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WORKFORCE INNOVATION AND OPPORTUNITY ACT (WIOA)
4-YEAR LOCAL PLAN

Per PI 16 – 02
Modification 1

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APPROVAL REQUEST

1. Michigan Works! Agency (MWA): Region 7B Consortium	2.MWA Number: 02
3. Plan Title(s): WIOA Local Plan for Program Years (PYs) 2016 thru 2019 Modification 1	
4. Policy Issuance Number: 16-02	5. Plan Period: July 1, 2016-June 30, 2020

Authorized Chief Elected Official	Date 6/16/17
Authorized Chief Elected Official	Date
WDB Chairperson	Date 6/16/17

THE CHIEF ELECTED OFFICIAL(S) AND WORKFORCE DEVELOPMENT BOARD (WDB) HEREBY REQUEST APPROVAL OF THIS DOCUMENT

BWT-344 (5/09) The Workforce Development Agency (WDA), in compliance with applicable federal and state laws, does not discriminate in employment or in the provision of services based on race, color, religion, sex, national origin, age, disability, height, weight, genetic information, marital status, arrest without conviction, political affiliation or belief, and for beneficiaries only, citizenship or participation in any federally assisted program or activity.

Michigan Works! Region 7B Consortium
Workforce Innovation & Opportunities Act (WIOA)
Four Year Local Action Plan

Introduction

The Michigan Works! Region 7B Consortium (Region 7B) is comprised of six Mid-Michigan counties including: Arenac, Clare, Gladwin, Iosco, Ogemaw and Roscommon. Region 7B is considered rural; however, it retains a diverse business and employment structure. Manufacturing sector, logistics, healthcare, retail trade, hospitality, avionics, agricultural and tourism provide the economic base for the region which encompasses approximately 3,086 square miles.

This Region 7B Four Year Local Action Plan prioritizes the following strategies that are intended to advance these key Workforce Innovation and Opportunity Act (WIOA) principles:

- Increase access to and opportunities for the employment, education, training, and support services that individuals, particularly those with barriers to employment, need to succeed in the labor market;
- Align workforce investment, education, and economic development systems in support of a comprehensive, accessible, accountable, and high-quality workforce development system;
- Improve the quality and labor market relevance of workforce investment, education, and economic development efforts;
- Promote improvement in the structure and delivery of services;
- Increase the prosperity of workers and employers, the economic growth of communities, regions and States, and the global competitiveness of the United States;
- Provide innovative workforce investment activities, through integrated workforce development systems, that increase employment, retention, and earnings of participants and that increase postsecondary credential attainment and, as a result, improve the quality of the workforce, reduce welfare dependency, increase economic self-sufficiency, meet skill requirements of employers, and enhance productivity and competitiveness of the nation; and
- Measure effectiveness, improve transparency, and support informed consumer choice through performance reporting, evaluation, and data systems that support these activities.

Additionally, based on the evolving Federal and State initiatives Region 7B will use expanded regional structures to improve program/service effectiveness and efficiencies, Region 7B will employ appropriate partnership-building actions to contribute to these initiatives. As a result, this Local Action Plan sets forth a strategy to:

- Direct investments in economic, education, and workforce training programs to focus on providing relevant education and training to ensure that individuals, including youth and individuals with barriers to employment, have the skills to compete in the job market and that employers have a ready supply of skilled workers;
- Apply demand/job-driven strategies in the one-stop system;
- Enable economic, education, and workforce partners to build a skilled workforce through innovation in, and alignment of, employment, training, and education programs; and
- Incorporate this Local Plan in to applicable Regional Plans.

I. Labor Market Analysis

A thorough analysis of labor market data and economic conditions, including an analysis of existing and emerging in-demand industry sectors and occupations and needs of employers.

- The knowledge and skills necessary to meet the employment needs of employers in the region, including employment needs in in-demand industry sectors and occupations, and
- An analysis of current workforce in the region, including employment/ unemployment data, labor market trends, and the educational and skill levels of the workforce, including individuals with barriers to employment
- An analysis of the workforce development activities in the region, including available education and training opportunities.

Region 7B is combined with Prosperity Region 3 therefore this Local Plan will include regional labor market information for the 14 counties located in the region, including the six counties of Region 7B. A thorough analysis of the Region 3 labor markets and the local Region 7B labor markets has been conducted. The charts and graphics (included as Attachments A, B, C, D), provide the most recent information available on population, earnings, income, employment trends and in-demand occupational areas.

While it is positive to note that the Region 7B area has witnessed a significant drop in overall unemployment, there is still a Mid/Northeast Michigan regional need for skill upgrading, opportunities for the under-employed and specific occupational trainings.

Some of the analyses specific to Region 7B are as follows:

Mature Sectors/ Industries:

- Manufacturing
- Health Care
- Hospitality & Tourism
- Agriculture
- Logistics
- Retail
- Forestry
- Human Service
- Engineering
- Skilled Trades
- Service
- Insurance Industry

Current and In-Demand Sectors/ Industries:

- Manufacturing
- Health Care
- Hospitality & Tourism
- Agriculture
- Logistics
- Forestry
- Engineering
- Skilled Trades
- Service
- Retail

Current and In-Demand Occupations:

- Architect
- Accounting
- Automotive Technicians (Service & Repair)
- Aviation Mechanics
- Business Administration
- Carpentry
- C Medical Assistant
- Medical Clerk
- Medical Coding/Billing
- Child Care Specialist
- Pharmacy Technician
- Phlebotomy
- Physical Therapy Assistant
- Certified Nursing Assistant (CNA)
- Computer Aided Drafting
- CNC

- Concrete Technicians
- Electrician
- Fire Science Technology
- Hospitality Management
- Law Enforcement
- Machine Tool Operators & Technicians Machinist
- Manufacturing Processors
- Heating/Refrigeration/Air Conditioning
- Medical Transcriptions Nursing (LPN/ RN)
- Occupational Therapist/Assistant
- Paralegal
- Paramedic
- Plumber
- Radiological Technology
- Secretaries (Medical & Legal)
- Small Engine Repair
- Sonography
- Surgical Technician
- Utility Technician
- Welding

Emerging Sectors/ Industries:

Medical Manufacturing	IT
Health Care Technology	Aircraft Mechanics
Wood Procurement Processing	Large Scale Manufacturing

Emerging Occupations:

- Agricultural Management
- Aeronautics
- Certified Network Engineer
- Computer Systems Analyst
- Computer Training/ Software
- Construction Trades/ Builder
- Dental Hygienist/ Assistant
- Emergency Medical Technician
- Engineering
- Health Diagnosing and Treating Practitioners
- Heavy Equipment Operator/ Mechanic

- Human & Social Services
- Industrial Machinery Mechanic
- Industrial Technology Certificate
- Logistics/ Truck Driving
- Marine Mechanic
- Medical Lab Tech
- Patient Care Tech
- Plastics Technology
- Registered Health Information Technologist
- Respiratory Therapist/ Technician
- Sawyer
- Teaching: Elementary and Secondary

Many of the employers in the Region 7B area indicate that aging workforce is of great concern; this leads to shortages of skilled workers in upper level manufacturing. Apprenticeships, internships, and other training programs are becoming essential and employers are beginning to consider these types of models to fill the skills gap.

Soft skills, especially those that relate to interpersonal communication, have been listed as a barrier that employers meet when hiring individuals.

Some of the other barriers the area wages are low wage, reduced population reducing the hiring pool; the rural area does not offer the types of extracurricular activities that “Millennials” are drawn to (large scale entertainment, shopping, etc.). The Region 7B area does offer several advantages to employers and job seekers, including but not limited to:

- Centrally located in the state for transport of products and commuting- easy access to US-127, I-75, US-10;
- Access to air transport- regional airports, some counties are within 50 miles of international airport;
- Access to water ports- some counties are within 60 miles of a port;
- Quality of life- centrally located for access to larger cities with the immediate access to activities such as hiking, biking, water sports, hunting, fishing, etc. affordable housing is also available.

It is important to note that all core partners including but not limited to:

- Employers
- Adult Education
- MRS
- Intermediate School Districts

- Community Colleges
- Economic Development
- Community-Based Organizations

Core partners were consulted to provide relevant data and analyze its inclusion in the Region 7B local plan. Involvement was obtained via face-to-face meetings, telephone calls and/or email communications in addition to participation in quarterly Board meetings.

- A description of the local board's strategic vision and goals for preparing an educated and skilled workforce (including youth and individuals with barriers to employment):

The process of assessing and implementing strategic visions and goals to meet the employment needs of local employers and participants will be an ongoing effort.

Region 7B Workforce Development Board (WDB) members include Private Sector members in each county as well as representatives from community colleges, intermediate school district's, adult education, local economic development, organized labor, community-based organizations, and vocational rehabilitation.

Region 7B Agency staff have and continue, to work with the WDB to develop strategies to meet the needs of area businesses and customers.

This process has created an opportunity for collaborative planning across all programs. Additionally, on a multi-regional basis, interaction with the Talent District Career Councils (TDCC), Prosperity Region Initiative Collaborative, and other groups (STEM Initiative workgroups, CDCs, etc.) to effectively contribute to preparing an educated and skilled workforce for the Mid/Northeast Michigan Areas.

The Region 7B, Local Elected Officials (LEOs) (County Commissioners), one from each county in the region, are the designated grant recipient and administrative entity for the local workforce development system, and employs the staff of Region 7B. Adult Education and MRS have representative on our local WDB and participated in the survey that was sent to all core partners. Core partners are invited to attend monthly staff meetings and twice a year core partners are requested to attend a Collaborative meeting. Staff attend monthly meetings with the human services collaborative and Continuum of Care, which allows them to connect with partner agencies outside the walls of the One-Stop with specific regard to the Board's vision and goals for serving those with barriers to employment, it is planned that a more detailed process of collaborative service networking will be employed.

This will include:

- Joint partner organization work preparation/placement planning for identified client-customers
- Increased blending of service resources as appropriate
- Bi-weekly reviews of targeted client-customer progress
- Regular sharing of case notes

Mission

Region 7B strives to meet the needs of our employers and job seekers through a demand driven system to foster economic growth and prosperity.

