WIOA Local Plan
Michigan Works! Southwest

I. Identification information

Michigan Works! Southwest
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Michigan Works! Southwest and the Michigan Works! Southwest Workforce Development Board have updated the Four Year Strategic Local Workforce Plan as required under the Workforce Innovation and Opportunity Act (WIOA), resulting in this mid-point review.

The following plan describes the Michigan Works! Southwest Workforce Development Board’s commitment to the development and maintenance of a comprehensive workforce development system for the counties of Branch, Calhoun, Kalamazoo and St. Joseph.

The plan, as presented, will be updated on a regular basis, based on changes in local and state priorities.

Revisions:
Revision 01: Posted for Comment: December 15, 2016
Revision 02: Posted for Comment: June 11, 2018
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1a. Analysis of Regional Labor Market Data and Economic Conditions – Submitted with the Region 8 Regional WIOA Plan

In planning workforce development strategies in Region 8 for the remaining two years of this plan, it is critical to understand the demographics of the current population, along with current and projected employment data.

Per a 2017 estimate from the U.S. Census Bureau / DTMB, Center for Shared Solutions, the total population for the seven county area was 781,647.

Per EMSI, the 2017 race demographics for Region 8 are as follows:
- All other races – 1.3%
- Asian, Non-Hispanic – 2.0%
- Two or more races, Non-Hispanic – 2.7%
- White, Hispanic – 5.0%
- Black, Non-Hispanic – 9.5%
- White, Non-Hispanic – 79.5%

Per a 2017 estimate from the U.S. Census Bureau / DTMB, Center for Shared Solutions, the age distribution of work eligible individuals is as follows:
- 14.6% ages 15 to 24,
- 12.2% ages 25 to 34,
- 23.8% ages 35 to 54, and
- 30.8% ages 55 and older.

In reviewing this information, for preparation, it is important to look at industry employment by age, for Region 8. Industries with a lower share of older workers in Region 8 include:
- Accommodation and Food Services – 9% over the age of 55,
- Administrative and Support and Waste Management and Remediation Services – 16% over the age of 55,
- Construction – 18% over the age of 55, and
- Finance and Insurance – 20% over the age of 55.

On the other hand, industries in Region 8 with a higher share of older workers include:
- Public Administration – 29% over the age of 55,
- Educational Services – 26% over the age of 55,
- Wholesale Trade – 24% over the age of 55, and
- Information – 22% over the age of 55.

In planning, the aging of the workforce and preparing for the next generation of workers to avoid gaps will be integral in the work of the sector strategy consortium groups, discussed in Section 3.

Educational Attainment in Region 8 of the Population Ages 25 and older.

Michigan Works! Southwest will continue to work with education partners, as well as work to develop training opportunities to meet the needs of employers and job seekers in the area. Current educational attainment in Region 8, as reported by the U.S. Census Bureau / DTMB, Center for Shared Solutions, is as follows:
- Less than High School Diploma – 10% of the population, totaling 56,689 Residents
• High School Graduate, GED or Alternative - 31% of the population, totaling 162,434 Residents
• Some College or Associate’s Degree - 33% of the population, totaling 172,591 Residents
• Bachelor’s Degree or Higher - 23% of the population, totaling 130,723 Residents

This analysis is crucial in understanding the barriers of gaining employment for individuals with lower education levels.

**Disability**

Per the U.S Census Bureau, American Community Survey, 2009-2013, the percent of the population ages 18-64 with a disability, by county, is as follows:

- Berrien: 12.4%
- Branch: 12.3%
- Calhoun: 13.5%
- Cass: 13%
- Kalamazoo: 10.9%
- St. Joseph: 10.2%

Working with employers and vocational rehabilitation partners, as discussed throughout this plan, remain a priority of the workforce development work being completed throughout Region 8.

**Equity**

Region 8 is committed to equity in every aspect of our work, and we must serve the most disadvantaged and disenfranchised groups in our region effectively. The Michigan Works! Agencies in Region 8 are committed to working with diverse communities and individuals to best meet the needs of the communities in the region. Kinexus and Michigan Works! Southwest strive to incorporate equity principles and practices in our services and programs and hold ourselves accountable for creating a rich culture of diversity and inclusion throughout the region.

**Unemployment and Jobless Rate**

The number of unemployed individuals by county by year is reflected below. As the number of unemployed individuals continues to decrease throughout Region 8, it will be important to work strategically to meet the needs of both the job seekers and the employers.
Unemployment
Source: Michigan Labor Market Information

Unemployment Rate

<table>
<thead>
<tr>
<th>Year</th>
<th>Berrien County, MI</th>
<th>Branch County, MI</th>
<th>Calhoun County, MI</th>
<th>Cass County, MI</th>
<th>Kalamazoo County, MI</th>
<th>St. Joseph County, MI</th>
<th>Van Buren County, MI</th>
</tr>
</thead>
<tbody>
<tr>
<td>2015</td>
<td>5.2</td>
<td>5.1</td>
<td>5.1</td>
<td>5.1</td>
<td>4.3</td>
<td>4.5</td>
<td>6.3</td>
</tr>
</tbody>
</table>

Unemployment Rate

<table>
<thead>
<tr>
<th>Year</th>
<th>Berrien County, MI</th>
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<th>St. Joseph County, MI</th>
<th>Van Buren County, MI</th>
</tr>
</thead>
<tbody>
<tr>
<td>2016</td>
<td>5</td>
<td>4.8</td>
<td>4.8</td>
<td>4.7</td>
<td>4.1</td>
<td>4.1</td>
<td>5.8</td>
</tr>
</tbody>
</table>
Wage Data

Per DTMB, Occupational Employment Statistics, there is a diverse mix of job titles in Region 8, and the occupational wage range is quite large, spanning from $8.54 per hour to $106.01 per hour. The median wage in the Region was $15.47/hour in 2017. In Region 8, Occupational Employment totals 338,138 with the median Occupational Wage at $20.47.
### Largest Occupations

<table>
<thead>
<tr>
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<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Office and Administrative Support Occupations</td>
<td>45,436</td>
<td>45,887</td>
<td>451</td>
<td>1%</td>
<td>$15.34</td>
</tr>
<tr>
<td>Production Occupations</td>
<td>40,933</td>
<td>41,405</td>
<td>472</td>
<td>1%</td>
<td>$15.73</td>
</tr>
<tr>
<td>Food Preparation and Serving Related Occupations</td>
<td>30,582</td>
<td>30,835</td>
<td>253</td>
<td>1%</td>
<td>$9.47</td>
</tr>
<tr>
<td>Sales and Related Occupations</td>
<td>29,944</td>
<td>30,179</td>
<td>235</td>
<td>1%</td>
<td>$12.49</td>
</tr>
<tr>
<td>Healthcare Practitioners and Technical Occupations</td>
<td>19,653</td>
<td>19,946</td>
<td>293</td>
<td>1%</td>
<td>$28.95</td>
</tr>
<tr>
<td>Transportation and Material Moving Occupations</td>
<td>19,471</td>
<td>19,832</td>
<td>361</td>
<td>2%</td>
<td>$14.70</td>
</tr>
<tr>
<td>Education, Training, and Library Occupations</td>
<td>18,604</td>
<td>18,433</td>
<td>-171</td>
<td>-1%</td>
<td>$19.68</td>
</tr>
<tr>
<td>Management Occupations</td>
<td>17,689</td>
<td>17,884</td>
<td>195</td>
<td>1%</td>
<td>$35.89</td>
</tr>
<tr>
<td>Personal Care and Service Occupations</td>
<td>14,479</td>
<td>15,057</td>
<td>578</td>
<td>4%</td>
<td>$9.92</td>
</tr>
<tr>
<td>Building and Grounds Cleaning and Maintenance Occupations</td>
<td>13,854</td>
<td>14,269</td>
<td>415</td>
<td>3%</td>
<td>$10.37</td>
</tr>
</tbody>
</table>
Growth

In Region 8, DTMB, Occupational Employment Statistics (this information is inclusive of the Benton Harbor, Kalamazoo, and Battle Creek Economic Forecast Regions) projects growth of 4,367 over the time period of 2017-2018 with a +1.3% projected change in employment over the same time period. As discussed throughout the regional plan, Michigan Works! Agencies in Region 8 are working with economic development and training institutions to meet the needs of the high growth occupations, outlined below.

Fastest Growing Occupations

<table>
<thead>
<tr>
<th></th>
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<th></th>
</tr>
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<tr>
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<td>361</td>
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</tr>
<tr>
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</tr>
<tr>
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<td>30,582</td>
<td>30,835</td>
<td>253</td>
<td>1%</td>
<td>$9.47</td>
</tr>
<tr>
<td>Healthcare Support Occupations</td>
<td>10,264</td>
<td>10,502</td>
<td>238</td>
<td>2%</td>
<td>$13.47</td>
</tr>
<tr>
<td>Sales and Related Occupations</td>
<td>29,944</td>
<td>30,179</td>
<td>235</td>
<td>1%</td>
<td>$12.49</td>
</tr>
<tr>
<td>Business and Financial Operations</td>
<td>13,381</td>
<td>13,600</td>
<td>219</td>
<td>2%</td>
<td>$28.68</td>
</tr>
</tbody>
</table>
### Most Competitive Occupations

<table>
<thead>
<tr>
<th>Occupation</th>
<th>Job Change</th>
<th>Occ Mix Effect</th>
<th>Nat Growth Effect</th>
<th>Expected Change</th>
<th>Competitive Effect</th>
</tr>
</thead>
<tbody>
<tr>
<td>Personal Care and Service Occupations</td>
<td>578</td>
<td>149</td>
<td>244</td>
<td>393</td>
<td>185</td>
</tr>
<tr>
<td>Building and Grounds Cleaning and Maintenance Occupations</td>
<td>415</td>
<td>8</td>
<td>234</td>
<td>242</td>
<td>173</td>
</tr>
<tr>
<td>Production Occupations</td>
<td>472</td>
<td>-321</td>
<td>691</td>
<td>370</td>
<td>102</td>
</tr>
<tr>
<td>Architecture and Engineering Occupations</td>
<td>111</td>
<td>-35</td>
<td>120</td>
<td>85</td>
<td>26</td>
</tr>
<tr>
<td>Community and Social Service Occupations</td>
<td>160</td>
<td>37</td>
<td>104</td>
<td>141</td>
<td>19</td>
</tr>
<tr>
<td>Farming, Fishing, and Forestry Occupations</td>
<td>75</td>
<td>-24</td>
<td>81</td>
<td>57</td>
<td>18</td>
</tr>
<tr>
<td>Unclassified Occupation</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Life, Physical, and Social Science Occupations</td>
<td>48</td>
<td>1</td>
<td>49</td>
<td>50</td>
<td>-2</td>
</tr>
<tr>
<td>Transportation and Material Moving Occupations</td>
<td>361</td>
<td>43</td>
<td>329</td>
<td>372</td>
<td>-11</td>
</tr>
<tr>
<td>Legal Occupations</td>
<td>-4</td>
<td>-15</td>
<td>23</td>
<td>8</td>
<td>-12</td>
</tr>
</tbody>
</table>
The high growth industries in Region 8, per the DTMB, Bureau of Labor Market Information and Strategic Initiatives, are as follows:

**Fastest Growing Industries**

<table>
<thead>
<tr>
<th>Industry</th>
<th>2017 Jobs</th>
<th>2018 Jobs</th>
<th>Change in Jobs (2017-2018)</th>
<th>% Change</th>
<th>2017 Earnings Per Worker</th>
</tr>
</thead>
<tbody>
<tr>
<td>Health Care and Social Assistance</td>
<td>42,612</td>
<td>43,586</td>
<td>974</td>
<td>2%</td>
<td>$59,784</td>
</tr>
<tr>
<td>Other Services (except Public Administration)</td>
<td>21,592</td>
<td>22,463</td>
<td>871</td>
<td>4%</td>
<td>$22,601</td>
</tr>
<tr>
<td>Manufacturing</td>
<td>60,160</td>
<td>60,835</td>
<td>675</td>
<td>1%</td>
<td>$84,696</td>
</tr>
<tr>
<td>Wholesale Trade</td>
<td>11,189</td>
<td>11,591</td>
<td>402</td>
<td>4%</td>
<td>$68,959</td>
</tr>
<tr>
<td>Professional, Scientific, and Technical Services</td>
<td>12,599</td>
<td>12,939</td>
<td>340</td>
<td>3%</td>
<td>$78,416</td>
</tr>
<tr>
<td>Finance and Insurance</td>
<td>10,229</td>
<td>10,521</td>
<td>292</td>
<td>3%</td>
<td>$75,024</td>
</tr>
<tr>
<td>Accommodation and Food Services</td>
<td>28,381</td>
<td>28,651</td>
<td>270</td>
<td>1%</td>
<td>$17,940</td>
</tr>
<tr>
<td>Administrative and Support and Waste Management and Remediation Services</td>
<td>17,191</td>
<td>17,352</td>
<td>161</td>
<td>1%</td>
<td>$38,831</td>
</tr>
<tr>
<td>Transportation and Warehousing</td>
<td>7,746</td>
<td>7,901</td>
<td>155</td>
<td>2%</td>
<td>$59,621</td>
</tr>
<tr>
<td>Construction</td>
<td>14,645</td>
<td>14,760</td>
<td>115</td>
<td>1%</td>
<td>$55,182</td>
</tr>
</tbody>
</table>
The declining industries in Region 8, per the DTMB, Bureau of Labor Market Information and Strategic Initiatives, are as follows:

