit, and address absence of other funding sources • 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 	<p>Expenses which enable a participant to obtain or retain employment or training activities while actively enrolled and complying with participation requirements.</p> <ul style="list-style-type: none"> • Fines and late fees are nonallowable costs. 	<ul style="list-style-type: none"> • A maximum lifetime allowance of \$500 	<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 M

Type	Items for Pre-Approval	Items for Approval and Payment	Limitations	Maximum Payments	Notes
Testing, Licenses & Other Credentialing Fees	<ul style="list-style-type: none"> • Pre-authorization form • Proof of needed test, credential, etc. to perform desired employment • Qualified to undergo testing, licensing, and/or credential • Computer print-out of ISS/IEP that includes 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 • Computer print-out of completed ISS/IEP 	<ul style="list-style-type: none"> • Must be an industry recognized credential, test or otherwise lead to an improved employment opportunity • Fines and late fees are nonallowable costs. 	<ul style="list-style-type: none"> • \$500 per 12-month period 	<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 N

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"> • Not allowable under PATH funding sources • UPMW will only issue childcare payments to a licensed childcare provider. Proof of licensure can be verified at childcaresearch.apps.lara.state.mi.us • Fines and late fees are nonallowable costs. 	<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 O

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 or training activity • 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 • Absence of other resources, or pending application • 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"> • Fines and late fees are nonallowable costs. 	<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 P

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 or training activity • Document need (eviction notice, past due notice, self-attestation) • 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 • Absence of other resources, or pending application • Proof of work or training activity • Computer print-out of completed ISS/IEP 	<ul style="list-style-type: none"> • Fines and late fees are nonallowable costs. 	<ul style="list-style-type: none"> • \$3,000/lifetime 	<ul style="list-style-type: none"> • Participant MUST be enrolled in OSMIS • Supportive service must be entered in OSMIS • Case Note that includes the cost and the vendor used

Attachment Q

Type	Items for Pre-Approval	Items for Approval and Payment	Limitations	Maximum Payments	Notes
Transitional Supportive Services	<ul style="list-style-type: none"> • Proof of qualifying participation • 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 	<ul style="list-style-type: none"> • Service Certificate • Proof of qualifying participation • Computer print-out of completed ISS/IEP 	<ul style="list-style-type: none"> • Applicable to PATH participants only • Covers miscellaneous expenses not normally covered by regular supportive services • Only available under specific funding sources 	<ul style="list-style-type: none"> • Not to exceed payment amounts allowable in State policy 	<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 payment method

Attachment 2



LOCAL POLICY:

RAPID RESPONSE AND LAYOFF AVERSION

Date:	June 18, 2018
Update:	August 1, 2022
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 destroy 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), and educational partners.
- Identifying a Rapid Response contact to coordinate with the Labor Economic and 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 using 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 others.

When Rapid Response activities are near completion, UPMW Rapid Response contact will coordinate with talent services specialists to transfer the responsibility for service delivery to those dislocated by layoffs or closures who are interested in accessing career services, training services, supportive services, and other relevant services.

UPMW staff or partners who become aware of a WARN-level layoff or closure event, must notify the UPMW designee immediately. Leadership will notify the LEO-WD Workforce Transition Unit to discuss the event and begin formulating strategies for conducting 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. Most 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 layoffs appear to be imminent, 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 businesses and industries 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, databases, 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.