Vision

To meet the needs of our area for Employment, Economic Development, Education, and Entrepreneurship in order to enhance the quality of life for our employers and residents.

Goals

- Develop One-Stop Service/ American Job Centers that are demand-driven meeting the needs of both employers and job seekers;
- Preserve and create jobs while building and supporting a skilled workforce;
- Improve the quality and quantity of the existing, potential, and future workforce in the region;
- To help existing and dislocated workers acclimate to new work options and career paths;
- Prepare incumbent workers for advanced positions and to fill pending retirement vacancies;
- Continue to develop and refine innovative service delivery strategies for the region which include growing and strengthening all economic development services in the region;
- Continue to contribute to the development of entrepreneurs to identify market challenges and opportunities; and
- Continue to collaborate with training providers and secondary and post-secondary educators to augment opportunities for the job seeker to obtain the academic and work skill proficiencies required by local employers.
- Continue to develop and work with core partners in addressing individuals with barriers to employment.

- Local performance goals for Adult, Dislocated Worker, Youth, Adult Education and Literacy, Wagner-Peyser, and Vocational Rehabilitation as described in the WIOA Section 116(b)(2)(A):

Local performance goals for Adult, Dislocated Worker, Youth, Adult Education and Literacy, Wagner-Peyser, and Vocational Rehabilitation as described in the WIOA Section 116(b)(2)(A) are listed below:

Baseline Measures Levels

- WIOA Title I – Adult, Dislocated Worker, and Youth
 - Measurable Skills Gain
 - Effectiveness in Serving Employers
- WIOA Title II – Adult Education and Literacy
 - Employment Second Quarter After Exit
 - Employment Fourth Quarter After Exit
 - Median Earnings
 - Credential Attainment Rate
 - Effectiveness in Serving Employers
- WIOA Title III – Wagner-Peyser
 - Effectiveness in Serving Employers
(Note – Credential Attainment Rate and Measurable Skills Gain do not apply to Wagner-Peyser)
- WIOA Title IV – Vocational Rehabilitation

Local Negotiated Performance Goals:

Michigan Works! Region 7b Consortium

<u>Adult</u>	<u>PY 2016</u>
Employment Rate 2 nd Quarter after Exit	80.0%
Employment Rate 4 th Quarter after Exit	75.0%
Median Earnings 2 nd Quarter after Exit	\$6,200
Credential Attainment within 4 Quarters after Exit	60.0%

Dislocated Worker

Employment Rate 2 nd Quarter after Exit	78.0%
Employment Rate 4 th Quarter after Exit	74.0%
Median Earnings 2 nd Quarter after Exit	\$6,200
Credential Attainment within 4 Quarters after Exit	60.0%

Youth

Employment or Placement Rate 2 nd Quarter after Exit	52.0%
Employment or Placement Rate 4 th Quarter after Exit	54.0%
Median Earnings 2 nd Quarter after Exit	Baseline
Credential Attainment within 4 Quarters after Exit	60.0%

Wagner Peyser

Employment Rate 2 nd Quarter after Exit	63.0%
Employment Rate 4 th Quarter after Exit	65.0%
Median Earnings 2 nd Quarter after Exit	\$4,900

- A description of the local board's strategy to align local resources, required partners, and entities that carry-out core programs to achieve the strategic vision and goals.

As background information, the Region 7B Workforce Development Board (WDB) members include Private Sector members in each county as well as representatives from community colleges, intermediate school district's, adult education, local economic development, organized labor, community-based organizations, and vocational rehabilitation.

The WDB is authorized by the State of Michigan to oversee components of the Michigan Works! System, including the federal Workforce Innovation & Opportunities Act (WIOA) programs (adult, youth and dislocated worker programs), Partnership, Accountability, Training and Hope(PATH), the Food Assistance Employment & Training Program (FAE&T), Wagner Peyser Employment programs, Trade Adjustment Act (TAA), etc. Region 7B also works with partner agencies to ensure core programs are delivered, which include, but are not limited to: Veteran Services, Disabled American Veterans, Michigan Rehabilitation Services, The Bureau of Services for Blind Persons, Salvation Army, United Way, Bay Arenac Women's Services, Adult Education Providers, Alternative Education Providers, Experience Works, Prisoner Reentry, Vocational and Community Education Providers, MSU Extension Offices, and Northern Transformation Corporation (NTC).

The Region 7B, Local Elected Officials (LEOs) (County Commissioners), one from each county in the region, are the designated grant recipient and administrative entity for the local workforce development system, and employs the staff of Region 7B.

Specifically, the LEOs, focus their direction on financial matters of the programs. The WDB strives to successfully manage a demand driven and user friendly workforce system, investing workforce funding to recruit, prepare, and train workers with the skills needed to support existing industry and attract new industry to the Region. Developing and maintaining a skilled workforce is one of the top priorities for achieving and sustaining a globally competitive economy.

Region 7B conducted a survey to help determine the goals and strategies in providing services to job seekers and employers.

The WDB, LEOs, partner agencies, and staff that completed the survey indicated that Region 7B should continue to focus on ensuring that businesses are involved in regional planning efforts, ensuring that input is sought, specifically through subgroups, to reach out to those eligible for services, and continue coordination with local EDCs. Those surveyed felt it important to continue strengthening relationships with K-12 schools, colleges, and training providers.

Soft skills were also addressed, with those surveyed noting that communication and interpersonal skills are the most significant soft skills missing among workers. Region 7B has incorporated these survey results in the goals and strategies below.

Goals:

- Develop One Stop/ American Job Centers that are demand-driven meeting the needs of both employers and job seekers;
- Preserve and create jobs while building and supporting a skilled workforce;
- Improve the quality and quantity of the existing, potential, and future workforce in the region;
- Help existing and dislocated workers acclimate to new work options and career paths;
- Prepare incumbent workers for advanced positions and to fill pending retirement vacancies;
- Continue to develop and refine innovative service delivery strategies for the region which include growing and strengthening all economic development services in the region;
- Continue to contribute to the development of entrepreneurs to identify market challenges and opportunities; and
- Continue to collaborate with training providers and secondary and post-secondary educators to augment opportunities for the job seeker to obtain the academic and work skill proficiencies required by local employers.

Strategies:

- Incumbent Worker Training (IWT) Programs;
- On The Job Training (OJT) Programs;
- Customized Training Programs;
- Classroom Training;
- Transitional Employment;
- Apprenticeships;
- Work Experience;
- Industry and Sector Strategies;
- Career Pathways Initiatives;
- Business Services; and

- Job Readiness Training.

Based on the expansive six (6) county geographic area covered via Region 7B, the strategy to effectively align resources, partner services and core programs to achieve the Boards vision and goals includes the following:

- Increase overall communication internally and externally across the region;
- Hosting in-service “Did-You-Know?” sessions in each 7B Service Center;
- Use of electronic newsletters to highlight activities, monthly staff meetings and new target ventures;
- Scheduling of a “Next Generation” organization-wide planning event to maximize strategies and resources.

II. Local Area Workforce System

- The programs that are included in the Region 7B system, including One Stop/ American Job Center partners:

Workforce Innovation & Opportunities Act (WIOA) programs (adult, youth and dislocated worker programs), Wagner Peyser Employment programs, Trade Adjustment Act (TAA), Adult Education, and Vocational Rehabilitation, Partnership, Accountability, Training and Hope (PATH), the Food Assistance Employment & Training Program (FAE&T), Veteran Services, Disabled American Veterans, Michigan Rehabilitation Services, The Bureau of Services for Blind Persons, Salvation Army, United Way, Bay Arenac Women’s Services, Adult Education Providers, Alternative Education Providers, Experience Works, Prisoner Reentry, Vocational and Community Education Providers, MSU Extension Offices, and NTC, etc.

The Region 7B Workforce System has been assembled to provide a number of core programs and services. Region 7B’s initial core priority is to train and employ disadvantaged populations, returning veterans, displaced workers, the unemployed and underemployed, or those seeking to upgrade skills to ensure greater job security to remain competitive in a global economy. Next, Region 7B staff will continue to develop a flexible and dynamic demand driven system of workforce development which prepares people for jobs that encourage self-sufficiency, lifelong learning, and work readiness.

Third, Region 7B will work with training providers and area employers to develop curriculum that helps students acquire the skills and aptitudes relevant to today’s workplace.

Services will be offered through an efficient one-stop service delivery, which unifies numerous training, education and employment programs into single, customer-friendly, stream-lined system in each of the six counties.

- A description of the local board's strategy to work with entities carrying out core programs and other workforce development programs to provide service alignment (including programs of study authorized under the Carl D. Perkins Career and Technical Education Act of 2006):

Region 7B recognizes how partners of education, workforce development, and economic development continue to develop, strengthen and influence each other. The area is united and partners with community colleges, universities, Intermediate School District (ISD), economic development corporations, non-profits, chambers and others to influence workforce and economy.

These partners have influence on Region 7B programs and services, aligning them to meet customer needs. Members of the WDB serve on the TDCC and report to the WDB.

The TDCC serve in advisory capacity to the WDB on all educational issues. All partnerships will appropriately expand via WIOA priorities. The Regional TDCC's are in the process of reviewing our in-demand occupation list. The Business Service Professionals, Youth Transition Coordinators, and Management have regular contact through joint meetings with the CTE Directors; STEM meetings and the Region 3 and 5 Strategic Team meetings. Members of the Business Services Staff also serve on the CTE advisory committees.

Additionally, it is the Board's strategy to heighten its focus on available CTE trainings in Region 7B. Current opportunities in the manufacturing, healthcare and avionics fields will be assessed to build even more advanced options based on direct input from area employers. This action will create improved service alignment among core and other workforce programs and encourage CTE training partners to consider innovative course initiatives by blending company needs.

III. Local Board/Core Services

- Expand access to employment, training, education, and supportive services for eligible individuals particularly eligible individuals with barriers to employment:

A continuing priority of the Region 7B WDB has been to expand access to employment, training, education, and supportive services for eligible individuals, particularly eligible individuals with barriers to employment.