**Slowest Growing Industries**

<table>
<thead>
<tr>
<th>Industry</th>
<th>2017 Jobs</th>
<th>2018 Jobs</th>
<th>Change in Jobs (2017-2018)</th>
<th>% Change</th>
<th>2017 Earnings Per Worker</th>
</tr>
</thead>
<tbody>
<tr>
<td>Government</td>
<td>46,779</td>
<td>46,587</td>
<td>-192</td>
<td>0%</td>
<td>$67,594</td>
</tr>
<tr>
<td>Management of Companies and Enterprises</td>
<td>1,288</td>
<td>1,233</td>
<td>-55</td>
<td>-4%</td>
<td>$106,393</td>
</tr>
<tr>
<td>Information</td>
<td>2,147</td>
<td>2,097</td>
<td>-50</td>
<td>-2%</td>
<td>$56,014</td>
</tr>
<tr>
<td>Mining, Quarrying, and Oil and Gas Extraction</td>
<td>156</td>
<td>152</td>
<td>-4</td>
<td>-3%</td>
<td>$99,795</td>
</tr>
<tr>
<td>Unclassified Industry</td>
<td>215</td>
<td>217</td>
<td>2</td>
<td>1%</td>
<td>$43,701</td>
</tr>
<tr>
<td>Real Estate and Rental and Leasing</td>
<td>3,795</td>
<td>3,826</td>
<td>31</td>
<td>1%</td>
<td>$42,397</td>
</tr>
<tr>
<td>Educational Services</td>
<td>7,288</td>
<td>7,340</td>
<td>52</td>
<td>1%</td>
<td>$37,581</td>
</tr>
<tr>
<td>Arts, Entertainment, and Recreation</td>
<td>4,462</td>
<td>4,519</td>
<td>57</td>
<td>1%</td>
<td>$20,690</td>
</tr>
<tr>
<td>Retail Trade</td>
<td>33,706</td>
<td>33,784</td>
<td>78</td>
<td>0%</td>
<td>$32,414</td>
</tr>
<tr>
<td>Utilities</td>
<td>2,699</td>
<td>2,783</td>
<td>84</td>
<td>3%</td>
<td>$165,704</td>
</tr>
</tbody>
</table>
Industries in Region 8

In order to effectively serve employers and job seekers in Region 8, in creation of this plan, an analysis of industry growth and decline was reviewed and the following information was determined.

Largest Industries

<table>
<thead>
<tr>
<th>Industry</th>
<th>2017 Jobs</th>
<th>2018 Jobs</th>
<th>Change in Jobs (2017-2018)</th>
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<th>2017 Earnings Per Worker</th>
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<td>-192</td>
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<td>$67,594</td>
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<tr>
<td>Health Care and Social Assistance</td>
<td>42,612</td>
<td>43,586</td>
<td>974</td>
<td>2%</td>
<td>$59,784</td>
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<td>Other Services (except Public Administration)</td>
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</tr>
</tbody>
</table>
Industry Specific Data for Region 8

Industry Data: Manufacturing

The manufacturing industry in Michigan's Region 8 is strong with 60,160 in the workforce and constitutes a significant portion of the region's economy. The Location Quotient, an indicator of the industry's prominence within the region, is very high. With the national average of 1 indicating an equal proportion of the region's industry, Region 8's manufacturing industry LQs range from 1.31-3.54, and average 2.39.

The region has also seen significant growth since 2013, growing 5,669 jobs; a 10% growth rate. Growth in the Region’s Manufacturing industry was widespread and focused in fabricated metal product manufacturing, plastics and rubber product manufacturing, and food manufacturing, per the DTMB/Bureau of Labor Market Information and Strategic Initiatives. In addition, the expected change for the future is 3.0%, adding an additional 1,569 jobs to the region.

Also of note is the aging of the workforce population within manufacturing, with over 50.2% of the workforce being 45 years of age or older and only 8.0% under the age of 24. These indicators spell out current and upcoming worker and talent shortages that will require innovative talent pipeline strategies throughout Region 8.

<table>
<thead>
<tr>
<th></th>
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<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Kalamazoo County, MI</td>
<td>311</td>
<td>16,939</td>
<td>18,864</td>
<td>1,925</td>
<td>11%</td>
<td>1.88</td>
<td>$78,141</td>
</tr>
<tr>
<td>Berrien County, MI</td>
<td>297</td>
<td>12,190</td>
<td>13,165</td>
<td>975</td>
<td>8%</td>
<td>2.42</td>
<td>$74,491</td>
</tr>
<tr>
<td>Calhoun County, MI</td>
<td>145</td>
<td>11,483</td>
<td>12,426</td>
<td>943</td>
<td>8%</td>
<td>2.61</td>
<td>$63,445</td>
</tr>
<tr>
<td>St. Joseph County, MI</td>
<td>131</td>
<td>8,039</td>
<td>8,386</td>
<td>347</td>
<td>4%</td>
<td>3.62</td>
<td>$52,017</td>
</tr>
<tr>
<td>Van Buren County, MI</td>
<td>93</td>
<td>2,297</td>
<td>2,581</td>
<td>284</td>
<td>12%</td>
<td>1.31</td>
<td>$47,933</td>
</tr>
<tr>
<td>Cass County, MI</td>
<td>65</td>
<td>2,034</td>
<td>2,589</td>
<td>555</td>
<td>27%</td>
<td>2.98</td>
<td>$43,610</td>
</tr>
<tr>
<td>Branch County, MI</td>
<td>61</td>
<td>2,184</td>
<td>2,149</td>
<td>-35</td>
<td>-2%</td>
<td>1.83</td>
<td>$50,438</td>
</tr>
<tr>
<td></td>
<td>1,102</td>
<td>55,166</td>
<td>60,160</td>
<td>4,994</td>
<td>9%</td>
<td></td>
<td>$66,893</td>
</tr>
</tbody>
</table>
Industry Data: Healthcare

The Healthcare industry in Michigan’s Region 8 is a significant portion of the region’s economy, employing 42,612 people and representing a large portion of the workforce. The Location Quotient, an indicator of the industry’s prominence within the region, is average to below average. With the national average of one indicating an equal proportion of the region’s industry, Region 8’s Healthcare industry LQs range from .54-1.28.

The region has seen moderate growth since 2013, growing 1,652 jobs; a 4% growth rate. However, the expected change and outlook for the future job growth is 10%, expecting to add an additional 4,012 jobs to the region. Health care and social assistance, the Region’s second largest industry, saw the most jobs in ambulatory health care services and hospitals, with smaller, but still significant employment in nursing and residential care facilities and social assistance, per the April 2016 Report from DTMB/Bureau of Labor Market Information and Strategic Initiatives.

Also of note is the aging of the workforce population within Healthcare, with over 47% of the workforce being 45 years of age or older and only 10% under the age of 24. The bulk of the jobs lie between the ages of 25-54 years of age.

<table>
<thead>
<tr>
<th></th>
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<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Kalamazoo County, MI</td>
<td>311</td>
<td>16,939</td>
<td>18,864</td>
<td>1,925</td>
<td>11%</td>
<td>1.88</td>
<td>$78,141</td>
</tr>
<tr>
<td>Berrien County, MI</td>
<td>297</td>
<td>12,190</td>
<td>13,165</td>
<td>975</td>
<td>8%</td>
<td>2.42</td>
<td>$74,491</td>
</tr>
<tr>
<td>Calhoun County, MI</td>
<td>145</td>
<td>11,483</td>
<td>12,426</td>
<td>943</td>
<td>8%</td>
<td>2.61</td>
<td>$63,445</td>
</tr>
<tr>
<td>St. Joseph County, MI</td>
<td>131</td>
<td>8,039</td>
<td>8,386</td>
<td>347</td>
<td>4%</td>
<td>3.62</td>
<td>$52,017</td>
</tr>
<tr>
<td>Van Buren County, MI</td>
<td>93</td>
<td>2,297</td>
<td>2,581</td>
<td>284</td>
<td>12%</td>
<td>1.31</td>
<td>$47,933</td>
</tr>
<tr>
<td>Cass County, MI</td>
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<td>2,034</td>
<td>2,589</td>
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<td>2.98</td>
<td>$43,610</td>
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<td>61</td>
<td>2,184</td>
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<td>1.83</td>
<td>$50,438</td>
</tr>
<tr>
<td></td>
<td>1,102</td>
<td>55,166</td>
<td>60,160</td>
<td>4,994</td>
<td>9%</td>
<td></td>
<td>$66,893</td>
</tr>
</tbody>
</table>
Skills

As noted in the State Plan, these occupations all require a solid foundation in basic skills, such as reading, communication, math, and cognitive abilities that influence the acquisition and application of knowledge in problem solving. Most require active learning and critical thinking skills. In addition, these occupations require workers to possess technical skills and knowledge related to their specific occupational discipline and to master certain tools and technologies and even achieve particular certifications.

Strengths and Weaknesses

Age: As concluded by DTMB, manufacturing registers the highest number of older employees (jobs held by workers ages 55+) in Region 8. This may make the Region susceptible to potential talent shortfalls, especially if there are not enough skilled workers able to replace existing workers upon retirement or other exits from the labor market.

Decreasing Unemployment Rate: Just as is with Michigan’s economic growth being largely dependent on the talent of its citizens, so is that as of Region 8. Currently in Region 8, there is a failure to match the supply of talent with the demand of employers, especially in the high growth industries discussed above. While Region 8’s unemployment rate has been steadily decreasing, the result has been fewer unemployed residents actively seeking jobs. It is important to note that the unemployment rate does not include marginally attached workers and individuals working part-time but wanting full-time work, presenting an opportunity to Kinexus and Michigan Works! Southwest to work with this population. However, this still means employers are not getting the talent they need to achieve maximum success and workers are losing out on higher wage jobs that would allow them to be better providers for their families. The Business Services Teams are actively outreaching to individuals not reported in the unemployment rate to assist in matching the unreported talent with appropriate employers.

To address this challenge, the partners in Region 8 are working collaboratively with employers, economic development, training providers, and other partners, by employing several strategies to boost the education/skill level of workers and Michigan’s unemployed and low income population with available job vacancies, discussed throughout this plan.

1a. Additional Local Data

In addition to the regional and county level data outlined above, the following data assists in understanding the Michigan Works! Southwest area.
Population Estimates – Michigan Works! Southwest

Per the Population Estimates from the American Community Survey 2015, the following population/demographic data for the four county area has been reported.

<table>
<thead>
<tr>
<th></th>
<th>Branch County</th>
<th>Calhoun County</th>
<th>Kalamazoo County</th>
<th>St. Joseph County</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Population</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Population estimates, July 1, 2017</td>
<td>43410</td>
<td>134128</td>
<td>262985</td>
<td>60947</td>
</tr>
<tr>
<td>Population, percent change - 2010 to 2017</td>
<td>-4.1%</td>
<td>-1.5%</td>
<td>5.1%</td>
<td>-0.6%</td>
</tr>
<tr>
<td><strong>Race and Hispanic Origin (2016)</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>White alone</td>
<td>94.3%</td>
<td>82.4%</td>
<td>81.5%</td>
<td>91.6%</td>
</tr>
<tr>
<td>Black or African American alone</td>
<td>2.3%</td>
<td>10.8%</td>
<td>10.9%</td>
<td>2.5%</td>
</tr>
<tr>
<td>American Indian and Alaska Native alone</td>
<td>0.3%</td>
<td>0.7%</td>
<td>0.3%</td>
<td>0.5%</td>
</tr>
<tr>
<td>Asian alone</td>
<td>0.4%</td>
<td>2.0%</td>
<td>2.3%</td>
<td>0.5%</td>
</tr>
<tr>
<td>Native Hawaiian and Other Pacific Islander alone</td>
<td>0.0%</td>
<td>0.0%</td>
<td>0.0%</td>
<td>0.0%</td>
</tr>
<tr>
<td>Some other race alone</td>
<td>1.0%</td>
<td>0.5%</td>
<td>0.7%</td>
<td>2.4%</td>
</tr>
<tr>
<td>Two or more races</td>
<td>1.7%</td>
<td>3.5%</td>
<td>4.3%</td>
<td>2.5%</td>
</tr>
<tr>
<td><strong>Population Characteristics (2016)</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Civilian veterans</td>
<td>2968</td>
<td>11020</td>
<td>14625</td>
<td>3871</td>
</tr>
<tr>
<td>Foreign born persons, percent</td>
<td>3.2%</td>
<td>3.6%</td>
<td>4.5%</td>
<td>3.3%</td>
</tr>
</tbody>
</table>

Educational Attainment by County of the Population Ages 25 and older – Michigan Works! Southwest

Per the American Community Survey 2015, the following educational Attainment by County of the Population Ages 25 and older data for the four county area has been reported.