We embrace a Job Hunting on the Road philosophy which brings Michigan Works services to locations other than the One-Stop / American Job Center. Some examples of this include: Job Readiness Training at community colleges, K-12 schools and local jails, mobile resource room and services on site with employers, virtual workshops, and virtual interviews. Region 7B will continue to provide these Job Hunting on the Road services in the future to allow for easier access to Michigan Works! Additionally, the Boards encourage and work with applicable workforce service providers to redesign and re-engineer traditional programs to better meet the needs of eligible individuals with barriers to employment. Finally, Region 7B staff are empowered to pursue alternative service plans for enrollees in an ongoing effort to expand overall services access.

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

The Region 7B Boards support the increasing value of facilitating the development of career pathways for all client-customers and co-enrollment in core programs (as appropriate).

In light of the declining unemployment numbers in the Region, it is increasingly necessary to apply additional career pathways counseling to ensure the most appropriate services are prescribed for those facing more complex job attainment challenges. Region 7B staff will be trained as Global Career Facilitators and will offer the opportunity for core partners to join in this training. This will ensure that no matter the point of entry for participants, they will receive the same exceptional level of service to help them find their own Career Pathway. Region 7B also provides communication avenues for the Business Services staff, training providers, career counselors, etc. to discuss training needs identified by Sector Partnerships through video and conference calling technology, face to face meetings, and through other committees and workgroups in our region.

Through the use of available technology and partnerships with area community colleges and ISDs, career pathways outlines and examples are readily available. This information coupled with various instances of career counseling ensures the Board's supplemental support and service facilitation.

Finally, it is a standard Region 7B practice to achieve the maximum effectiveness and efficiency of all workforce development funds. As a result, co-enrollment of client-customers is a standard employed Agency practice/priority. Likewise, co-enrollment facilitates the expanded range of service opportunities for eligible clients.

Each staff member is cross-trained in the programs operated within the One-Stop which allows for Region 7B to best serve participants by connecting them with the most effective program to ensure success, often times leading to co-enrollment. The local Region 7B leadership Boards continue to support this cost-effectiveness practice.

- Improve access to activities leading to a recognized postsecondary credential (including a credential that is an industry-recognized certificate or certification, portable, and stackable):

Entities carrying out core programs will improve access to activities leading to a recognized postsecondary credential (including a credential that is an industry-recognized certificate or certification, portable and stackable) by expanding their partnerships.

The Region 7B Boards support developing credential generating activities with business associations, educational entities, private training institutions and other industry groups throughout Michigan, utilizing the Business Solutions Professional model. The BSP's also utilize Sector Partnerships, including the Manufacturing Associations within our region, to help determine training needs. It is planned that this methodology can be developed to bring these opportunities "closer-to-home" via technology and relocated expertise. We provide access to video conferencing software and hardware, as well as conference calling, and help to coordinate space.

Core partners, as well as other community partners (Employers, Regional Prosperity Initiative meetings, Community Action Agency, etc.), have the opportunity to have access to this technology that they often do not have access to within their own business/ agency. Region 7B will also seek additional funding, when necessitated, to help meet the needs of the participant and businesses, which may include SAG funding, DWG funding, and seeking alternative funding sources (foundation grants, federal grants, etc.).

Finally, availability and access to activities leading to a recognized postsecondary credential will be improved via a research and recruiting initiative facilitated by the Region 7B BSP Team. The 7B BSP team will research notable post-secondary credential opportunities utilized within the State. Results will be cooperatively considered by all partners and Board to pursue appropriate credential attainment enhancements in the Region.

IV. Business Development Strategies/Services

- Facilitate engagement of employers, including small employers and employers in in-demand industry sectors and occupations, in workforce development programs:

Region 7B works jointly with employers, educational institutions, and other agencies to ensure that skills attained by trainees as a result of participation in employment and training programs are consistent with the requirements of employers for workforce success. Region 7B utilizes the Business Solutions Professional (BSP) program design; each county has a BSP that is the connection point between the employer and workforce development, ensuring that the employer's voice is heard.

Region 7B staff will continue to increase the role of private employers in the planning, development and evaluations of WIOA-funded education and employment training programs. Employers will help to direct IWT, Customized Training, and OJT under this demand driven system. BSP's are a critical component of gathering the Employer feedback to ensure that the demand driven system is working. BSP's gather feedback through a variety of methods, including but not limited to surveys, face to face meetings, training reviews, etc. This feedback is incorporated into the continuous improvement process at a local level through Management.

BSP's also report to the WDB on a regular basis to ensure that the feedback from Employers is not only heard by Management, but also the local boards.

The WDB has worked with employers to offer a more flexible OJT reimbursement rate, up to 75%, based on factors approved in WIOA regulations, 680.730. When the employer meets one of the following factors, as addressed in the local policy approved by WDB:

- The participant has barriers to employment (as outlined in WIOA Section 3(24))
- The business is a small business, defined as less than 50 employees
- The participant will receive a credential in conjunction with the OJT- unless waived by the State or USDOL (07-01-16- Credential Requirement is waived)
- The participant meets definition of basic skills deficient or has not worked 90 consecutive days in the last 6 months.

Factors considered in determining reimbursement rate are documented on OSMIS as a case note.

The Sector partnerships, including business associations such as manufacturing and healthcare, as well as workforce development board members; the BSP's bring feedback to management; presentations to the WDB which includes education and other core partners. Employers are surveyed periodically to gauge needs of the businesses.

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

The Region 7B Business Services Team (BST) serves as the ongoing direct channel between One-Stop/American Job Center staff, job seekers and businesses.

The BST offers assistance in creating job orders, provides information about tax incentives for hiring and Labor Market Information (LMI), offers employer seminars, interviewing facilities and access to Regional Hiring Events. The BST develops long term relationships with businesses for employee recruitment, retainment and training and offers follow-up with the employer to ensure that their needs have been met. The BST also takes an active role in the business community by attending Chamber of Commerce meetings, serving on Economic Development Boards, Business and Professional Associations, etc.

Also, Region 7B has adopted the Michigan Industry Cluster Approach (MICA) in order to actively pursue industry sectors where, as a region, it had a distinct competitive advantage. Using the cluster-based economic development strategy, Region 7B targets those involved in the general manufacturing (targeting plastics: manufacturing, machine building, and research and development) and agriculture industries. One of the most critical challenges facing the manufacturing industry, in general, is the need for both highly skilled and semi-skilled workers for automotive related and plastics manufacturing.

- Improve coordination between workforce development programs and economic development.

A unique partnership practice in the six-county Region 7B area, nationally recognized by American Association of Retired Persons (AARP), is the blending of business services and county economic development organization activities.

Region 7B is the Economic Development Corporation (EDC) in four of the six counties. In Arenac, Clare, Gladwin and Ogemaw County, our Business Service Team is dually branded in workforce and economic development tasks. Through NTC, a 501c(3) organization, county economic development dollars are passed from the county to NTC and then onto Region 7B. This way all business services are managed under one roof for seamless project coordination, development and delivery.

The Business Service Team has all the tools, awareness and facilitation to be in-the-know for current business and economic issues.

This partnership endorsed and promoted by the Boards has greatly improved the coordination between workforce development and economic development programs and services.

The benefits of the blended-services approach have been increased recognition of in-demand occupation needs, greater staff efficiencies, and improved information sharing between Region 7B Boards, EDC councils, community collaborative, etc. The BST also meets regularly with the Business Development Manager (BDM) from Michigan Economic and Development Corporation and joins the BDM on retention visits.

- Strengthen linkages between the one stop delivery system and unemployment insurance programs.

In the public forum, the operational distance between employment services and unemployment insurance programs is very narrow. As a result, Region 7B has adopted an ongoing collaborative strategy and service approach to ease the unemployment insurance challenges sometimes encountered by businesses and employees. To strengthen linkages between the One-Stop/ American Job Centers and the unemployment insurance programs, appropriate paper and online documents are readily available at all locations. Additionally, information on the location and contact numbers for unemployment insurance Resolution Centers is also available.

Each Resource Room is staffed with at least one Resource Navigator to help provide one-on-one assistance for customers in each of our six counties, as needed, and other service center staff are cross-trained to be able to aid in employment services. Each service center has a telephone line that allows for individuals utilizing employment services priority when contacting the Unemployment Insurance Agency.

The Resource Navigator is trained to provide staff assisted services, such as Labor Market Information, job referrals, referral to WIOA services, etc. to help individuals applying or receiving unemployment benefits access the services they need to help them achieve success. The service center staff are also trained to provide RESEA services to those that are referred.

- V. A description of how the local board will coordinate workforce investment activities with regional economic development activities that are carried out in the local area and how the local board will promote entrepreneurial skills training and microenterprise services.

As was identified and explained in an earlier Plan section, the Region 7B Boards have a long history of uniquely blending local and regional economic development and workforce development efforts/activities. A unique partnership practice in the six-county Region 7B region is the blending of business services and county economic development organization activities. Region 7B is the Economic Development Corporation in four of the six counties. In Arenac, Clare, Gladwin and Ogemaw County, our Business Service Team is dually branded in workforce and economic development tasks. Through NTC, a 501c(3) organization, county economic development dollars are passed from the county to NTC and then onto Region 7B. This way all business services are managed under one roof for seamless project coordination, development and delivery. The Business Service Team has all the tools, awareness and facilitation to be in-the-know for current business and economic issues. This partnership endorsed and promoted by the Boards has greatly improved the coordination between workforce development and economic development programs and services. The benefits of the blended-services approach have been increased recognition of in-demand occupation needs, greater staff efficiencies, and improved information sharing between Region 7B Boards, EDC councils, community collaborative, etc. The BST also meets regularly with the Business Development Manager (BDM) from Michigan Economic and Development Corporation and joins the BDM on retention visits.

Shared staffing is a principle method of promoting the expanded region, plus through the use of advanced interactive computer communication technologies, Region 7B has the capacity to host multi-county, multi-agency and multi-business collaborative sessions. Lastly, the promotion and incidence of joint economic/workforce development organizational meetings to strategize on an expanded scale have been prioritized at all leadership levels.

Entrepreneurial skills training and microenterprise services are two specialty areas cooperatively addressed. Community colleges that service the Mid-Michigan region have prioritized these career-building areas as have the Region 7B Boards. Formalized course training possibilities, curricula, and credit-driven options have/are being considered.

There is a Business Center located in several of the Michigan Works! Offices in the Region 7B area which are available for those seeking information to start their own businesses. The BST is also available for interested individuals to meet with and will be provided an appropriate referral to resources available to ensure success. In addition area ISDs and individual high schools have embraced entrepreneurship and/or microenterprise instruction.

VI. A Description of the One-Stop Delivery System

- How the local board will ensure the continuous improvement of eligible providers of services through the system and that such providers will meet the employment needs of local employers, workers and job seekers.

The Region 7B Boards will introduce and conduct a quarterly continuous improvement survey-study to ensure all workforce development service customers are receiving the most applicable system services possible. The survey-study will include, but not limited to, the following activities:

- Review and analysis of enrollee follow-up data;
 - Interviews with current and exiting client-customers;
 - Inclusion of a specific continuous improvement business item on Region 7B Board agendas;
 - Comparisons with performance data from comparable Michigan Works! Agencies; and
 - Board members are encouraged and given the opportunities to attend training and professional development to stay abreast of the most current workforce trends.
-
- How the local board will facilitate access to services provided through the one-stop delivery system, including in remote areas, through the use of technology and other means.

As was described earlier in this Plan, the Region 7B Boards have and will continue the use of advanced interactive computer communication technologies to ensure maximum one-stop service delivery reach.

Additionally, in partnership with local and Regional workforce development partners, appropriate client-customer service delivery linkages will be facilitated to build the reliable accessible “closer-to-home” service opportunities.

Use of interactive webcast technologies has been a major step in cross-regional communications and information exchange. Additionally the use of transportable computer equipment has enabled Region 7B staff to establish partial one-stop services at any facility that retains internet connectivity. These capacities will continue to be enhanced and expanded based on available funding and State system support.

We embrace a Job Hunting on the Road philosophy which brings Michigan Works services to locations other than the One-Stop / American Job Center. Some examples of this include: Job Readiness Training at community colleges, K-12 schools and local jails, mobile resource room and services on site with employers, virtual workshops, and virtual interviews. Region 7B will continue to provide these Job Hunting on the Road services in the future to allow for easier access to Michigan Works!

- How entities with the one-stop delivery system, including one-stop operators and the one-stop partners, will comply with the nondiscrimination provisions of the WIOA (Section 188), if applicable, and applicable provisions of the Americans with Disabilities Act of 1990 (42 U.S.C. 12101 *et seq.*) regarding the physical and programmatic accessibility of facilities, programs and services, technology, and materials for individuals with disabilities, including providing staff training and support for addressing the needs of individuals with disabilities.

Region 7B implements mechanisms to ensure compliance with all notification, complaint handling, and file documentation requirements established by the State and follows the State’s uniform procedures in the event a complaint of discrimination, seeking review and resolution under these procedures, is filed with the agency.

Region 7B does not discriminate in employment or in provision of services based on race, color, religion, sex, national origin, age, disability, genetics, sexual orientation, pregnancy, familial status, veteran status, height, weight, arrest without conviction, political affiliation or belief, or any other characteristic or activity protected by Federal or State laws and regulations; and against any beneficiary of programs financially assisted under Title I of the Workforce Innovation and Opportunity Act of 2014 (WIOA), on the basis of the beneficiary's citizenship/status as a lawfully admitted immigrant authorized to work in the United States, or his or her participation in any WIOA Title I financially assisted program or activity.

All sub-recipients in the Region 7B delivery network, as a condition to the award of financial assistance, must articulate a comparable EO policy commitment and are expected to create a service culture that continuously promotes access, equity and respect for the differing customs, abilities and beliefs of the communities we serve.

Regularly review policies and procedures with staff during staff meetings, regarding ADA compliance, i.e. automatic doors, restrooms and workstations. When needed interpreters are provided as well as assistance with paperwork completion. Staff are encouraged to participate in training provided by the Michigan Works! Association as well as other venues. Region 7B will also consult with MRS regarding compliance with ADA for the service centers and program accessibility.

Additionally, Region 7B leadership will ensure that ADA compliance issues are a standard agenda item for quarterly staff meetings. This will include information on accessibility trainings locally, regionally and in the State. Also as appropriate, online tutorials regarding the physical and programmatic accessibility of program, services, technology and related materials will be made available to Region 7B staff and partners. Collaborative online training will be conducted through utilization of the Agency's video conferencing technology.

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

Region 7B and one stop partners coordinate a variety of workforce development resources to create a seamless, customer-friendly system that addresses the needs of employers and job seekers by offering education, job training, human service and other workforce development services to residents of this region. The partners have agreed to support the Michigan Works! system and have committed program resources to its success.

As previously indicated our partners include:

- Veteran Services provide services to veterans and contribute funding for infrastructure costs to be co-located;
- Michigan Rehabilitation Services provide services to persons with disabilities and contribute funding for infrastructure costs to be co-located;
- United Way provide services to the community and contribute funding for infrastructure costs to be co-located;
- Bay Arenac Women's Services provide services to the community and contribute funding for infrastructure costs to be co-located;
- Adult Education and Alternative Education Providers provide services to youth and adult learners and contribute funding for infrastructure costs to be co-located;

- Michigan Department of Corrections (Prisoner Reentry/Offender Success) provide services to parolees and contribute funding for infrastructure costs to be co-located;
- Additional partners providing services in the One-Stop/ American Job Center include The Bureau of Services for Blind Persons, Salvation Army, Experience Works, Vocational and Community Education Providers, MSU Extension Offices, and NTC.

They will assist in the promotion and marketing of the system through their individual programs, and work toward providing excellent customer service, including participating in measurements of customer satisfaction and performance.

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

The area is positioned well to provide a variety of adult and dislocated worker services to meet the needs of employers and job seekers. The following services are available, under WIOA Sections 134(c)(2), which include the referral and coordination of services, as appropriate:

- Determination of eligibility to receive assistance for employment training services;
- Outreach, intake, and orientation regarding the information and other services available;
- Initial assessment of skill levels, aptitudes, abilities, and supportive service needs;
- Job search, placement assistance, and career counseling where appropriate;
- Employment statistics information relating to local, regional, and national labor market areas (including job vacancy listings by market area, information on job skills necessary to obtain vacancy jobs, and information related to local occupations in demand and the earnings and skill requirements for such occupations);
- Performance information and program cost information on eligible providers of training services;
- Information regarding how the local area is performing in relation to performance measures and performance information regarding the local One-Stop delivery system in the local area;
- Information relating to the availability of supportive services (e.g., child care, transportation) and referrals to supportive services;
- Information regarding filing claims for unemployment compensation;
- Assistance in establishing eligibility for welfare-to-work, and financial aid for programs;
- Use of resource rooms;
- Group instructional sessions (e.g., resume writing);
- Referrals to employment opportunities;

- Internet access to job information and training services; and
- Individual job development, job clubs, and screened referrals when accomplished through the use of self-service and informational activities.
- On-the-Job Training (OJT): OJT operates as a hire-first, job-specific training program, with training provided directly by local employers.

The employer/trainer receives partial reimbursement of the wages paid to the participant during a negotiated training period. Training periods are based on the United States Department of Labor (USDOL) Standard Vocational Preparation time, adjusted downward to reflect the trainee's entry-level skills and experience. Public employers may serve as OJT employer/trainers in a ratio not to exceed the local ratio of public to private employers. Because OJT is a hire-first, employer-delivered training program, it is responsive to the immediate hiring needs of local employers and to the occupational goals of local job seekers. Training is on an individualized basis and can, therefore, respond to the market hiring needs of small businesses, and can be targeted to occupations, which promise sustained employment opportunity, at wage rates, which contribute to family self-sufficiency. By providing training subsidies, OJT assists local businesses to hire and train new employees from the local labor pool and encourages labor force replacement and expansion. OJT is a multi-occupational program, responding to the immediate hiring needs of local employers.

- Classroom Training (Occupational): Occupational classroom training programs teach participants specific vocational skills designed to prepare them for immediate post-program employment. Local high schools, intermediate school districts, vocational institutes, community colleges or four-year institutions deliver all occupational classroom training.

All occupational classroom-training programs may use the TABE competencies and other available career aptitude tests for participants and job placement services. Occupational classroom training programs may be conducted entirely in the classroom or may include a combination of classroom activities and on-the-job vocational training. Occupational classroom training programs provide participants with prerequisite entry-level skills for higher level occupations and can provide the support services necessary to assist individuals to overcome secondary barriers to employment.

Individual Training Accounts (ITAs) will be used for training services. This will allow a participant to choose among qualified training providers. Customers will be able to utilize ITAs based upon funding availability and the individual assessments conducted.

- Registered Apprenticeships - Registered Apprenticeships provide employers that have job opportunities, requiring high-skill levels to connect with qualified job seekers who have potential to obtain the required high-skill levels.
- Entrepreneurial Training - Entrepreneurial skills training provides the basics of starting and operating a small business. Such training must develop the skills associated with entrepreneurship. Such skills include, but are not limited to, the ability to: take initiative; creatively seek out and identify business opportunities; develop budgets and forecast resource needs; understand various options for acquiring capital and the trade-offs associated with each option; and communicate effectively and market oneself and one's ideas.
- Incumbent Worker Training – designed to ensure that employees of a company are able to gain the skills necessary to retain employment or avert a layoff, and must increase both the participant's and company's competitiveness. An ideal incumbent worker training is one where a participant acquires new skills allowing the participant to move into a higher skilled and higher paid job within the company, thus allowing the company to hire a jobseeker to backfill the incumbent worker's position.

Incumbent worker training is designed to meet the special requirements of an employer (including a group of employers in partnership with other entities) to retain a skilled workforce, or to avert the need to lay off employees by assisting the worker in obtaining the skills necessary to retain employment.

- Follow-Up Services: Follow-up services will be provided, as appropriate, including counseling regarding the workplace, for participants in adult or dislocated worker workforce investment activities who are placed in unsubsidized employment, for up to 12 months after the first day of employment. While follow-up services will be made available, not all of the adults and dislocated workers who are registered and placed into unsubsidized employment will need or want such services.

The following are available under career services, as well as training services if combined with other training activities:

- Adult Education and Literacy Activities –programs, activities, and services that include adult education, literacy, workplace adult education and literacy activities, family literacy activities, English language acquisition activities, integrated English literacy and civics education, workforce preparation activities, or integrated education and training.