<table>
<thead>
<tr>
<th></th>
<th>Branch County</th>
<th>Calhoun County</th>
<th>Kalamazoo County</th>
<th>St. Joseph County</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Education</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>High school graduate or higher, percent of persons age 25 year+</td>
<td>88.1%</td>
<td>90.6%</td>
<td>93.6%</td>
<td>86.0%</td>
</tr>
<tr>
<td>Bachelor's degree or higher, percent of persons 25 years+</td>
<td>13.6%</td>
<td>20.8%</td>
<td>36.1%</td>
<td>15.3%</td>
</tr>
</tbody>
</table>
**Employer/Employee – Michigan Works! Southwest**

The following data reflects the number of employers by county in the Michigan Works! Southwest area as well as number of employees.

<table>
<thead>
<tr>
<th>Branch County</th>
<th>Number of Establishments</th>
<th>Average Employments</th>
</tr>
</thead>
<tbody>
<tr>
<td>Retail trade</td>
<td>142</td>
<td>1,793</td>
</tr>
<tr>
<td>Other services, except pub admin</td>
<td>106</td>
<td>425</td>
</tr>
<tr>
<td>Health care and social assistance</td>
<td>87</td>
<td>1,556</td>
</tr>
<tr>
<td>Accommodation and food services</td>
<td>79</td>
<td>1,188</td>
</tr>
<tr>
<td>Construction</td>
<td>73</td>
<td>355</td>
</tr>
<tr>
<td>Manufacturing</td>
<td>64</td>
<td>2,604</td>
</tr>
<tr>
<td>Finance and insurance</td>
<td>55</td>
<td>406</td>
</tr>
<tr>
<td>Professional, scientific, and technical services</td>
<td>49</td>
<td>519</td>
</tr>
<tr>
<td>Wholesale trade</td>
<td>35</td>
<td>449</td>
</tr>
<tr>
<td><strong>Total for all sectors</strong></td>
<td><strong>812</strong></td>
<td><strong>11,748</strong></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Calhoun County</th>
<th>Number of Establishments</th>
<th>Paid Employees (for pay period including March 12)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Retail trade</td>
<td>471</td>
<td>6,161</td>
</tr>
<tr>
<td>Other services, except public admin</td>
<td>340</td>
<td>2,065</td>
</tr>
<tr>
<td>Health care and social assistance</td>
<td>311</td>
<td>9,228</td>
</tr>
<tr>
<td>Accommodation and food</td>
<td>260</td>
<td>6,819</td>
</tr>
<tr>
<td>Professional, scientific, and technical services</td>
<td>192</td>
<td>2,516</td>
</tr>
<tr>
<td>Construction</td>
<td>168</td>
<td>1,052</td>
</tr>
<tr>
<td>Finance and insurance</td>
<td>161</td>
<td>1,015</td>
</tr>
<tr>
<td>Manufacturing</td>
<td>146</td>
<td>14,614</td>
</tr>
<tr>
<td>Wholesale trade</td>
<td>102</td>
<td>1,040</td>
</tr>
<tr>
<td><strong>Total for all sectors</strong></td>
<td><strong>2,558</strong></td>
<td><strong>53,966</strong></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Branch County</th>
<th>St. Joseph County</th>
<th>Calhoun County</th>
<th>Kalamazoo County</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total employer establishments, 2016</td>
<td>812</td>
<td>1,161</td>
<td>2,558</td>
</tr>
<tr>
<td>Total employment, 2016</td>
<td>11,748</td>
<td>19,614</td>
<td>53,966</td>
</tr>
</tbody>
</table>
This county level data verifies the regional focus of manufacturing and healthcare industries in the work of the consortium groups discussed throughout this plan.

1b. Vision and Goals

The Michigan Works! Southwest Workforce Development Board (WDB) was established by the Governor’s Workforce Commission and will conform to policy issuances of the State of Michigan Workforce Development Agency/ Talent Investment Agency, or its successor, and
applicable federal and state rules and regulations. The MW!SW WDB is also intended to constitute a Local Workforce Development Board under the Workforce Innovation and Opportunity Act of 2014 (WIOA). The WDB, in conjunction with the units of local government, provides policy guidance and exercises oversight of the activities carried out under WIOA.

The purpose of the Michigan Works! Southwest WDB is to:

- Participate in the development of, and submit recommendations regarding, the Michigan Works! Southwest Area’s workforce development plans, basic goals, and policies and procedures for the Michigan Works! Southwest System.

- Monitor and provide objective evaluation of workforce development programs and services in the Michigan Works! Southwest Area.

- Provide a continuing analysis of the need for employment, training and related services, including efforts to reduce and eliminate artificial barriers to employment.

- Identify specific areas of training based on local labor market needs and occupations in demand.

- Maintain a “one stop” workforce development system which provides customers, employers, and job seekers with access to a full range of services that are seamless, easily accessible, and tailored to individual needs.

The Michigan Works! Southwest mission is to provide direction for local workforce development strategies and facilitate the coordination and integration of workforce and economic development resources in Branch, Calhoun, Kalamazoo and St. Joseph Counties to assure preparation of a qualified workforce that will meet the needs of business and industry into the 21st century.

Objective I: Employer: Identify employer skill needs and workforce expectations; encourage and facilitate active employer involvement in the development of standards for basic skills, job specific skills and employability skills; and maximize opportunities for employer participation in work-based learning opportunities.

Objective II: Job Seeker: Provide focused attention within Michigan Works! System initiatives for establishing an enhanced awareness of available workforce development services by job seekers who can benefit from training or re-training services, including youth, individuals with disabilities, unemployed individuals and underemployed individuals.

Objective III: Leadership: Provide leadership through active participation of Workforce Development Board members and Board representatives in community and regional workforce and economic development initiatives and through the promotion of the Michigan Works! System and Michigan Works! Service Center resources in these initiatives.
1c. Performance

Michigan Works! Southwest is expected to meet the following levels of performance for programs under Title I of the Workforce Innovation and Opportunity Act (WIOA) and the Wagner-Peyser Act, as amended by Title III of the WIOA.

<table>
<thead>
<tr>
<th>Adult</th>
<th>PY 2016</th>
</tr>
</thead>
<tbody>
<tr>
<td>Employment Rate 2nd Quarter after Exit</td>
<td>85.00%</td>
</tr>
<tr>
<td>Employment Rate 4th Quarter after Exit</td>
<td>81.00%</td>
</tr>
<tr>
<td>Median Earnings 2nd Quarter after Exit</td>
<td>$6,285</td>
</tr>
<tr>
<td>Credential Attainment within 4 Quarters after Exit</td>
<td>70.00%</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Dislocated Worker</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Employment Rate 2nd Quarter after Exit</td>
<td>87.00%</td>
</tr>
<tr>
<td>Employment Rate 4th Quarter after Exit</td>
<td>86.00%</td>
</tr>
<tr>
<td>Median Earnings 2nd Quarter after Exit</td>
<td>$5,715</td>
</tr>
<tr>
<td>Credential Attainment within 4 Quarters after Exit</td>
<td>57.00%</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Youth</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Employment or Placement Rate 2nd Quarter after Exit</td>
<td>79.00%</td>
</tr>
<tr>
<td>Employment or Placement Rate 4th Quarter after Exit</td>
<td>75.00%</td>
</tr>
<tr>
<td>Credential Attainment within 4 Quarters after Exit</td>
<td>70.00%</td>
</tr>
</tbody>
</table>

1d. Alignment

The Michigan Works! Southwest mission, to provide direction for local workforce development strategies and facilitate the coordination and integration of workforce and economic development resources to assure preparation of a qualified workforce that will meet the needs of business, aligns with other initiatives throughout the region, including the Southwest Michigan Regional Prosperity Initiative, Shared Prosperity Kalamazoo, BC Vision, and their work to increase the economic vitality of the region.

Data will be used to guide decisions to assist in the continued alignment, diversification and increase of local resources. This will be done by implementing a continuous improvement model for all program services offered and strengthening of existing collaborations and partnerships. In addition, employer, community organization and education/training institution engagement and coordination of services with the workforce development system will remain a priority of the Michigan Works! Southwest Workforce Development Board.
2. Local Workforce Development System

2a. Programs Included

The local workforce development system, facilitated by the Michigan Works! Southwest Workforce Development Board, is inclusive of:

- WIOA Program Services (Adult, Dislocated Worker, Youth),
- Trade Adjustment Assistance Services,
- Wagner-Peyser Program Services (Employment Services),
- Welfare Reform (Temporary Assistance for Needy Families) Program Services (Partnership, Accountability, Training, Hope, TANF Refugee Program and Food Assistance Employment and Training),
- As well as of numerous collaborations, outlined below, that are integral to the success of Branch, Calhoun, Kalamazoo and St. Joseph Counties.

2b. Other Workforce Development Programs

i. Carl D. Perkins Career and Technical Education Act of 2006

Youth are offered basic skills enhancement, remediation, counseling, and assistance in applying for financial aid, tutoring, and training in study skills. The incorporation of vocational education, adult education, post-secondary, and all career and technical services within the Michigan Works! Southwest area will assist with a higher level of output to ensure preparation for post-secondary educational opportunities and alternative secondary school services. The Talent District Career Council and Workforce Development Board have taken steps for the regional alignment of Carl Perkins III Career and Technical Education (CTE), and Carl Perkins Tech Prep (TP).

ii. Vocational Rehabilitation

As part of the WIOA, Vocational Rehabilitation, including Michigan Rehabilitation Services and Bureau of Services for Blind Persons, will be a core program to assist and guide individuals with disabilities into the workforce services for which they are eligible.

MRS/BSBP

Per their missions, both Michigan Rehabilitation Services (MRS) and Bureau of Services for Blind Persons (BSBP), partner with individuals and employers to achieve quality employment outcomes and self-sufficiency for individuals with disabilities. MRS and BSBP achieve their missions through excellent customer service, strong fortified partnerships, and motivated, enthusiastic staff. Michigan Works! Southwest strives to assist them in achieving their mission through partnership and collaboration.

Just as MRS, BSBP and the TIA are working to improve the positive relationships between them, public employment services, and employers, there is a local
partnership between Michigan Works! Southwest and MRS and BSBP. This collaboration assists in the utilization and leveraging of resources available across the area, and educating partners on disability workforce issues that impact employment and training opportunities for persons with disabilities (PWD). Referrals to MRS and BSBP services will be a prioritized by Michigan Works! Southwest in coordination with MRS and BSBP to meet the needs of PWD within Michigan Works! Southwest service area. In order to best service individuals with disabilities, Michigan Works! Southwest will collaborate with BSBP and MRS to ensure the accessibility of the One Stop Service Centers.

To positively impact the successful rehabilitation rate by increasing an individual's potential for employment in today's job market, over the course of the remaining two years of this plan, Michigan Works! Southwest will continue to partner and work with MRS and BSBP to better understand the current skills gaps of Vocational Rehabilitation consumers. Locally, Michigan Works! Southwest will work with Vocational Rehabilitation staff to provide information so they can effectively direct funding to meet the training needs of their customers and Southwest Michigan businesses.

Michigan Works! Southwest will also work as a conduit to connect BSBP and MRS with local training institutions to assist in coordination and development of training programs as needed to meet the training needs identified.

In order to understand and address the current workforce demands, hiring practices and advancement strategies of business for PWD, MRS is invited to attend the Michigan Works! Southwest Business Services Team meetings and serves on the Workforce Development Board to expand and enhance business solutions for employers in Southwest Michigan.

Other Partnerships

By developing positive and cooperative relationships with state agencies, at the local levels, in addition to Michigan Rehabilitative Services and the Bureau of Services for Blind Persons, such as the Unemployment Insurance Agency, the Department of Health and Human Services, the Department of Education, and others, Michigan Works! Southwest can better serve business customers and job seekers through unduplicated, coordinated services. Michigan Works! Southwest works collaboratively with the following agencies with a goal of inclusion and universal access:

- Disability Network of Southwest Michigan: an organization dedicated to educating and connecting people with disabilities to resources while advocating for social change.
- Job Accommodation Network: an organization that provides free, expert, and confidential guidance on workplace accommodations and the Americans with Disabilities Act legislation to individuals and employers.
Other

Michigan Works! Southwest partners with the Michigan Career and Technical Institute to offer programming in the four county area to offer CNA training for job seekers in the Michigan Works! Southwest area.

iii. Veterans Services

Veterans Career Advisors are State of Michigan employees who provide intensive, individualized services to meet the employment needs of eligible veterans and spouses with significant barriers to employment.

Services provided by these employment service professionals in assisting eligible veterans and spouses reduce and/or eliminate barriers to employment are available within Michigan Works! Southwest Service Centers. Services include, but are not limited to:

- Resume development
- Interviewing skills
- Networking
- Direct referral to other service providers

Michigan Works! Southwest complies with the Jobs for Veterans Act by giving veterans and eligible spouses priority of service status for all programs.

Veterans Regional Job Fair

Michigan Works! organizations in Region 8 have come together in the past to offer a region wide Veterans Career Fair to connect Veterans and their spouses with employment opportunities that appropriately pair with their transferable skills. This job fair not only assisted Veterans in their transition to the civilian workforce but also assisted employers in understanding this transition to available positions within their businesses. This event will continue to be evaluated in regard to holding another one in the future.

Veterans Community Action Team – VCAT

The Michigan Veterans Affairs Agency has recently expanded its Veterans Community Action Team program to veterans and their families living in Michigan's Prosperity Region 8, which includes Berrien, Branch, Calhoun, Cass, Kalamazoo, St. Joseph and Van Buren counties. This group works to assist the more than 55,000 veterans in Southwest Michigan with creating easier access to comprehensive health, employment, education and quality-of-life opportunities thanks to a collaboration that brings together local, state and federal resources and services. Michigan Works! Southwest will continue to work with this partnership driven collaborative to assist veterans in Southwest Michigan.
iv. **Fidelity Bonding**

Michigan Works! Southwest assists job seekers and employers in instances where employment is conditioned on the job applicant maintaining a fidelity bond. Fidelity bonding mitigates risk for employers when hiring and reduces barriers to employment often faced by job seekers.

v. **Community Partnerships**

To best serve job seekers with additional barriers, development and ongoing strengthening of community partnerships with local providers of Adult Education and Literacy programs under Title II of WIOA, Senior Community Services Employment Program, employment and training activities under the Community Services Block Grant, and Housing and Urban Development employment and training activities; specifically these include local literacy councils, housing providers, Community Action Agencies and AARP.

Collaboration with all of these services and programs, as guided by the Workforce Development Board, will serve as the key strategy to carry out core programs align services.

3. **Expanding and Improving Access**

Through established workgroups and committees of the Workforce Development Board, the board will work to expand access to employment, training, education, and supportive services for eligible individuals, particularly eligible individuals with barriers to employment; facilitate the development of career pathways and co-enrollment in core programs; and improve access to activities leading to a recognized postsecondary credential.

3a. **Community Access**

Michigan Works! Southwest will strive to create access to services for individuals throughout the communities it serves by making events and staff available in neighborhoods and community centers, as appropriate. Currently, services are being offered in local community centers and neighborhood organizations in all four counties served by Michigan Works! Southwest. This model will continue to be reviewed for replication into other areas for ease of job seeker access. Opportunities are also made available for virtual learning, such as web based employability skills workshops, to ensure access.

3b. **Career Pathways and Co-Enrollment**

Michigan Works! Southwest is committed to developing and implementing a high-quality, comprehensive career pathway system with multiple entry and exit points that meets learners and job seekers where they are, provides education, training and support services needed for career advancement, and ensures a skilled workforce that meets not only the local, but also the regional and the state of Michigan talent needs. Michigan Works! Southwest has dedicated Business Services staff who will continue to dedicate their time and resources necessary to realize this vision and align career pathways with the work being done locally with the Michigan Industry Cluster Approach through the industry specific consortia.
Michigan Works! Southwest program and subrecipient staff also dedicate time and resources to the career pathways model which allows for regular cross program referrals and enrollments. Co-enrollment in programs and services is often critical to a job seeker's career pathways understanding and ultimate success.

Michigan Works! Southwest’s involvement with and guidance to the CEAC will assist in putting career pathways at the forefront with educators and back into middle school and high school curriculums in the Michigan Works! Southwest area.

3c. Access to Credentials

The work of the previously existing Talent District Career Council (TDCC), and now the four county Career and Educational Advisory Council (CEAC) and the Business Services Team, outlined above, will work in tandem with one stop partners to provide opportunities and improve access to activities leading to a recognized postsecondary credential that is industry-recognized, portable and stackable. Work will also be done to ensure access to opportunities that are in demand to ensure success in credential attainment.

3d. DART – Disability Awareness Resource Team

Improving access is inclusive of all individuals, and the Disability Awareness Resource Team (DART) is a standing committee of the Michigan Works! Southwest Workforce Development Board to assist in this inclusion and universal access. DART members represent businesses, service providers, advocates and allies with expertise in assisting individuals with disabilities with their career, training and employment needs. DART members will inform, promote and advise the WDB on strategies to support career pathways, training and employment options for individuals with disabilities, including youth, to gain and retain employment.

Established as a standing advisory committee, in 2000, of the former Kalamazoo-St. Joseph Michigan Works! Workforce Development Board (WDB), the Disability Awareness Resource Team (DART) met for the purpose of advising the Workforce Development Board on issues related to the Americans with Disabilities Act (ADA) and the elimination of barriers to employment for individuals with disabilities. Since that first meeting, DART continues to meet regularly and members included representatives of area organizations that provide employment related services and assistance to individuals with disabilities. The DART model was recognized throughout the State as a best practice.

Since its inception, significant projects for DART have included planning and presenting capacity building training sessions for workforce development partners on topics that included accessibility, disability etiquette, rights of individuals with disabilities, serving and interacting with individuals with disabilities, mental and cognitive disability awareness, and communication and conflict resolution. The committee has also partnered with area entities in the development of grant proposals and collaborated on projects of benefit to individuals with disabilities. From the beginning, information sharing has been an important aspect of DART. Meeting agenda items also typically include a presentation by a member or subject matter expert on issues related to employment for individuals with disabilities. Members also provide updates on their agency’s activities and changes. Over the last couple years, there has been an increased emphasis on strengthening the link between DART and the local Business Services Team (BST) to increase awareness of employer talent needs, improve services to employers while minimizing duplication.
of contacts, and identifying and utilizing resources related to employment for individuals with disabilities.

In 2015, the Michigan Works! Agency expanded to incorporate Branch and Calhoun counties and formed the entity now known as Michigan Works! Southwest. At about this same time, nationally and locally the workforce development system began the shift to governance under the new Workforce Innovation and Opportunity Act of 2014 (WIOA). One of the changes included in WIOA is the addition of a standing WDB committee to provide information and assistance with operational and other issues related to serving individuals with disabilities. In the Michigan Works Southwest area the decision was made to have DART serve in this role and the committee is looking forward to identifying the needs of the Board and working even more closely with Michigan Works! partners. As a standing committee of the WDB, reports of DART activities will be included on the monthly WDB meeting agenda.

Work Plan for DART:

• Develop and implement a comprehensive ‘disability awareness’ curriculum and resources for Workforce Development Board Members, Michigan Works! Southwest One Stop Service Center Staff and Businesses.
  o Topics will include employee accommodations, disability disclosure, disability language and etiquette, ADA compliance assistance, accessibility and ADA information, disability as a diversity issue, resources to inform and support disability-related business practices.

• Develop strategies to foster cross agency collaboration across Branch, Calhoun, Kalamazoo, and St. Joseph Counties. The focus of the strategies will be to promote a viable resource network for employers and employees.

• Develop and implement a formal plan for navigator assistance for job seeking participants at job/career fairs and expos.

• Identify and provide informational updates for Workforce Development Board Members and employers in our four county service area. The information updates would target “Emerging Issues” such as; Employment First, 14c waiver certificates, high school certificate of completion, pre-employment transition supports for youth and WIOA Legislative Rules.

4. Services and Strategies with Employer Engagement and Economic Development

The following services and strategies will be used to facilitate the engagement of employers, meet the needs of businesses, improve coordination between workforce development programs and economic development and strengthen linkages between the one-stop delivery system and unemployment insurance programs.

4a. Pure Michigan Talent Connect

Pure Michigan Talent Connect will be used by all program staff and the Business Services Team to assist employers and job seekers by providing strategic tools through the web based portal connecting the two. Pure Michigan Talent Connect provides tools for employers to identify and
develop their talent base while also giving job seekers the opportunity to create a personalized plan to help them more effectively navigate career decisions.

4b. Business Services Team

Michigan Works! Southwest utilizes the Business Services model to engage employers, including small employers and employers in in-demand industry sectors and occupations, in workforce development programs across the four county area. The business services lead staff regularly collaborate with community stakeholders to meet the needs of job seekers and employers. The work done by Certified Business Solutions Professionals leverages partnerships between business, workforce development, educators and economic developers to help businesses in the Michigan Works! Southwest area be successful and to meet their demands for a skilled workforce.

The demand-driven model requires the workforce development system to place business as the primary customer. To help attract, retain and expand local businesses, Michigan Works! Southwest has established strong relationships with local businesses and economic development organizations. Through these relationships, Michigan Works! Southwest is able to leverage an increasing number of jobs for job seeker customers while assuring that the needs of local businesses are being met thereby serving the needs of both the supply and demand side of the equation.

A focus on employers as a primary customer does not minimize the Business Services Teams’ commitment to excellent customer service for job seekers. Using local industry consortiums and local labor market data, the Michigan Works! Southwest Business Services Team is able to provide job seekers with the appropriate training and targeted job placement strategies to help families maintain financial self-sufficiency.

Maintenance of a Business Services Team (BST) has been the key strategy in implementing the demand-driven model. The BST concept has three key features:

- A focus on business as the driver and primary customer
- Development of a team of workforce development professionals specifically trained for and committed to developing relationships with businesses
- Understanding the value and role in strategic collaborations with regional economic development and education partners to provide business solutions

The BST concept calls for a coordinated, systematic, team approach to business outreach and engagement.

Locally the work of the Business Services Team includes, but is not limited to:

- Outreach and recruitment assistance,
- Screening applications,
- Job postings on Pure Michigan Talent Connect (PMTC),
- Local and regional hiring events and job fairs for all job seekers,
- Attraction and retention assistance in partnership with economic development partners, training and funding opportunities for new and incumbent workers, including connecting the unemployed with work-based learning opportunities throughout the Michigan Works! Southwest area,
• Work with educators and employers to understand and improve opportunities for individuals with disabilities, veterans, youth, or other hard-to-serve populations,
• Approaching the ever changing workforce through a two generational approach, and
• Industry specific consortia work throughout Region 8 (See Section 4 for more information).

To support the work of the Business Services Teams, Business Services Staff engage with multiple partners including the following:

• Education and Training Providers,
• Vocational Rehabilitation Partners,
• Veteran Services Partners,
• Economic development organizations,
• Area Chambers of Commerce,
• Local units of government,
• Organized Labor Unions,
• Michigan Economic Development Corporation,
• Talent Investment Agency, State of Michigan,
• BSPs from other Michigan Works! areas outside of Region 8.

4c. Current Sector Based Partnerships and Business Involvement

Current consortium groups in Manufacturing and Healthcare exist and an Agriculture Consortium is in the planning stages. The two existing consortium groups are active throughout the region in the following ways:

• Employer group and individual employer STTF applications;
• Joint career fairs and other events to assist job seekers and employers;
• Identifying needs and challenges of their specific industry;
• Connecting job seekers with employers; and
• General information and resource sharing.

Members of the consortium group are reflective of Region 8, and include partners in:

• Education and Training,
• Economic Development,
• Workforce Development and
• Employers.

The strong employer involvement in the consortiums is the foundation in which the groups are built on and is critical to the groups continuing to serve as change agents throughout the region. Each consortium provides expertise and understanding of the specific industries, guiding each consortia’s collective efforts.

4d. Southwest Michigan Advanced Manufacturing Career Consortium

With the lack of qualified candidates to fill entry-level, technician-level and engineering job openings in Southwest Michigan, the Advanced Manufacturing Career Consortium formed in 2011. Today, 158 local manufacturing companies and 17 service provider organizations are invited to meet quarterly to discuss and develop innovative and integrated strategies to address this crucial issue, including on-the-job training, apprenticeships, career advancement, and payment of education, according to their website.
The consortium focuses on three strategic areas to address the skilled labor shortage: recruitment, screening and training. The Southwest Michigan Advanced Manufacturing Career Consortium uses a locally developed, innovative and integrated model to address these strategic areas and attract, screen, and train qualified candidates for current and future advanced manufacturing career opportunities.