- Job Readiness Training - provides, through classroom lecture and role play, the development of the same set of skills and understanding to be acquired through work experience. It is generally offered as pre-vocational world-of-work skills that may include showing up on time, and workplace attitudes and behaviors.

Job readiness training usually does not include an associated work component, but it may.

- Transitional Jobs – a way for adults and dislocated workers with barriers to employment, who are experiencing chronic unemployment or have an inconsistent work history, to develop a work history and basic skills essential to keeping a job. Transition jobs are time-limited, subsidized employment in the public, private or nonprofit sectors. Comprehensive career and supportive services will be made available to transitional jobs participant. Transitional jobs can be effective solutions for individuals to gain the necessary work experience that they would otherwise not be able to get through training or an OJT.

The goal is to establish a work history for the individual, demonstrate work success and develop skills that lead to entry into unsubsidized employment. There is no expectation that the individual will continue their employment with the employer after the work experience is complete.

Assessment of Region 7B adult and dislocated worker workforce development activities and services will be an ongoing continuous improvement function. On at least a quarterly basis the following actions will be initiated:

- Assessment of activity/service performance based on participant development notes and/or outcome data.
- Review of participant follow-up data to assess impact and value of applicable activities.
- Service provider/partner continuous improvement sessions to assess service type and availability.
- Placement of continuous improvement activities on Board agendas to ensure timely assessment is completed.

Region 7B will ensure that these actions and improvements are in line with the Region 3 regional plan, as well as the RPI plans.

- VIII. A description and assessment of the type and availability of youth workforce investment activities in the local area, including activities for youth who are individuals with disabilities, which shall include an identification of successful models of such activities. Further, local areas are to define “requires additional assistance” for In-School and Out-of-School eligibility criterion in their local plan.

The area is positioned well to provide a variety of youth services, including individuals with disabilities. A broad range of issues that can have an impact on the success of young adults in the labor market will be considered prior to assessing what employment related opportunities are available and how effective they will be in meeting the needs of local youth. 1) Efforts will be made to broaden young adult employment and training focus throughout our six county region to incorporate a young adult development perspective. 2) Linkages will be established with employers and other organizations serving young adults within our communities. 3) Input will be sought from the local employers to determine what skills are in demand, what jobs are available, what career fields are expanding, and what types of training programs will best meet local needs, which may include input from the TDCC. 4) Emphasis will be placed on providing a menu of educational options, work-based learning, leadership development, linkages with employers, positive peer group value development, support services, and follow-up program services. 5) A work experience component (coupled with education and/or training) will allow area young adults to build appropriate work habits before being placed in unsubsidized jobs. Work experience will not be a stand-alone service but a service integrated with other year-round services. 6) Summer programs may offer opportunities to link academic and occupational learning, and provide other elements and strategies as appropriate to serve the individual economic needs and career goals of the participants. 7) Local young adult employment and training policies and practices will be developed as needed to ensure continuity of services in Region 7B.

WIOA funds will be utilized to enhance and complement State, Region and other partner initiatives for eligible young people. It is be the goal of Region 7B, along with community partners, to provide the following program elements:

- Tutoring, study skills training, and instruction leading to secondary school completion, including dropout prevention strategies;
- Alternative secondary school offerings;
- Summer employment opportunities directly linked to academic and occupational learning;
- Paid and unpaid work experiences, including internships and job shadowing;
- Occupational skills training;
- Leadership development opportunities, which may include such activities as positive social behavior and soft skills, decision-making, team work and other activities;

- Supportive services;
- Adult mentoring for a duration of at least 12 months, that may occur both during and after program participation;
- Follow-up services;
- Comprehensive guidance and counseling, including drug and alcohol abuse counseling, as well as referrals to counseling, as appropriate to the needs of the individual young adults;
- Financial literacy education;
- Entrepreneurial skills training;
- Labor market and employment information; and
- Prepare for and transition into post-secondary education and training.

Region 7B helps youth create a person-centered Individual Service Strategy (ISS) to meet their needs, including needs that arise due to disabilities. Region 7B works closely with partners to ensure that Individual Education Plans, Michigan Rehabilitation employment plans, etc. are part of the ISS for individuals with disabilities. Region 7B also ensures that reasonable accommodations are provided to ensure success in employment and training, such as interpreters, job coaches, etc.

Youth Requiring Special Assistance:

In-School Youth (ISY):

- Have repeated at least one secondary grade level or are one year over age for their grade;
- Have a core grade point average of less than 1.5;
- For each year of secondary education, are at least two semester credits behind the rate required to graduate from high school;
- Are emancipated youth;
- 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 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 (18 to 24 year olds);
- Have never held a full-time job for more than 13 consecutive weeks (18 to 24 year olds) (full-time is a minimum of 32 hours of employment per week);

- Have not worked for 90 consecutive days in the last six months;
- Receiving Substance Abuse counseling;
- Member of a single parent family;
- Member of a migrant family; or
- Lacking stable/affordable housing.

Assessment of the type and availability of youth services will be conducted in a manner consistent to the assessment of adult and dislocated worker activities.

Assessment of Region 7B youth workforce development activities and services will be an ongoing continuous improvement function. On at least a quarterly basis the following actions will be initiated:

- Assessment of activity/service performance based on participant development notes and/or outcome data.
- Review of participant follow-up data to assess impact and value of applicable activities.
- Service provider/partner continuous improvement sessions to assess service type and availability.
- Placement of continuous improvement activities on Board agendas to ensure timely assessment is completed.

Successful models for assisting youth with disabilities in Region 7B are effectively blended into the Agency/Adult Education partnership service process. Examples include:

- Customized tutoring to better target individual development
- Modified credit recovery processes to allow additional opportunity for advancement
- More frequent collaborative case management with MRS, Adult Education service providers and Michigan Works! staff to maintain maximum use of personnel and financial resources.

Out-of-School Youth (OSY):

- Have repeated at least one secondary grade level or are one year over age for their grade;
- Have a core grade point average of less than 1.5;
- For each year of secondary education, are at least two semester credits behind the rate required to graduate from high school;
- Are emancipated youth;
- 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 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 (18 to 24 year olds);
- Have never held a full-time job for more than 13 consecutive weeks (18 to 24 year olds) (full-time is a minimum of 32 hours of employment per week);
- Have not worked for 90 consecutive days in the last six months;
- Receiving Substance Abuse counseling;
- Member of a single parent family;
- Member of a migrant family; or
- Lacking stable/affordable housing.

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

The Region 7B Boards recognize that quality education is an essential factor in achieving a qualified workforce, thereby leading to sustainable economic development. It is verified that the fastest-growing and highest-paying jobs require some post-secondary education.

Region 7B is a partner with three community colleges (Alpena Community, Kirtland Community and Mid-Michigan Community College) that provide an array of educational courses and takes an active role in the TDCC, which includes representatives from K-12 and ISDs. Mid-Michigan Community College serves as a standard holder for the Central Michigan Manufacturers Association and both Kirtland and Mid-Michigan Community College have a MTEC that have private sector employers on their boards, helping to drive curriculum development to meet the needs of local employers. All are in agreement that the most significant industries in the area are the manufacturing sector, logistics, healthcare, retail trade, hospitality, avionics, agricultural and tourism. Hence, via the Regional TDCC and multiple partnership sustaining activities, appropriate activities to coordinate strategies, enhance services and avoid duplication of services are recognized and employed. We also are within commuting distance from Delta, Northwood University, Central Michigan University, Alma College, etc.

Core partners serve as members on the WDB that meet quarterly; Adult Education is directly provided in four of our service centers. Region 7B has a unique partnership with IRESA and Clare Pioneer to provide Alternative Education in four of our service centers. Each service center in Region 7B is Pearson Vue certified as a GED Testing site for our clients, as well as a WorkKeys testing site; this reduces the chances of duplication of services and streamlines funding and staffing. Coordination with the secondary schools to provide Mock interview; talent tours; career fair/business expo/career day; Employment Skills workshops and Fast Track in the Post-Secondary providers.

It is Region 7B's leadership plan to ensure that this structured, coordinated instructional method will bring a real world context to the participant's experience through the collaborative participation with all education partners in the region via:

- Regularly scheduled meetings;
- Joint news pieces;
- Spontaneous face-to-face review and update meetings between front-line staff;
- Co-case management strategies.

The Region 7B Board will ensure relevant coordination between secondary and post-secondary education programs and activities.

- X. A determination of whether 7B has elected to provide supportive services and needs related payments. The MWAs that elect to provide supportive services to participants during program enrollment must describe the procedure to provide supportive services. The procedure will include the conditions, amounts, duration, and documentation requirements for the provision of supportive services.

Supportive Service	WIOA ADULT	WIOA Dislocated Worker *NEG- refer to current PI- depends on the grant	WIOA Youth
<p>Automobile Repair</p> <p>3 quotes are preferred, 2 quotes are required</p> <p>(Does not include diagnostics & towing)</p>	<p>Allowable: on extremely limited basis.</p> <ul style="list-style-type: none"> ● Must have COO/ AM Approval ● Up to \$550/12 month period ● Barrier removal for acquisition of employment or retention or to complete training services ● Automobile being repaired must be titled to participant or individual in participant's family unit (family defined by WIOA guidelines) 	<p>Allowable: on extremely limited basis.</p> <ul style="list-style-type: none"> ● Must have COO/ AM Approval ● Up to \$550/12 month period ● Barrier removal for acquisition of employment or retention or to complete training services ● Automobile being repaired must be titled to participant or individual in participant's family unit (family defined by WIOA guidelines) 	<p>Allowable:</p> <ul style="list-style-type: none"> ● Must have COO/AM Approval ● Up to \$550/12 month period ● Barrier removal for acquisition of employment or retention or to complete training service ● Automobile being repaired must be titled to participant or individual in participant's family unit (family defined by WIOA guidelines)
<p>Automobile Other</p> <p>3 quotes are preferred, 2 quotes are required</p>	<p>Allowable: on an extremely limited basis</p> <ul style="list-style-type: none"> ● Barrier removal for acquisition of employment or retention or to complete training 	<p>Allowable: on an extremely limited basis</p> <ul style="list-style-type: none"> ● Barrier removal for acquisition of employment or retention or to complete 	<p>Allowable</p> <ul style="list-style-type: none"> ● Barrier removal for acquisition of employment or retention or to complete training services ● Insurance