Listed below are some of the innovative approaches in conjunction with training institutions that have been implemented to address the needs:

- Branch Area Career Center Mechatronics (building off of the needs presented by the Clemens Food Group)
- Glen Oaks Community College (GOCC) Business and Industry Training
- Kellogg Community College (KCC) Regional Manufacturing Technology Center (RMTC)
- Kellogg Advanced Manufacturing Assembly Program
- Kalamazoo Valley Community College (KVCC) CNC Operator Academy
- KVCC Mechatronic Technician Academy
- Michigan Advanced Technician Training Program (MAT²®) - Innovative, industry-driven approach to a training program that combines theory, practice and work

In addition, the Southwest Michigan Advanced Manufacturing Career Consortium, prioritizes Project Lead The Way, an engaging, project-based K-12 curriculum that prepares the students to be innovative and productive leaders in science, technology, engineering, and math (STEM).

**4e. Southwest Michigan Healthcare Consortium**

The focus of the Southwest Michigan Healthcare Consortium is to develop health care industry-based partnerships that promote the economic health and welfare of Region 8 businesses and workers.

The overall focus in forming this alliance was to develop healthcare industry-based partnerships that would promote the economic health and welfare of the region's businesses and workers. Regional activities address healthcare worker shortages, skill shortages, training mismatches, employee recruitment, retention, and organizational design issues that are common across this geographic area.

Throughout the years, resources have been shared and combined efforts have been made to address common issues. In September 2011, an information gathering survey, along with an invitation to meet to discuss healthcare employer needs, was sent to healthcare providers in numerous counties in Region 8. These actions led to conversations where employers identified areas where they needed support. They were:

- Recruitment of qualified candidates
- Background checks
- Lockouts of clinical sites
- Retention issues
- Home healthcare aide certification

As a result of the initial meeting, five regional strategies were developed:
• Share best practices in a forum that includes healthcare employers and partners representing workforce development, education, and economic development.
• Plan and hold periodic career fairs to assist with meeting current employer needs.
• Explore and identify a common assessment tool to assist employers in finding good candidate matches early on in the recruitment process.
• Develop and maintain a database of current healthcare providers within the five county area.
• Conduct periodic needs surveys and share the results.

The group continues to grow throughout the region, streamline their work and enhance the industry throughout the Michigan Works! Southwest area as well as Region 8 as a whole.

4f. Skilled Trades Training Fund

The Skilled Trades Training Fund (STTF) awards grants to employers to assist in training, developing and retaining current employees and individuals to be hired. Training is customized to meet employee skill requirements and is short-term in duration. Michigan Works! Southwest Business Services Team will work with employers, as well as economic development partners and training institutions as appropriate, in the four county area to establish STTF application opportunities.

4g. Unemployment Insurance Agency (UIA)

Michigan Works! Southwest will continue to work locally with UIA to assist individuals in getting back to work more quickly or into training to assist in skill building.

To assist in claimants meeting Michigan’s UI Work Test, Michigan Works! Southwest Employment Services staff will assist with UI requirements, as appropriate, in helping claimants register for work by completing an ES registration and making a sustained and systematic effort to find work.

In addition, any specific evidence of a claimant’s unavailability for or lack of seeking work that comes to the attention of a Michigan Works! Southwest Employment Services staff will be reported.

4h. Reemployment Services and Eligibility Assessment (RESEA) Program

Individuals referred from the UIA may receive services through the RESEA program. The goal of this program is to provide customized services to claimants deemed most likely to exhaust their UI benefits. Early intervention with a proactive approach should result in returning the unemployed back to work sooner. More information regarding RESEA is included in section 15l.

4i. Training and Education

Education and training providers currently involved with economic development and assist with regional planning, include, but are not limited to:
• Branch County Intermediate School District
• Calhoun County Intermediate School District
• Glen Oaks Community College
• Kalamazoo Regional Educational Services Agency
• Kalamazoo Valley Community College
In addition, Michigan Training Connect, housed within the Pure Michigan Talent Connect system, will continue to be used throughout the Michigan Works! Southwest area to provide job seekers with the tools they need to choose a training program to become employed in a high demand job industry.

Over the course of the remaining two years, training and education options for job seekers and incumbent workers will continue to be identified and developed. Information gained from employers, in partnership with the identified economic developers and training institutions will remain a critical tool in creating and implementing needed trainings based on the demands of the industries in the Michigan Works! Southwest area.

5. Regional Economic Development Activities

Coordination with economic development is key to success of the workforce development system throughout the four county area.

5a. Economic Development

Current economic development organizations engaged in local and regional planning, in regard to collaboration and coordination with local workforce activities include:

- Southwest Michigan First,
- Albion Economic Development Alliance,
- Battle Creek Unlimited,
- Branch County Economic Growth Alliance,
- Marshall Area Economic Development Alliance, and
- Southwest Michigan Economic Growth Alliance.

The Michigan Economic Development Corporation is also a critical partner of Michigan Works! Southwest in offering business assistance services and capital programs for business attraction and acceleration.

All of these partners play a role in the Business Services Teams and Consortium Groups to ensure information sharing and coordination between workforce development and economic development.

5b. Entrepreneurship

Michigan Works! Southwest offers workshops and makes referrals to partner agencies to assist individuals with gaining general knowledge on business start-up and entrepreneurial training, business plan writing, access to capital and financial preparation.
5c. Employer Resource Network

The Southwest Michigan Employer Resource Network (SWERN) is a public/private partnership designed to respond to the needs of employers facing retention issues with their workforce. The Employer Resource Network model is based on a consortium of businesses that leverage and share resources to benefit all member businesses. With the Southwest Michigan Employer Resource Network, there is an existing partnership between West Michigan Team and Michigan Works! Southwest that offers employers and incumbent workers ERN services by efficiently utilizing community supports, assistance is provided to help individuals move into economic self-sufficiency.

The ERN benefits to the Michigan Works! Southwest area, in workforce development as well as economic development, area by providing a:

- Higher employment retention
- Reduced hiring costs for businesses (higher retention = lower hiring costs)
- An avenue for businesses to pool resources

In addition, the targeted outcomes are:

- Improved retention rates for employees of the participating employers
- Some of the companies maintained 100% retention rate for three months

Employee retention is a pressing issue as the economy in Michigan rebounds and the unemployment rate falls below 5% in Southwest Michigan. So in order to assist in meeting the demand for talent, companies have to expand their search to those job seekers that have been out of the workforce for several years. The ERN assists in this process as these individuals may have been absent from the workforce due to lack of education, skills or criminal background and engaging this population also means working to overcome the barriers that have previously prevented their success.

The Southwest Michigan Employer Resource Network places Success Coaches on-site with member companies to engage employees that have retention issues related to barriers associated with long-term unemployment or situational poverty. The Success Coach utilizes employer and community resources to assist the employee in overcoming their barriers in order to maintain employment. The type of services most often requested from the Success Coach are: health insurance, housing, transportation, utility assistance and childcare.

Partners in the Southwest Michigan Employer Resource Network include three credit unions. The participation of local credit unions provides access to short-term loans for emergency situations such as car repairs. As the participant is repaying the loan, they are building a savings account for future needs at the same time.

5d. Workforce Innovation Fund

The Workforce Innovation Fund (WIF) grant awarded by the United States Department of Labor to the Upjohn Institute will be used to expand Employer Resource Networks in Southwest Michigan. The grant focuses on recruiting new employers, as well as vocational training, on the job training, soft skills training and career laddering.
5e. PTAC

The Southwest Michigan Procurement Technical Assistance Center (PTAC) provides services in all seven counties in Region 8 and assists businesses who wish to sell products and services to the federal, state, and local governments. PTAC services, include the following and, are offered at no charge:

- **Training Events:** PTAC hosts training seminars and networking events to assist businesses in Region 8 in learning more about government procurement topics.
- **Bid Match:** A customized search is created for each client to identify federal, state, and local government bid opportunities. Over 2,000 websites are explored each day.
- **Custom Market Research:** PTAC researches what, when, how, quantity, and frequency of government buys of the client's products/services. Competitor's government history is also researched. A custom marketing strategy is designed to meet the needs of each client.
- **Government Registrations:** Assistance is offered to complete the federal government’s System for Award Management (SAM), the State of Michigan, and other registrations.
- **Subcontracting Assistance:** PTAC helps clients identify subcontracting opportunities with government prime contractors.

6. One-Stop Delivery System

6a. Facilitate Access to Services

Michigan Works! Southwest Service Centers are located across the four county area in the following locations:

- **Branch County Service Center – affiliate**
  210 Vista Drive
  Coldwater, MI 49036
  p. 517-278-0200
  f. 517-278-0221

- **Calhoun County Service Center**
  200 W. Van Buren Street
  Battle Creek, MI 49017
  p. 269-660-1412
  f. 269-965-3653

- **Kalamazoo County Service Center**
  1601 S. Burdick Street
  Kalamazoo, MI 49001
  p. 269-383-2536
  f. 269-383-3785

- **St. Joseph County Service Center – affiliate**
  16587 Enterprise Drive
  Three Rivers, MI 49093
  p. 269-273-2717
  f. 269-273-3002
6b. Community Based Outreach

Michigan Works! Southwest will continue to develop its presence in the local communities it serves. As mentioned, currently, services are being offered in local neighborhood organizations in all four counties served by Michigan Works! Southwest. This model will continue to be reviewed for replication into other areas for ease of job seeker access.

6c. Required One-Stop System Partners

Michigan Works! Southwest One Stop Service Delivery System Partners are listed below.

Programs authorized under Title I of the WIOA
- Adult: Human Resources Development, Inc. (HRDI)
- Dislocated Worker: Human Resources Development, Inc. (HRDI)
- Youth: Kalamazoo Regional Educational Services Agency (KRESA)
- Migrant Seasonal Farmworkers – Talent Investment Agency (TIA) National Farmworker Jobs Program (NFJP) authorized under Section 167 of the Workforce Innovation and Opportunity Act (WIOA)
- National Farmworkers Job Programs – Telamon Michigan
- Job Corps

Programs authorized under the Wagner-Peyser Act, as amended
- Employment Service: Kalamazoo Regional Educational Services Agency (KRESA)

Programs providing adult education and literacy activities authorized under Title II of the WIOA
- Coldwater Community Schools
- Battle Creek Public Schools – CISD
- Three Rivers Community Schools
- Kalamazoo Public Schools
- Kalamazoo Literacy Council

Programs authorized under Title I of the Rehabilitation Act of 1973, other than Section 112 or Part C
- Michigan Rehabilitation Services (MRS): Department of Health & Human Services (DHHS)
- Michigan Bureau Services for Blind Persons (BSBP)

Programs providing activities authorized under Title V of the Older Americans Act of 1965
- Senior Community Service Employment : AARP

Career and technical education programs at the postsecondary level authorized under the Carl D. Perkins Career and Technical Education Act of 2006
- Kellogg Community College
- Kalamazoo Valley Community College
- Glen Oaks Community College

Programs providing activities authorized under Chapter 2 of Title II of the Trade Act of 1974
- Trade Adjustment Assistance: Kalamazoo Regional Educational Services Agency (KRESA)
Programs providing activities through Jobs for Veterans State Grants authorized under Chapter 41 of Title 38, United States Code (U.S.C.)

- Veterans – Talent Investment Agency - Veterans

Programs providing employment and training activities carried out under the Community Services Block Grant Act

- Kalamazoo County Community Action Agency
- Community Action Agency of South Central Michigan

Programs authorized under state unemployment compensation laws, in accordance with applicable federal law

- Unemployment Compensation (UC): Talent Investment Agency - UIA

Programs authorized under sec.212 of the Second Chance Act of 2007

- Responsible Reintegration of Ex-Offenders: DOL Youth Challenge Academy

Programs authorized under Part A of Title IV of the Social Security Act

- Temporary Assistance for Needy Families: W.E.Upjohn Institute/MWSW

6d. One-Stop Coordination

All partners of the One Stop Service Center system, will make every effort to coordinate with other partner agencies to ensure a full range of quality services to participants, partners, employers, and the general public using the Michigan Works! One Stop Service Center System. This includes assisting with the day-to-day operations. Coordinated activities include, however are not limited to:

- Staff housed at the Service Center follow the State of Michigan calendar for holidays;
- Active participation in all partner meetings and Michigan Works! One Stop Service Center facility meetings;
- Discussing and resolving operational issues affecting partners;
- Participating in cross-training with partners in order to understand partner programs, services and activities, and to ensure all customers are referred to the most appropriate service provider;
- Coordinating program staff work schedules with partners to ensure coverage during high volume and peak customer traffic, lunch breaks, and special events;
- Providing staff coverage along with other partners, during periods when Employment Services staff are not available (e.g. ES staff meeting, training, etc.);
- Participating in the planning and hosting of career fairs, workshops, and UI profiling sessions at the One Stop Service Center;
- Providing staff to serve on the Business Solutions Professional (BSP) team to support employer engagement and service activities with One Stop Service Center partners;
- Assisting One Stop Service Center customers during emergency situations (e.g. power failure, State computer system collapse, etc.);
- Supporting the coordinated effort of placement activities;
- Integrating the One Stop Service Center in the program referral process;
- Referring program participants to attend One Stop Service Center workshops; and
• Participating in the periodic assessment of One Stop Service Center resources used by customers and partners.