<p>(Insurance, plates, registration, etc.)</p>	<p>services</p> <ul style="list-style-type: none"> ● Insurance payment shall be limited to the minimum start-up policy for uninsured participant or the minimum payment for policy continuation. ● \$300/12 month period toward insurance, with the participant paying 20% of the insurance quote, (i.e. Quote= \$300, Participant pays \$60), unless otherwise documented. Over the \$300 requires ED/ DD/ COO approval. ● Insurance shall not exceed a 3-month payment within the cost limitation. The limitation may not be combined with another funding source to exceed the local limitation. 	<p>training services</p> <ul style="list-style-type: none"> ● Insurance payment shall be limited to the minimum start-up policy for uninsured participant or the minimum payment for policy continuation. ● \$300/12 month period toward insurance, with the participant paying 20% of the insurance quote, (i.e. Quote= \$300, Participant pays \$60), unless otherwise documented. Over the \$300 requires ED/ DD/ COO approval. ● Insurance shall not exceed a 3-month payment within the cost limitation. ● The limitation may not be combined with another 	<p>payment shall be limited to the minimum start-up policy for uninsured participant or the minimum payment for policy continuation.</p> <ul style="list-style-type: none"> ● \$300/12 month period toward insurance, with the participant paying 20% of the insurance quote, (i.e. Quote= \$300, Participant pays \$60), unless otherwise documented. Over the \$300 requires ED/ DD/ COO approval. ● Insurance shall not exceed a 3-month payment within the cost limitation. ● The limitation may not be combined with another funding source to exceed the local limitation.
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		funding source to exceed the local limitation	
Transportation Allowance	<p>Allowable - Up to Local Limitation</p> <ul style="list-style-type: none"> • .20/mile - local policy • Allowable for job acquisition or support of training activities • The limitation may not be combined with another funding source to exceed the local limitation. 	<p>Allowable - Up to Local Limitation</p> <ul style="list-style-type: none"> • .20/mile - local policy • Allowable for job acquisition or support of training activities • The limitation may not be combined with another funding source to exceed the local limitation. 	<p>Allowable - Up to Local Limitation</p> <ul style="list-style-type: none"> • .20/mile - local policy • Allowable for job acquisition or support of training activities • The limitation may not be combined with another funding source to exceed the local limitation
Transportation Allowance	<p>Allowable - Up to Local Limitation</p> <ul style="list-style-type: none"> • .20/mile - local policy • Allowable for job acquisition or support of training activities • The limitation may not be combined with another funding source to exceed the local limitation. 	<p>Allowable - Up to Local Limitation</p> <ul style="list-style-type: none"> • .20/mile - local policy • Allowable for job acquisition or support of training activities • The limitation may not be combined with another funding source to exceed the local limitation. 	<p>Allowable - Up to Local Limitation</p> <ul style="list-style-type: none"> • .20/mile - local policy • Allowable for job acquisition or support of training activities • The limitation may not be combined with another funding source to exceed the local limitation

<p>Clothing Allowance</p> <p>3 quotes are preferred, 2 quotes are required</p>	<p>Allowable</p> <ul style="list-style-type: none"> Limited to interview clothing allowance, specific clothing requirements for employment (i.e. uniforms, footwear, etc.) \$150/12 month /(local policy) May be exceeded if approved COO/ DD/ ED Clothing requirements specific for training programs is allowable as a program activity cost. The limitation may not be combined with another funding source to exceed the local limitation. 	<p>Allowable</p> <ul style="list-style-type: none"> Limited to interview clothing allowance, specific clothing requirements for employment (i.e. uniforms, footwear, etc.) \$150/12 month /(local policy) May be exceeded if approved by COO/ DD/ ED. Clothing requirements specific for training programs is allowable as a program activity cost. The limitation may not be combined with another funding source to exceed the local limitation. 	<p>Allowable</p> <ul style="list-style-type: none"> Limited to interview clothing allowance, specific clothing requirements for employment (i.e. uniforms, footwear, etc.) \$150/12 month /(local policy) May be exceeded if approved by COO/ DD/ ED Clothing requirements specific for training programs is allowable as a program activity cost. The limitation may not be combined with another funding source to exceed the local limitation.
<p>Relocation (\$1500 limit per move)</p> <p>Trailer/ Truck Rental: 3 quotes are</p>	<p>Allowable: Max \$1500 all expenses</p> <ul style="list-style-type: none"> Trailer/truck rental, mileage, rental equipment, security deposit & 1st mo. Rent 	<p>Allowable: Max \$1500 all expenses</p> <ul style="list-style-type: none"> Trailer/truck rental, mileage, rental equipment, 	<p>Allowable: Max \$1500 all expenses</p> <ul style="list-style-type: none"> Trailer/truck rental, mileage, rental equipment, security deposit

preferred, 2 quotes are required		security deposit & 1 st mo. Rent	& 1 st mo. Rent
Hygiene 3 quotes are preferred, 2 quotes are required	Allowable: \$50/max	Allowable: \$50/max	Allowable: \$50/max
Employment related medical expenses including dental not covered under Medicaid, other health insurance. 3 quotes are preferred, 2 quotes are required, if possible	<p>Allowable</p> <ul style="list-style-type: none"> • No defined limit. Must be reasonable and enable individuals to participate in activities or seek, obtain and retain employment or training • The Region 7 B MW! Administrative Entity may grant a waiver to the limitation in the provision of this supportive service. • The limitation may not be combined with another funding source to exceed the limitation. 	<p>Allowable</p> <ul style="list-style-type: none"> • No defined limit. Must be reasonable and enable individuals to participate in activities or seek, obtain and retain employment or training • The Region 7B MW! Administrative Entity may grant a waiver to the limitation in the provision of this supportive service. • The limitation may not be combined with another funding source to exceed the limitation. 	<p>Allowable</p> <ul style="list-style-type: none"> • No defined limit. Must be reasonable and enable individuals to participate in activities or seek, obtain and retain employment or training • The Region 7B MW! Administrative Entity may grant a waiver to the limitation in the provision of this supportive service. • The limitation may not be combined with another funding source to exceed the limitation.

<p>One time, work related expense e.g., tools, uniforms, foot wear, immunizations , licensing exam/fee, etc.)</p> <p>3 quotes are preferred, 2 quotes are required, if possible</p>	<p>Allowable</p> <ul style="list-style-type: none"> • Up to \$900 – enabling individuals to participate in activities or seek, obtain and retain employment or training • The Region 7B MW! Administrative Entity may grant a waiver to the limitation in the provision of this supportive service. • The limitation may not be combined with another funding source to exceed the local limitation. 	<p>Allowable</p> <ul style="list-style-type: none"> • Up to \$900 – enabling individuals to participate in activities or seek, obtain and retain employment or training • The Region 7B MW! Administrative Entity may grant a waiver to the limitation in the provision of this supportive service. • The limitation may not be combined with another funding source to exceed the local limitation. 	<p>Allowable</p> <ul style="list-style-type: none"> • Up to \$900 – enabling individuals to participate in activities or seek, obtain and retain employment or training • The Region 7B MW! Administrative Entity may grant a waiver to the limitation in the provision of this supportive service. • The limitation may not be combined with another funding source to exceed the local limitation.
<p>Child care/ Fines or Penalties</p>	<p>Child Care: Only allowable to ensure participation in training and/ or employment up until Child Care assistance can be obtained</p> <ul style="list-style-type: none"> • Must apply for child care assistance 	<p>Child Care: Only allowable to ensure participation in training and/ or employment up until Child Care assistance can be obtained</p> <ul style="list-style-type: none"> • Must apply for child care assistance through DHHS 	<p>Child Care: Only allowable to ensure participation in training and/ or employment up until Child Care assistance can be obtained</p> <ul style="list-style-type: none"> • Must apply for child care assistance

	through DHHS Limited to \$500 per 12 month period	Limited to \$500 per 12 month period	through DHHS <ul style="list-style-type: none"> Limited to \$500 per 12 month period
GED exams	Allowable as a program activity cost.	Allowable as a program activity cost.	Allowable as a program activity cost.
Physical exams and immunizations required for entrance into training programs	Allowable <ul style="list-style-type: none"> COO/ DD/ ED may grant a waiver to the limitation in the provision of this supportive service. The limitation may not be combined with another funding source to exceed the local limitation. 	Allowable <ul style="list-style-type: none"> COO/ DD/ ED may grant a waiver to the limitation in the provision of this supportive service. The limitation may not be combined with another funding source to exceed the local limitation. 	Allowable <ul style="list-style-type: none"> COO/ DD/ ED may grant a waiver to the limitation in the provision of this supportive service. The limitation may not be combined with another funding source to exceed the local limitation.
Related expenses for occupational training (e.g., books, calculators, tools, etc.) 3 quotes are preferred, 2 quotes are required	Allowable as a program activity cost.	Allowable as a program activity cost.	Allowable as a program activity cost.
Needs Related Payments	Not Allowable	Not Allowable	Not Allowable

Need for support services are documented in the participant's case notes, as well as in the Individual Employment Plan, and supportive service screen, with supporting documentation in the participant's file with the support service request.

Fines and Penalties

Region 7B will not utilize WIOA funds to pay any fines or penalties, such as those associated with a driver's license reinstatement and License Plate renewal or late fees. Also, WIOA funding will not be utilized to pay any fees associated with enrolling a child in daycare. All of the previous Supportive Services may be provided to WIOA participants at any time during their enrollment in WIOA

XI. A description of how the local board will coordinate the WIOA Title I workforce investment activities with the provision of transportation and other appropriate supportive services in the local area.

Region 7B will coordinate availability of local resources with the 2-1-1 system in each of the counties. The Region 7B has elected to provide support services, but not needs related payments. However, the provision of needs related payments will be considered when appropriate based on funding and state policy. Details describing the procedure to provide supportive services are provided in a chart format and are organized to respond appropriately to Section X and XI Plan requirements.

XII. A description of the local per participant funding cap, if applicable. A description of plans, assurances, and strategies for maximizing coordination, improving service delivery, and avoiding duplication of Wagner-Peyser Act services and other services provided through the one-stop delivery system.

Region 7B has a \$10,000 funding cap for ITA; this may be exceeded with Executive Director approval. However, every effort will be made to maximize workforce development funds and services to ensure any duplication of services is avoided. This effort will be enhanced via client co-enrollment, regular joint client information sharing and effective use of enrollment/services data available online. As the sole provider of core services; staff regularly review the Work Instruction and Process Maps created through LEAN office training to ensure the continuous improvement of services to clients. Region 7B is looking to implement technical online surveys from stakeholders to help ensure improvement where needed.

Finally, the Region 7B Board is supporting the following plan actions, assurances and strategies to maximize coordination improve service delivery and avoid duplication:

- Expand and increase the use of video conferencing technology to improve Regional communication
- Utilize Region 3 and 5 TDCC membership contacts to consider shared source cost options
- Solicit additional partnerships with other community-based organizations, educational entities, religious organizations and development agencies to add-value to available services.
- Organization of a strategic/action/master plan initiative during this Program Year.

XIII. A description of how the local board will coordinate the WIOA Title I workforce investment activities with adult education and literacy activities under the WIOA Title II. This description shall include how the local board will carry out the review of local applications submitted under Title II consistent with the WIOA Sections 107(d)(11)(A) and (B)(i) and the WIOA Section 232.

The Region 7B Boards and staff have a strong history of blending adult education and literacy activities with workforce development services; an example of this is the partnership is the co-location of the Alternative and Adult Education in the Michigan Works! One Stop/ American Job Center in partnership with Iosco RESA. Another example of such partnership is with Clare Pioneer and Bay Arenac ISD with the co-location of Adult Education services within the Michigan Works! One Stop/ American Job Center. With the assistance of Regional TDCC, the capabilities and capacities to enhance coordination and collaboration with available adult education and literacy services should add-value to all enrolled.

It is planned that the TDCCs will present local applications submitted under Title II to the WDB and LEO for review and approval. This review action will ensure the availability and support of basic services in the area of adult education and literacy.

Additionally, the Region 7B Board will enhance its WIOA Title I workforce development activities with adult education and literacy activities through the following:

- Working with adult education and literacy partners to expand advisory group input and membership
- Develop a regional service map which will highlight adult education and literacy services using a “tour design”
- Organize each 7B Service Center/American Job Center location to ensure regional adult education and literacy service are distinctly highlighted.

- XIV. Copies of executed cooperative agreements or MOUs which define how all local service providers, including additional providers, will carry out the requirements for integration of and access to the entire set of services available in the local one-stop.

This includes cooperative agreements (as defined in the WIOA Section 107(d)(11) between the local board or other local entities described in the WIOA Section 101(a)(11)(B) of the Rehabilitation Act of 1973 and the local office of designated State agency or designated State unit administering programs carried out under Title I of such Act (29 U.S.C. 720 et seq.) (other than Section 112 or Part C of that Title (29 U.S.C. 732, 741) and subject to Section 121(f)) in accordance with Section 101(a)(11) of such Act (29 U.S.C. 721(a)(11)) with respect to efforts that will enhance the provision of services to individuals with disabilities and to other individuals, such as cross-training of staff, technical assistance, use and sharing of information, cooperative efforts with employers, and other efforts as cooperation, collaboration and coordination.

Region 7B will comply with the Policy Issuance for MOUs. Currently Region 7B is waiting for the executed copies to be returned. When received they will be forwarded as required.

- XV. A description of the entity responsible for the disbursement of grant funds (Grant Recipient).

In accordance with WIOA and State of Michigan directives the Region 7B is the fiscal recipient for the six county Michigan Works! area.

Mark L. Berdan, Executive Director
Michigan Works! Region 7B Consortium
402 N. First St.
Harrison, MI 48625
989-539-2173
Reg7b@michworks4u.org

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

When applicable, Region 7B will competitively procure sub-grants and contracts for WIOA Title I activities. The competitive process involves developing a request for proposal, publically advertising the availability, evaluating the proposal, awarding services, and developing a contract to provide services. All competitive procurement complies with the most recent WDA Policy Issuance regarding procurement.

XVII. If available, the local levels of performance negotiated with the Governor and chief elected official(s) to be used to measure the performance of the local area and to be used by the local board for measuring the performance of the local fiscal agent (where appropriate), eligible providers under the WIOA Title I Subtitle B, and the one-stop delivery system in the local area.

Local Boards are not required to provide or negotiate performance levels for those measures designated by USDOL as baseline measures as described in Section II.

As described in an earlier plan section, Region 7B will use current performance levels as baseline measure until more specific goals are determined.

XVIII. High-Performing Board Factors: A description of the actions the local board will take toward becoming or remaining a high-performing board, consistent with the factors developed by the State board.

- Effectiveness and continuous improvement criteria the local board will implement to assess their one-stop centers.

The Region 7B Boards will utilize the following effectiveness and continuous improvement criteria to assess the Region 7B Service Centers:

- A quarterly survey-study of each Service Center focusing on:
 - Review and analysis of enrollee follow-up data;
 - Interviews with current and exiting client-customers;
 - Inclusion of a specific continuous improvement business item on Region 7B Board agenda;
 - Board members are encouraged and given opportunities to attend training and professional development to stay abreast of the most current workforce trends, including evidence based practices;
 - Comparison of performance data from comparable Michigan Works! Agencies.
- Utilization of an employment development supply chain flow chart to map Center service impacts and service utilization.

- A review of employer contacts, services requested and resulting satisfaction.
- A description of how the local board will allocate one-stop center infrastructure funds.

Based on the results of maintaining a continuous improvement process, the Region 7B Boards will appropriately allocate One-Stop/ American Job Center infrastructure funds to match the needs of client-customers both job seekers and employers. This action should ensure the most effective and efficient use of all workforce development funds. Infrastructure costs are allocated using our cost allocation plan approved by the WDA.

Detailed information regarding the Region 7B cost allocation plan for infrastructure funds include the following factors:

- Number of eligible versus non-eligible visiting the Centers;
- Space required for co-located partners providing onsite services;
- Needs for additional and/or specialized equipment or technology to ensure appropriate services;
- Incidence of special needs client-customers visiting one-stop Service Centers.

Each program will be charged directly for costs incurred that benefit only that program. These may include, but are not limited to: staff time, equipment, client-related support services and training costs.

In addition, each program will be charged a share of costs that benefit the program indirectly.

Cost categories include administration, training, core, intensive, career services, basic services, incumbent worker services, support services, car purchases, public transportation, auto related, and information technology/computerization and other as needed.

- A description of the roles and contributions of one-stop partners, including cost allocation.

A spreadsheet is developed after the end of each month to determine the percentage of pooled costs to charge each grant or other provided services. Region 7B calculates the respective percentages by using the distribution of Region 7B direct staff wages, such as providing space for GED programs, specific building square footage will be used to determine appropriate costs.

As was described earlier in the Local Plan document, Region 7B will utilize a Memorandum of Understanding process to organize the roles and contributions of Service Center partners including cost allocation. When core partners utilize space in our service centers the Memorandum of Understanding is used to determine use value vs. the service value to determine a dollar value.

Based on the long-term positive relationships maintained with service partners and the limitations on service availability based on the rural nature of the Region 7B area, little cost allocation processing will be required. However, applicable cost allocation factors such as office space required, number of client-customers served, and time on-site are used to appropriate costs.

Specific planned roles and contributions of one-stop partners include but are not limited to the following:

- General assistance in greeting and guiding customers to the appropriate service location/person.
- Participation in developing and distributing marketing materials in the Region.
- Contribution to co-facilitation of workforce development services to appropriate customers as needed.
- Provision of customer service data to ensure in-demand activities are available and duplication of services is eliminated.
- Partner in the development and delivery of special service events such as job fairs, business luncheons, resume workshops, etc.

IXX. Individual Training Accounts: A description of how training services outlined in WIOA Section 134 will be provided through the use of individual training accounts, including:

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

Historically, Region 7B has not utilized contracts for training services. However, if needed this option will be considered for training services and coordinated with the ITA process.

- How the local board will ensure informed customer choice in the selection of training programs regardless of how the training services are to be provided.

Individual Training Accounts (ITAs) will be used for training services when appropriate. This will allow a participant to choose among qualified training providers. Customers will be able to utilize ITAs based upon funding availability and the individual assessments conducted. In the event training is requested that is not included on the ITA list, staff may submit a request for funding to the Michigan Works! Executive Director. After evaluating the request, the Executive Director will determine whether or not it is a demand occupation and make determinations as to whether or not to fund. Individuals may use the ITA account to access training services from any ITA eligible training provider on the statewide eligible training provider list.

Michigan Works! Service Center staff may inform and facilitate career decisions; however, the ultimate decision shall rest with the customer.

To qualify, participants may be required to take a skills assessment test administered by the Region 7B staff. The range of services that an ITA can pay for will be training costs, books, fees and Region 7B WDB approved supportive services.

XX. Review, Comment and Publication Documentation: A description of the process used by the local board, consistent with Section III, to provide a 30-day public comment period prior to submission of the plan, including an opportunity to have input into development of the Local Plan, particularly for representative of businesses, labor organizations and education.

Region 7B conducted a survey to help determine the goals and strategies in providing services to job seekers and employers.

The WDB, LEOs, partner agencies, and staff that completed the survey indicated that Region 7B should continue to focus on ensuring that businesses are involved in regional planning efforts, ensuring that input is sought, specifically through subgroups, to reach out to those eligible for services, and continue coordination with local EDCs. Those surveyed felt it important to continue strengthening relationships with K-12 schools, colleges, and training providers.

Soft skills were also addressed, with those surveyed noting that communication and interpersonal skills are the most significant soft skills missing among workers. The proposed Plan will be published and such plans are made available for review and comment by members of the local board and members of the public including representatives of business and labor organizations through such means as our website, local news media, and by contacting our office.

The local board will make information about the Plan available to the public on a regular basis through open meetings as well. Region 7B posts in each county paper the verification that the plans are available for public comment and review via our website at www.michworks4u.org page or by contacting our office.