6e. Roles and Resource Contributions of the One-Stop Partners

Partners will ensure that the One-Stop Service Centers provide, at all times, optimal services to customers and Partners. This includes, but is not necessarily limited to:

• Ensuring partner staff identifies themselves as Michigan Works! staff and, if they must name their individual agency, specify that it is a part of the Michigan Works! system.
• Possessing a working knowledge of each partner’s program and service protocol.
• Possessing a working knowledge and understanding of all of the resources available at the One-Stop Center such as: Career and labor market information, unemployment insurance information, training protocol, Pure Michigan Talent Connect services, assistive devices, and services for individuals with disabilities, etc.
• Having all staff trained to address emergency situations and/or conflict by or with customers; assisting customers with disabilities, etc.
• Referring job seekers to One-Stop workshops as may be appropriate.
• Assisting as presenters in One-Stop workshops in areas of expertise.
• Providing employers and program qualified veteran job seekers with assistance in clarifying their needs and referring the customer to the most appropriate point of service within the One-Stop Center and follow-up to assure need is met.
• Participate in other partner’s staff meetings, when appropriate, to keep each other informed and updated of program changes.
• Participate in the planning and assist with career fairs conducted by and/or at the One-Stop Center.
• Coordinating with other partners in job development and job placement activities.
• Ensuring representation at all partner meetings.
• Support Business Solutions Professionals.

6f. Information Sharing/Customer-Focused Management Information System

Common information systems, open-access and connectivity among systems are required for an effective and efficient workforce development system. These linkages support integrated service delivery as well as conserve resources. Consistent with state and federal regulatory requirements, the Partner agrees to the use of:

• A single, common customer release form (except where other formats are legally required).
• An interagency agreement for information sharing.
• Common intake data elements and processes.
• A common (state-developed) central database (case management and MIS performance data).
• A common automated labor exchange system (currently, the Pure Michigan Talent Connect).
• A common system of measuring continuous improvement and customer satisfaction.
• A common process of managing the Training requests.
• A process for a periodic review of informational material and resources available within the One-Stop Center and Resource Room.
• Other systems and/or procedures that may be developed by the Partnership for enhancing the delivery of workforce development services to job seekers and employers.

6g. Staffing and Professional Development

The partners agree to support and participate in professional development to ensure all partner staff understand and discharge their responsibilities within the context of a “system” rather than an “agency” or “program.” Professional development may be provided in a variety of critical areas such as, but not limited to:

• Consensus building, meeting management, conflict resolution, and problem solving.
• Design and implementation of shared workforce delivery systems.
• Use of new software and hardware.
• Principles of a customer-driven system.
• Principles of an integrated service delivery system.
• Ongoing Business Services Training to meet the needs of the demand driven system.
• Cross-training (Partner-to-Partner, program-to-program, agency-to-agency, etc.).

6h. Referral Process for Customers

Partner agencies that service customer needs at the One-Stop Center facilities or at facilities off-site may have occasion to make referrals to other partners for services provided at the One-Stop Centers. To ensure that customers are provided maximum quality service with a minimum number of partner contacts, a general referral process will be followed.

• Customers directed to general One-Stop Service Center services:
  o Referrals will be directed to the One-Stop Operator (common point of referral).

• Customers from off-site locations for specific partner services such as Trade Assistance Act, WIOA Adult, Youth or Dislocated Worker Services, etc.:
  o Any customer referral will be preceded by a contact with the respective Partner program representative for referral instructions.

• Customers that have been processed through the Employment Services system to other on-site Partners:
  o The referral will be conducted in accordance with the protocol that has been established by the Partner agencies.

6i. Continuous Improvement of Eligible Providers

Within the context of continuous improvement, the Michigan Works! Southwest Workforce Development Board and Michigan Works! Agency has established measures that track progress and report results of services provided by the Michigan Works! System as a whole and by individual service providers. Some of these measures include:

• Assessment: Identification of specific workforce needs of the customers – employers and job seekers.
• **Treatments:** Translate these needs into strategies that will address customer need – systemic or programmatic - in such a manner that the identified barriers are minimized or eradicated.

• **Implementation:** Based on the strategies identified for addressing the customer need implementation plans are developed. This occurs through the identification of a range of eligible providers in both the private and public sectors with the demonstrated ability to address the needs and strategies and translate this into efficient and effective service delivery.

• **Evaluation:** Timely and continuous review of eligible provider results is the key to assessing when the identified needs are being addressed as planned. To measure positive progress towards the goal, specific performance indicators are established. Measuring progress on an ongoing basis is essential to achieving the end goals. The Workforce Development Board’s Monitoring and Evaluation Committee participates in various program activities throughout the year to observe the content of the activity and experience the quality and effectiveness of the service delivery. Their experience is shared and discussed at their monthly meetings.

Program Data and information is gathered from a number of sources. Through a review of such information, the MWA administrative staff and Workforce Development Board has the ability to review performance and service delivery outcomes on an on-going basis.

i. **Monitoring and Evaluation Committee**

As mentioned, the Michigan Works! Southwest Workforce Development Board has a standing Monitoring and Evaluation Committee that works to ensure continuous improvement of the services being offered to employers, incumbent workers and job seekers in the Michigan Works! Southwest area.

The duties of the Monitoring and Evaluation Committee to ensure continuous improvement of the services being offered to employers, incumbent workers and job seekers include functions and tasks that impact the Michigan Works! Southwest workforce development system such as:

i. Evaluate Michigan Works! Area programs, data, activities and performance from the perspective of the private sector including but not limited to:
   a. Labor Market Outcomes - demand occupations, placements, earnings, earnings gained and retentions.
   b. Access and Equity - demographic distribution of services as well as special targeting and recruitment, market penetrations and self-services.
   c. Return on Investment - comparing and contrasting different methods of service delivery.

ii. Assess learning gains and skill enhancements as they relate to the local labor market.

iii. Assure that a customer satisfaction system is in place that, at a minimum, measures the level of customer (i.e. job seekers and employers) satisfaction with service delivery.
iv. Assess the internal efficiency and effectiveness of the Board's programs and activities.

v. Conduct on-site reviews of subrecipient activity.

vi. Monitor contractual compliance, particularly in the area of outcomes, and render opinions on subcontractor performance.

6j. Equal Opportunity and Non-Discrimination Policies

The Michigan Works! Southwest WDB, the MWA and their subrecipients, as recipients of state and federal funds, shall provide equal opportunity for individuals to participate in and benefit from all programs, services and activities without regard to race, gender and gender identity, color, religion, national origin, sexual orientation, age, height, weight, marital status, disability, political affiliation or beliefs, genetic information, citizenship/status as a lawfully admitted immigrant authorized to work in the United States, or other legally protected status or non-merit factors.

Principles of equal opportunity and non-discrimination shall apply to hiring, promotion, employment practices, program eligibility, training, placement, procurement decisions and the composition of committees, boards, or advisory groups formed to carry out workforce development initiatives.

The Michigan Works! Southwest Agency also has a designated individual to serve as the MWA Equal Opportunity Officer to coordinate management of the MWA’s non-discrimination and EO responsibilities and to serve as a technical resource.

Michigan Works! Southwest has a Workforce Development Board Policy (WDB 25 R02: Equal Opportunity and Non-Discrimination) that details additional guidelines upheld to in the Michigan Works! Southwest area.

6k. Marketing

The partners will be part of a unified Michigan Works! marketing system. This includes adherence to policies and procedures as described in the System Marketing section of the WDASOM “Certification Criteria for Michigan Works! Service Centers;” as well as policies and procedures relating to marketing, communications and dissemination of public information adopted by the Michigan Works! Association and the Michigan Works! Southwest Area. This includes, but is not limited to:

- Use of the official Michigan Works! logo on print material,
- Identifying Michigan Works! in telephone greetings,
- Wearing Michigan Works! name badge,
- Use of the official tagline that includes the EO statement, TTY number and funding source on print matter, and
- Identifying Talent Investment Agency, State of Michigan as the funding source on print matter. (Not applicable to State agency staff for official state business or itinerate partners)

In addition, the American Job Center logo will be included on all marketing materials.

6l. Multi Generational Approach
The concept behind a multi generational approach is working with parents and their children simultaneously on education, career/job exploration and employment. The theory behind this model that is being integrated into the work being down by Michigan Works! Southwest is parents set the example and having the children see parents studying and or working while the child is doing similar activities creates a natural support system of accountability. Michigan Works! Southwest centers the multi generational approach around economic opportunities i.e. jobs and careers with the goal of family stability.

7. Adult and Dislocated Worker Employment and Training Activities

The Adult and Dislocated Worker programs, services and funding will be aligned with in-demand occupations and with the priority industries identified during the implementation of MICA. A cluster based system will train workers to fill actual jobs in the cluster and meet the actual skill needs of these jobs. With this approach, Adult and Dislocated Worker training will be aligned to match employers’ identified industry demand and vacancies. The overarching objective is to adapt the workforce system to produce more job candidates with skills and competencies that align better with industry, and hence increase the likelihood of long-term employment upon completion of training.

7a. Assessments

Assessments are used to establish benchmarks for readiness for specific occupations and/or preparation for specific types of education/training. Assessment instruments are chosen by career managers based on the career and/or training needs of the individual. Assessment instruments must meet specific criteria (e.g., standardized, validated, and normed). Assessment instruments used include:

- The Test of Adult Basic Education (TABE) to test reading and math levels
- Comprehensive Adult Student Assessment System (CASAS)

Other assessments that may be used include:

i. ACT (American College of Testing) Work Keys ® is used to measure basic skills in the context of work application and Key Train is used as a preparation and remediation tool.

ii. The Wonderlic Personnel Test (WPT) and the Massachusetts Adult Proficiency Test (MAPT ) may be available to measure an individual’s ability to learn, solve problems, and be trained

7b. Individual Service Strategy

In an individual, one-on-one meeting after registration, staff and the participant jointly review the results of all assessments and the participant’s resume, work history and education and training history, including employability skills and occupational skills. Staff will also work with the participant to identify any barriers to employment that will need to be addressed in order to achieve career goals. Barriers can be related to employability skills, occupational skills, basic educational skills, personal matters or family issues.
Staff will first work with the participant to identify short-term employment and training objectives and long-term career goals and will then discuss the steps and services needed to achieve these objectives and goals. This will include any services or activities needed to accomplish the following:

- Eliminate barriers to employment
- Improve educational skills, employability skills or occupational skills
- Obtain and maintain employment

The Career Manager will also provide the participant with information on the resources and Career and Training and Supportive Services that can assist the participant eliminate barriers and achieve short and long term goals. Supportive services may be provided directly by and through WIOA Workforce Development Services or through a Service Center partner organization.

7c. Counseling, Guidance and Case Management

Each Adult and Dislocated Worker enrolled for WIOA Services is initially enrolled in the Case Management activity and assigned an individual Career Manager. The Career Manager’s primary responsibility is to work with the participant to develop the Individual Service Strategy and provide the assistance and services needed for each participant to achieve the goals and objectives set out in his/her ISS. During the course of a participant’s involvement in career and training services, the Career Manager will be responsible for providing the employment counseling; pre-vocational services and job search and job placement assistance that the customer needs to achieve his/her ISS goals and objectives. The Career Manager is also responsible for identifying Career Services participants’ need for Career Services and Career Services participants’ need for Training Services.

In addition to providing WIOA activities, services and employment counseling, Career Managers are also responsible for making referrals to local human service agencies for any non-employment-related needs/barriers (e.g. family counseling, financial counseling or substance abuse services), and for identifying customer support needs and acquiring supportive services assistance where necessary.

Career Services participants that fail to achieve a quality direct placement into employment may need upgraded or new occupational skills for an in-demand job or career areas. Such participants may be transferred from career services to training services and enrolled for customized or industry-specific training, on-the-job training or ITA occupational skills classroom training. The Career Manager will refer participants for any employer-specific testing or assessment required for customized or On-the-Job training. Career Managers are also responsible for providing occupational and career counseling, assistance and direction, including information on local labor market demand (e.g. Burning Glass Report) and requirements for specific occupational training programs. They also address non-academic issues related to classroom training enrollment, such as income maintenance, and other variables that can impact the participant’s likelihood of completing training and acquiring full time, permanent employment.

7d. Soft Skills Training

Career Managers cover basic skills, abilities and behaviors that are required for success in obtaining and maintaining employment as part of its general applicant orientation. In addition, Career Managers that identify WIOA Adult or Dislocated Worker participants with a need for more extensive assistance with employability skills can also assign a participant to complete a regular
four week, 16 hour Employability Skills class offered by K.RE.S.A. Wagner Peyser Employment Services staff, in the Michigan Works! Southwest Service Center.

7e. Job Placement Assistance

Outreach to and identification and recruitment of businesses with quality job openings is the key activity that supports all other workforce services to job seekers. By identifying and meeting the workforce needs of businesses, the Adult and Dislocated Worker participants will be provided opportunities for employment.

The Career Managers meet regularly with participants during the facilitated Job Search process to track and support the participants’ job search activities, provide information on hiring activities with potential for the participant, and they will periodically discuss with participants the results of particular employer contacts filling out applications or completing job interviews. They may provide direction on how to use Career Services resources more effectively, including enrollment in Career Services soft skills training.

The Career Managers will also perform Pure Michigan Talent Connect searches or reach out to other Career Manager or partner agencies in the service center to identify job openings appropriate for job seekers. Career Managers will also refer some eligible job seekers to Service Center partners that provide targeted services for particular populations like veterans or individuals with disabilities, job seekers over 55 years of age, or agricultural workers, if they are eligible for services.

When participants have been directly placed at an employer’s worksite, the staff will do initial follow along with the participant and the employer in the quarter in which placement occurs to confirm employment status, wages and benefits and any other information on issues such as job satisfaction or working conditions. For OJT placements, Business Services will monitor the worksite to assure the training plan is being followed and the trainee is learning the necessary skills. The employer will also be contacted during the training period. Once training is completed, the employer and participant will verify training hours, training wages and the completion of training. After placement, the staff will make follow along contact with each participant at least once per quarter for the 12 months following placement.

7f. Support Services

The budget amount for supportive services will be under the Workforce Development Board policy, attached, limit of 15%. In administering dislocated worker supportive services, these requirements, limitations and procedures specified in Workforce Development Board policy, including particularly the requirement that supportive services can only be provided to individuals that are active, registered participants, will be observed. Supportive services for WIOA Adult & Dislocated Worker participants are generally focused on allowable costs that support training and or placement in employment.

7g. Training Services

Primary training activities for Adult and Dislocated Worker participants that are unable to secure employment directly through career management facilitated job search services are: On-the-Job Training (OJT), Customized Training, and Individual Training Account vouchers for occupational skills classroom training (ITA).
For any WIOA Adult or Dislocated Worker Services participant considered for Training Services, the Career Managers will assure that specific requirements are met. The participant must express an interest in training, and he/she is unlikely to obtain living wage employment through job search activities alone. The Career Manager must also determine whether the participant demonstrates the ability and commitment needed to complete training. Finally, the Career Manager and participant must concur on the type of training needed, the likelihood that training will lead to achievement of ISS employment goals, including documentation that the training occupation is in-demand.

7h. On the Job Training

On the job training is individualized training that occurs on the job and is provided by an employer, while the participant is employed and is receiving full time pay for the job he/she is being trained. Training reimbursement to the employer is based on up to 75% of the trainee’s straight time wages during the training period. Each OJT contract training plan is individualized and emphasizes the development of the skills needed to fill the gap between the employer’s requirements and the participant’s skills.

Note: A waiver was submitted on December 2, 2014 and approved on March 18, 2015 for Michigan Works! Southwest to include the counties of Branch, Calhoun, Kalamazoo and St. Joseph.

This waiver allows for an increase in employer reimbursement for OJT from the statutory 50% maximum to up to 90% on a sliding scale based on the employer’s workforce or length of the participant’s unemployment. These parameters are as follows:

1) The size of the employer
   a. Up to 90% for employers with 50 or fewer employees, and
   b. Up to 75% for employers with 51-250 employees.
   c. The current statutory requirement (50% reimbursement) continues to apply for employers with more than 250 employees.

2) The length of the individual’s unemployment
   a. Up to 90% for individuals who have been unemployed for 52 weeks or more, and
   b. Up to 75% for individuals who have been unemployed for a period of 16-51 weeks.
   c. The current statutory requirement (50% reimbursement) continues to apply for individuals who have been unemployed for a period of less than 16 weeks.

7i. Customized Training

Customized recruitment and training is used to provide high quality training and placement opportunities for participants and recruitment, screening and training assistance to employers with job openings. Customized training programs will be designed collaboratively by employers, program staff and the Business Services Team to assure that the employer(s) and all parties involved agree on the program design, the sequence of training activities and the service delivery
schedule. The process for managing each customized training program varies depending upon the specific mix of components for each individual program.

7j. ITA

Classroom training is provided through the use of “Individual Training Account” (ITA) vouchers. ITA occupational skills classroom training will lead to the attainment of certificates or degrees recognized and valued by employers in the labor market and will lead to employment in high-demand occupations and in emerging and high-demand existing industry sectors, in the local or regional labor market. See Section 19 for more details on ITAs.

7k. Follow-up Services

The Career Managers maintain ongoing, regular contact with Adult and Dislocated Worker participants to review progress on achievement of ISS plans, goals and activities and for formal review of the ISS to determine if any modification is needed.

In addition, Career Managers will collect employment information from exited participants through telephone contacts, e-mail and/or social media in the, second and fourth quarters after exit. Career managers will continue this enhanced follow up with participants through the end of each participant’s 4th quarter after exit.

8. Youth Services

WIOA Services to Youth program participants is dependent on individual needs. It incorporates service strategies that consider differing needs of in school and out of school youth. Program services are available to in school youth 14 through 21 years old, where out of school youth are 16 through 24 years of age.

In-School Eligibility (ages 14-21), attending school (as defined by State Law) and low income and in one or more of the following:

- Basic skills deficient
- English language learner
- Offender
- Homeless, runaway or foster child
- Pregnant or parenting
- Individual with a disability
- In need of additional assistance to complete an educational program or to secure and retain employment

Out-of-School Eligibility (ages 16-24), not attending school (as defined by State Law) and is one or more of the following:

- School dropout
- Not attended for at least the most recent complete school year calendar quarter
- Subject to the juvenile or adult justice system
- Homeless, runaway or foster child
- Pregnant or parenting
• Individual with a disability
• Low-income:
  • Is low income and requires additional assistance to complete an educational program or to enter or complete or to secure and retain employment.
  • Recipient of secondary school diploma who is low-income and is either basic skills deficient or an English language learner.
• Requires additional assistance
  o Requires additional assistance is defined in the Michigan Works! Southwest area, and in WDB Policy 17R04: WIOA Eligibility, as:
    ▪ An individual who requires additional assistance (“needs special assistance”) to complete an educational program or to secure and hold employment is defined locally as a youth who faces one or more of the following barriers: referred to or being treated for a substance abuse problem, has frequent suspensions from school (5 or more times) or has been expelled from school, poor academic performance (GPA < 1.5), repeated at least one secondary grade or is one year over age for their grade, behind in school credits, an emancipated youth, have court/agency referrals mandating school attendance, have experienced recent traumatic events, is a victim of abuse or lives in an abusive environment as documented by school official or other qualified professional or lacks a significant work history (not held any one job more than 3 months and/or less than 1 year total work history). Intake staff will document the barrier(s) that identify the youth as “needs special assistance” based on information gathered during the intake process.

WDB Policy 17R04: WIOA Eligibility

See attached.

8a. Outreach and Marketing

A comprehensive outreach and recruitment process designed to engage eligible and suitable youth for WIOA Youth Services from all communities within the Michigan Works! Southwest region is being implemented. A multi-faceted, flexible, and customized outreach and recruitment process, helps to ensure that potential clients will be aware of the breadth of services available to them; that program design will support both in-school and out-of-school activities; and those individuals will have every opportunity to connect with services.

Outreach and recruitment is facilitated by:
• providing a youth-friendly intake environment,
• maintaining welcoming and easy to access facilities,
• providing potential participants with flexible times and locations for intakes,
• utilizing an easy to navigate and streamlined enrollment procedure, and
• personalizing and customizing the recruitment process.
8b. Orientation, Intake and Eligibility Determination and Verification

Potential applicants will be scheduled for group or individual orientation, which will be conducted on a weekly basis or as often as necessary to enroll participants. These sessions will be conducted on-site or at alternate sites including the area schools, community agencies and various public locations.

The orientation format will include information regarding the following:
- the intent of the WIOA Youth Services program elements
- the benefits and services of the program
- structure and process
- eligibility screening
- suitability screening
- credentialing opportunities and
- program requirements for participants

Follow-up and retention will be introduced during orientation as well. Eligibility will be determined on the basis of WIOA requirements, State of Michigan Talent Investment Agency Policy Issuances, local Workforce Development Board Program Guideline Statements, and the Participant Management Information Guide.

8c. Case Management

Case management is goal oriented and focused on the needs of the individual as related to completion of secondary education and occupational training programs as well as placement in employment. The Individual Service Strategy (ISS) will be completed at the time of enrollment and will identify the employment goals, barriers to employment, educational objectives, and prescribed appropriate services for the participant.

8d. Assessment

Assessment begins during the pre-registration phase and continues throughout the individual’s participation in the program ending only after the completion of the final phase of retention. The assessment process identifies the participant’s service needs, academic levels, goals, interests, skills levels, abilities, aptitudes, and supportive service needs as well as barriers and strengths. It includes a review of basic and occupational skills, prior work experience, employability potential and developmental needs.

Assessment tools will specifically identify participant’s aptitudes, abilities, interests and career goals. These tools may include, but are not limited to the following:

- WorkKeys/KeyTrain
- Career Occupational Preference System (COPS)
- Career Ability Placement Survey (CAPS)
- Career Orientation Placement and Evaluation Survey (COPES)
- O*NET Online Computerized Interest Profiler (CIP)
• Pure Michigan Talent Connect online skill and interest assessments including CareerOneStop Profiler, My Dream Explorer, Career Matchmaker and mySkills myFuture
• Michigan Appraisal Test (MAT) for Basic Reading Comprehension and Basic Math Computation
• Comprehensive Adult Student Assessment System (CASAS)
• Tests of Adult Basic Education (TABE) Locator for basic reading and math skills
• Assessments completed within 12 months prior to enrollment may also be used when appropriate

8e. Individual Service Strategy (ISS)

Individual Service Strategy (ISS) will be completed at the time of enrollment and will identify the employment goals, barriers to employment, educational objectives, and prescribed appropriate services for the participant. It is developed in partnership with the youth and reflects the needs indicated by the objective assessment and the expressed interests and desires of the youth.

Through the creation and development of the ISS, staff will assist youth in:
• Identifying employment/educational goals and plot a course of action that the participant will take, including appropriate non-traditional employment, appropriate achievement objectives and/or appropriate supportive services
• Preparing participants for post-secondary educational opportunities
• Identifying academic and occupational learning needs
• Providing preparation for unsubsidized employment opportunities
• Providing effective connections to the job market, local businesses and in demand industry clusters
• Providing connections with other community youth programs (i.e. recreational activities, community service, cultural, career/job fairs and other activities)

8f. Required Elements

The goals established from the ISS will be the reference point utilized for determining appropriate program elements for each youth based on assessment, academics, and employment and career goals. Determination regarding which participants will benefit from the elements listed below will be identified during the case management process.

1. Tutoring, study skills training and instruction leading to completion of secondary school, including dropout prevention strategies.

3. **Paid and unpaid work experiences, including internships and job shadowing.**

In the Michigan Works! Southwest area this may include summer employment opportunities directly linked to academic and occupational learning, pre-apprenticeship program and internships, on the job training and job shadowing.

**Work Experience**

The purpose of work experience is to support the basic educational and/or occupational goals of the participant, as identified through objective assessment, ISS and ongoing case management. In-school youth may have the opportunity to earn school credit for work experience participation, based on the individual’s school policies.

**Summer Employment Opportunities**

Summer employment opportunities are offered to youth through subsidized work experience placements. Work experience placements are structured occupational learning activities that take place in a work setting for a pre-defined period of time, typically held between the months of June-August.

**Talent Tours**

Another of the primary summer learning objectives is developing youth’s understanding of different occupations to help them make informed career choices in the future. Through Talent Tours, youth explore potential careers by visiting local employers to meet with company personnel and observe their work environment firsthand. Employers discuss their talent needs and hiring criteria with youth and elaborate on the realities and benefits of their industry. Following each Talent Tour, staff meet with the youth to reinforce the educational and training-related demands of each industry field with the hope of connecting their academic pursuits to their occupational goals.

4. **Occupational Skills Training**

Staff will work with participants to investigate high demand industries that fall within the individual’s interests, skills and abilities. Individual WorkKeys scores will be cross referenced with industry standards and serve as an initial indicator of an applicant’s potential success within a given field. This may include options ranging from short term credential based trainings, such as ServSafe, to referrals to existing partnerships with secondary education, CTE programs, Early Middle College and community colleges.