In accordance with the Americans with Disabilities Act (ADA), availability of the final Local Plan will include reference to accommodations or special request of the plan in alternate formats, such as large print, audiotape, etc. In addition, public meeting concerning the Plan will comply with physical access requirements of the ADA.

Persons wishing to comment must do so in writing to:
Mark L. Berdan, Executive Director
Michigan Works! Region 7B Consortium
402 N. First St.
Harrison, MI 48625
989-539-2173

No comments were received during the posting for public comment.

XXI. A description of how one-stop centers are implementing and transitioning to an integrated, technology-enabled intake and case management information system for programs carried out under the WIOA and by one-stop partners.

In light of the rural nature of Region 7B's six county structure, incorporating an effective and efficient technologically-based system to manage the collection of client-customer information and data is important for programs carried out under the WIOA and by One-Stop/ American Job Center partners. Region 7B utilizes the internet based WDA One-Stop Management Information System (OSMIS), an integrated, technology-enabled intake and case management system. Region 7B receives training and monitors data entry for accuracy on a regular basis.

Region 7B also utilizes G*Stars, a computer-based database to track, monitor, and analyze service center traffic, service utilization, business services and activities. This system is utilized by customers, including a touchscreen and swipe card system, as well as by Region 7B staff. The systems aid in our continuous improvement efforts to streamline services.

Use of interactive webcast technologies has been a major step in cross-regional communications and information exchange. Additionally the use of transportable computer equipment has enabled Region 7B staff to establish partial one-stop services at any facility that retains internet connectivity.

These capacities will continue to be enhanced and expanded based on available funding and State system support.

XXII. A description of the local priority of service requirements.

Priority of Service Policy:

- First, to veterans and eligible spouses who are also included in the groups given statutory priority for WIOA Adult formula funds. This means that veterans and eligible spouses who are recipients of public assistance, other low-income individuals, or individuals who are basic skills deficient would receive first priority for services provided with WIOA adult formula funds;
- Second, to non-covered persons (that is, individuals who are not veterans or eligible spouses) who are included in the groups given priority for WIOA adult formula funds;
- Third, to veterans and eligible spouses who are not included in WIOA's priority groups;
- Last, to non-covered persons outside the groups given priority under WIOA.

Priority Groups are:

- Veterans and Eligible Spouses;
- Recipients of Public Assistance;
- Low Income individuals (Lower Living Standard Income Level);
- Individuals who are Basic Skills Deficient.

XXIII. A description of how the local board will coordinate workforce investment activities carried out in the local area with statewide rapid response activities.

Region 7B works closely with the State Rapid Response representatives, which includes notification of closures, coordination of services, and processing WARN and SUB WARN notices, and TAA submissions. The Rapid Response Team (RRT), as described in the attached policy, is responsible for working in collaboration with the State Rapid Response Representatives, including Unemployment Insurance Agency (UIA) Representatives. Region 7B will utilize the BSP model to provide layoff aversion activities, including incumbent worker training, employee orientations, JAC's, regional hiring events, succession planning referrals, asset mapping, etc.

XXIV. Rapid Response Policies and Procedures

BUSINESS SOLUTIONS APPROACH

Each county in the Region 7B Consortium service area has a Business Solutions Professional (BSP) that is tasked with building ongoing relationships with employers to enhance the Michigan Works! demand driven model. This includes regular contact with employers, whether through direct contact, memberships on associations and councils, industry meetings, retention visits in conjunction with MEDC, etc. This approach provides for open communication to help avert layoffs and allows for the earliest intervention.

LAYOFF AVERSION STRATEGIES

As a standard practice, BSP's are well versed and trained in layoff aversion strategies. Layoff Aversion strategies and activities are designed to prevent, or minimize the duration of unemployment resulting from layoffs. This is a comprehensive approach that is customized to specific needs, quickly deployable, and coordinated with partners as necessary. Some of these strategies may include, but are not limited to:

- Incumbent Worker Training: designed to ensure that employees of a company are able to gain the skills necessary to retain employment or avert a layoff, and must increase both the participant's and a company's competitiveness. An ideal incumbent worker training is one where a participant acquires new skills allowing the participant to move into a higher skilled and higher paid job within the company, this allowing the company to hire a jobseeker to backfill the incumbent worker's position. Incumbent worker training is designed to meet the special requirements of an employer, including a group of employers in partnership with other entities, to retain a skilled workforce, or to avert the need to lay off employees by assisting the workers in obtaining the skill necessary to retain employment. MWA will have the ability to use up to 20% of combined total of adult and dislocated worker allotments for incumbent worker training. (WIOA sec. 134(d)(4)(A)(i))
- Succession planning is often needed to help business owners find a way to allow a business to thrive after they have decided to leave. The Business Services Team has been trained in Employer Stock Ownership Plan (ESOP) as a way to provide help to businesses that may be struggling with this situation.
- Customized Training allows an employer or group of employers to have a training that meets the unique needs of the job seeker and employer(s). This type of training can be used to hire new employees that presently lack the skills needed by the employer in a shorter turnaround time than traditional training.

- Economic Development is interwoven into the Business Services model at Michigan Works! Region 7B; four of the six BSP's are also directors of economic development in their county, while the remaining two are board members of the economic development groups. Every BSP attends retention calls with MEDC, strengthening the linkage between local workforce and economic development and State economic development, bringing more resources to businesses.
- Other services that may be provided, as needed, are: asset mapping, providing assistance to employers in managing reductions in force, assisting in prefeasibility studies to determine if a company's operations may be sustained through a buy-out or other means, engage in proactive measures to identify opportunities for potential economic transition and training needs in growing industry sectors or expanding businesses, etc.

RAPID RESPONSE SYSTEM

- Michigan Works! Region 7B Consortium will coordinate Rapid Response activities with TIA to address potential or local events. Michigan Works! Region 7B will utilize the TIA Layoff Aversion Guide to help guide activities in the Rapid Response system. When the BSP or any other staff member, either through direct communication or observation is made aware of a closure or significant layoff they will email the Rapid Response contact (Chief Operating Officer) so that a WARN or SubWARN can be completed.
- WARN: The Worker Adjustment and Retraining Notification Act (WARN) generally requires that a company employing 50 or more people trigger a WARN notices to be filed with TIA. This notice is provided to the affected employees, any union representing them, the appropriate unit of local government, Michigan Works 7B Consortium, and the State.
- SubWARN: Smaller employers, although not required, are also encouraged to notify complete a SubWARN notice. These are notices that help provide the State with a more complete picture of the economic and business climate.

RAPID RESPONSE ACTIVITIES

The Rapid Response Process requires employer cooperation. It is through the Team's relationship with their businesses and partners, Service Center personnel seeing unusual numbers of customers coming in from a particular business (an early warning network) and/or notification from TIA that employer contact begins.

Once a Rapid Response Team (BSP, Service Center Staff, Rapid Response contact, and other appropriate partners) has been formed it is essential that all of its focus be directed towards the displaced workers. This includes, but is not limited to:

1. Secure an accurate listing of the soon to be displaced workers (along with addresses, phone numbers, exit dates, years employed, etc).
2. Deliver quality services to affected employees before a layoff occurs, whenever possible.
 1. Customize the services offered to meet the needs of the situation and the workers.
 2. Prepare affected workers for transition from current employers to new opportunities.
 3. Make the education and training effective for the individual (utilizing the appropriate evaluation and counseling techniques), with consideration of OJT, vocational and degree opportunities.
 4. Conduct a Dislocated Worker Survey (hard copies available from TIA)
 5. Assist with filing of Trade Adjustment Act, if applicable.

This process begins with administrative staff receiving a WARN Report from TIA and/or a SUB WARN Report. Once the WARN or SUB WARN Report has been received, the RRT will:

- Have immediate and on-site contact with the employer, affected workers or their representatives and local community to discuss and create a strategy to address:
 1. The employer's layoff plans and schedule;
 2. The background, probable assistance needs and reemployment prospects of the affected workers; and
 3. Resources available to meet the short and long-term assistance needs of affected workers'
- The provision of information and access to unemployment compensation benefits and programs
- The assessment of other necessary services and resources needed, including workshops and classes, use of worker transition centers, regional hiring events
- Determination of the need for application of National Dislocated Worker grants

There are additional tools that are available to enhance the Rapid Response activities that, when appropriate, will be used. These include, but are not limited to:

Joint Adjustment Committee (JAC)

The RRT will, if needed, help organize a JAC, comprised of administrative staff, to help conduct the meetings and provide support staff, Service Center Staff, to provide information on services available, Unions, Displaced Workers, and the RRT. This will occur by mutual consent of the company (and union, if present) where at least 50 workers are being laid off and there is at least 60 days subsequent to the Rapid Response meeting before layoffs are completed that a JAC may be established with TIA support. Meetings will be scheduled the displaced workers will be requested to complete a Needs Survey. After this information is compiled, the team will be able to determine if customized training sessions, seminars or workshops need to be developed.

State Adjustment Grant (SAG)

SAGs, may be used for statewide Rapid Response activities to provide additional assistance to local areas that experience mass layoffs, plant closings, or other events that precipitate increases in the number of individuals seeking dislocated worker services. Activities funded by these grants must be consistent with the WIOA Dislocated Worker (DW) guidelines and the MICA Guidelines. SAGs are to support significant dislocation events with temporary time-limited funding.

Region 7B will apply for additional Dislocated Worker funds utilizing the current TIA policy in effect at the time of application Region 7B will apply for additional Dislocated Worker funds utilizing the current TIA policy in effect at the time of application.

Circumstances in which we would apply may include, but not be limited to lack DW funds, unemployment rate and multiple or a large business closing.

National Dislocated Worker Grant (NDWG)

NDWGs are discretionary funding awarded by the Secretary of Labor to serve dislocated workers and other eligible individuals affected by major economic dislocations, emergencies or disasters.

In necessary circumstances employment-related service needs will be sought in coordination with TIA for application of funds.

RAPID RESPONSE CONTACTS

SAG AND NDWG

Mark L. Berdan, Executive Director
402 N. First Street
Harrison, MI 48625
989-539-2173

RAPID RESPONSE ACTIVITIES AND JAC

Natasha Allen, Chief Operating Officer
110 Buckeye Street
Gladwin, MI 48624
989-426-8571