5. **Education offered concurrently with and in the same context as workforce preparation activities and training for a specific occupation or occupational cluster.**

WIOA Youth in secondary education programs may be enrolled in CTE programs, Early Middle College or in short-term training programs at local colleges based on career assessment outcomes and career goals. In addition, youth will have the opportunity to participate in paid and unpaid work experience, job shadowing and internships in industries related to career goals. A focus will be on in-demand industries.

6. **Leadership development opportunities**

**Activity options under this program element include:**
• exposure to post-secondary educational opportunities
• community and service learning projects
• peer-centered activities
• teamwork activities
• decision making
• citizenship

Jobs for Michigan Graduates is also offered as a leadership development opportunity. Under the leadership of Kinexus, Michigan Works! Southwest actively participates in Jobs for Michigan Graduates programming working to raise the Michigan Works! Southwest area’s, as well as the state of Michigan’s, high school graduation rate by expanding mentoring, job readiness, leadership development, and other academic support for students either at risk of dropping out or those who have already dropped out.

7. Supportive services

Necessary supportive services are provided for participants with identified barriers to employment and education. Workforce Development Board Policies will be adhered to regarding supportive service distribution and processes. In addition, participants are referred to community agencies who provide no cost or low cost assistance as appropriate.

8. Adult mentoring

Referrals for adult mentoring may be made to community partner agencies as available in each county. In addition to connecting participants with a mentor through agency referrals, staff help participants identify appropriate adult family members, adult family friends, or teachers who could serve as a mentor. Participants often place staff in the role of mentor. These relationships will extend throughout the retention phase of the program and may extend well past the retention period.

9. Follow-up services

Consistent, scheduled and ongoing post exit follow-up services will be provided by the staff for a 12-month period following exit.

10. Comprehensive guidance and counseling

Counseling needs will be identified during ISS development, ISS updates, and/or case management meetings. Comprehensive guidance and counseling services will be made available through referral to community agencies or school counselors.

11. Financial literacy counseling

Youth will be trained through individual counseling and group workshops regarding financial literacy topics including but not limited to:
• reading and understanding pay check stubs
• financial consequences of missing a day of work
• meaning of a 25 cent raise
• getting out of debt
• interest calculations
• consumerism and making spending decisions
• understanding credit cards
• setting financial goals
• credit reports
• making and keeping to a budget
• savings strategies
• setting up and maintaining bank and savings and checking accounts

Guest speakers from area businesses and community agencies will be scheduled to assist with trainings.

12. Entrepreneurial skills training:

Staff will utilize the Business Entrepreneurship course on NovaNET/GradPoint and portions of the Generation E coursework to teach youth the steps needed to research, develop and implement business plans. Staff will schedule local business owners to speak to the youth about their personal experience regarding business development and daily operation. Staff will also promote information and workshops of local Chamber of Commerce and local community partners.

13. Services that provide labor market and employment information about the in-demand industry sectors or occupations available in the local areas including talent tours.

As discussed above, youth will participate in Talent Tours to area businesses to gain a better understanding of in-demand occupations, employer's expectations and the skills required for each in-demand occupation. Youth will then participate in career exploration related to the in-demand occupation of their choice via WorkKeys and O*NET OnLine. Youth may also receive additional exposure to in-demand occupations through work experience placements and job shadowing opportunities.

14. Activities that help youth prepare for and transition to postsecondary education and training.

Using career exploration assessments as a guide, staff will develop a career pathway plan with each participant. For youth requiring postsecondary training to attain career goals, staff will assist youth with the completion of college applications, entrance exams, FAFSA and scholarship applications. College tours and Talent Tours will be offered throughout the year to provide participants with information regarding training requirements for multiple career fields. Staff will also provide training regarding the transition from high school to college and the increased rigor of daily operations in post-secondary education and training programs.

8g. One Stop Services to Youth

Youth participants will be directly referred to the locally created, customized services, including individualized resume reviews, one-on-one mock interview sessions, and individual computer basics training. Staff connect youth with these flexible and individualized services to facilitate ease of access to One-Stop services, to acquaint youth with services provided by the Michigan Works! Southwest Service Centers, and to align with participant service strategies as appropriate.
8h. Incentives

Incentive/performance payments will be used both as a reward for performance and as an incentive to continue participation in the program. Benchmarks for attaining the incentive will include: improved attendance in program activities, consistent and/or improved communication with program staff, and attainment of educational and/or employment goals.

Many of the incentives will target in-school youth to encourage education completion and participation in employability skills component. Incentives will also be made available to out-of-school youth who are basic skills deficient, or to those who are in need of education completion, credential attainment and/or employability skills.

8i. Employability Skills and Michigan National Career Readiness Certification

One of the primary goals of the WIOA Youth Services program will be educating participants on the importance of both technical and soft skills in meeting the demands of employers. Through the utilization of work experience, Talent Tours, ISS development, and other career exposure activities, participants will be provided a clear linkage to the skills needed to succeed on the job. Work experience participants will receive monthly feedback from their worksite supervisors on the effectiveness of both their soft skills and technical skills at their job. Program staff will discuss these results with participants.

8j. Follow-up Services

Follow-up services are designed to maintain an ongoing relationship with youth during and after all intensive services have been provided. As discussed, follow-up and retention services are introduced during orientation, reinforced throughout participation in program services, and reviewed during the exit interview.

9. Waivers

9a. Youth Expenditures

On January 11, 2018, Michigan Works! Southwest received the following information regarding a youth expenditures waiver:

“The State of Michigan sought a waiver from the Workforce Innovation and Opportunity Act (WIOA) Section 129(a)(4)(A) and 20 Code of Federal Regulations Part 681.410, which require not less than 75 percent of funds allotted to states under Section 127(b)(1)(C), reserved under Section 128(a), and available for statewide activities under subsection (b), and not less than 75 percent of funds available to local areas under subsection (c), shall be used to provide youth workforce investment activities for Out-of-School Youth (OSY). This waiver was approved by the U.S. Department of Labor on January 2, 2018. Specific impacts of this waiver include:

1. A waiver of the requirement to expend 75 percent of WIOA Title I Youth State formula funding on the OSY population. Michigan has received approval to lower this amount to 50 percent.

2. A waiver of the requirement that local WIOA Title I Youth funding must meet the 75 percent minimum expenditure requirement. Michigan has received approval to lower this amount to 50 percent.
3. **A waiver of the requirement to expend 75 percent of WIOA Title I Statewide Activities funding on the OSY population. Michigan has received approval to lower this amount to 50 percent to allow flexibility of funding for special projects for youth that meet the vision and mission of the State.”**

In the Michigan Works! Southwest area, the locally identified target is a minimum of 50 percent for OSY expenditures.

**9b. Employer Reimbursement**

A waiver was submitted on December 2, 2014 and approved on March 18, 2015 for Michigan Works! Southwest to include the counties of Branch, Calhoun, Kalamazoo and St. Joseph.

This waiver allows for an increase in employer reimbursement for OJT from the statutory 50% maximum to up to 90% on a sliding scale based on the employer’s workforce or length of the participant’s unemployment. These parameters are as follows:

1) The size of the employer
   a. Up to 90% for employers with 50 or fewer employees, and
   b. Up to 75% for employers with 51-250 employees.
   c. The current statutory requirement (50% reimbursement) continues to apply for employers with more than 250 employees.

2) The length of the individual’s unemployment
   a. Up to 90% for individuals who have been unemployed for 52 weeks or more, and
   b. Up to 75% for individuals who have been unemployed for a period of 16-51 weeks.
   c. The current statutory requirement (50% reimbursement) continues to apply for individuals who have been unemployed for a period of less than 16 weeks.

**10. Coordination with Education**

The work discussed throughout this plan of the Business Services Team and employer consortium groups, along with the work of the CEAC and the Career Jump Start Initiative, discussed below, will allow for the coordination of strategies, enhancement of services and avoiding of duplication.

**10a. Career Educational Advisory Councils**

Prior to the transition to Career Educational Advisory Councils (CEAC) in April 2018, the Southwest Michigan Region 8 Talent District Career Council (TDCC) worked together to serve in an advisory capacity to both Workforce Development Boards within Region 8, representing the counties of Berrien, Branch, Calhoun, Cass, Kalamazoo, St. Joseph and Van Buren. The mission of the Southwest Michigan Region 8 TDCC was to create and support a regional talent preparation and development system that provided all students, youth to the adult learner, with the necessary academic, technical, and work behavior skills to meet business and industry needs to maintain and enhance the regional economy of the seven county region.

The CEAC’s roles and responsibilities include:
• Advisement to the WDB
• CEAC Metrics tracking and management for the following priorities:
  o Establishment of registered apprenticeships
  o Promotion of career pathway and exploration events
• In addition to appointing members to the CEAC, the WDB has the added responsibility of arranging for and coordinating CEAC staff support

11. Supportive Services and Needs Related Payments

Michigan Works! Southwest has elected to provide supportive services and needs related payments as applicable and appropriate. Total funds available for support services are established within the requirements of the funding source and negotiated with each subrecipient.

Support services are only to be provided to individuals who are determined eligible, registered, and actively participating in WIOA career and/or training services or actively participating in one or more of the fourteen elements of activity established under the WIOA youth program or actively participating in activities allowable in the AEP/PAT program or actively participating in a National Emergency Grant (NEG) funded activity; and the individual is compliant with program requirements, and unable to obtain support services through other programs, agencies, or community sources.

Unless specifically designated by a program or funding source, resources made available to the Board shall be allocated to each county consistent with its share of the economically disadvantaged population within the Board’s MWA.

Resource distribution will be monitored based on the percentage of participants served from each county unless the source of program funds dictates another basis for distribution.

Local support service limitations and restrictions have been established by Michigan Works! Southwest and fall within federal and state policy guidelines and funding source requirements.

11a. Support Services Documentation

Support service documentation will be maintained in all participant files as well as recorded on the OSMIS.

WDB Policy 5R03: Support Services and Needs Related Payments

See the attached WDB Policy 5R03 for a detailed description of local support service guidelines by funding source.

12. Transportation and Other Supportive Services

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.
To meet the needs of employers and job seekers throughout Region 8, transportation and support service coordination has ample opportunity to be enhanced through the potential breaking down of county line restrictions and barriers of service area alignment by county, and will be prioritized throughout the life of this plan.

12a. Transportation

Throughout the area, public transportation, through the guidance and assistance of Michigan Works! Southwest, has already started work to break down the geographic barriers of county lines and have completed trial projects of transporting job seekers and incumbent workers across county lines to job search and ultimately maintain employment, through meeting points at county lines.

Existing community transportation partners, who Michigan Works! Southwest will continue to work with to explore options of cross regional transportation include:

- Battle Creek Area Transit
- Branch Area Transit Authority, Inc.
- Kalamazoo Metro Transit
- Marshall Albion Transit Authority
- Southwest Michigan Planning Commission
- Saint Joseph County Transit Authority

In addition, Michigan Works! Southwest, will work collaboratively with the Regional Prosperity Initiative to break down transportation barriers. The Southcentral Planning Commission, leading the RPI, per their website, has been charged by the Michigan Department of Transportation with conducting regional transportation planning for areas outside metropolitan areas (Kalamazoo County and the Northwestern section of Calhoun County). Metropolitan area transportation planning is conducted by the Kalamazoo Area Transportation Study (KATS) and the Battle Creek Area Transportation Study (BCATS) within their respective Metropolitan Planning Areas. SMPC currently contracts with the Kalamazoo Area Transportation Study to provide regional transportation planning and related activities, and Michigan Works! Southwest, will continue to support and assist in the development of these activities.

12b. Supportive Services

Supportive services, often restricted by policy guidelines, will also analyzed for coordination across the geographic area to best serve job seekers and workers. Potential partners could include, but are not limited to:

- 211
- Childcare Resources
- Community Action Agency
- Community Collaborative Bodies
- County Land Banks
- Housing Resources, Inc.
- Meals on Wheels
- Salvation Army
- Southwest Michigan Community Development Corporation
- United Way
Staff from Michigan Works! Southwest are active with support service providers and transportation entities to assist in guiding as well as leading future coordination of transportation and supportive service delivery across the region.

13. Local Per Funding Cap

Michigan Works! Southwest tracks this for management purposes, but there is no established cap, unless guidance has been provided by the State.

14. Maximizing Coordination

At the start of every year, upon allocation, analysis of performance requirements and historical data regarding participants served, funding caps may be implemented.

Through the strategies and systems discussed in this plan, maximizing coordination, improving service delivery, and avoiding duplication is priority.

15. Wagner-Peyser

15a. Local Contact Information

Amy Meyers, Policy and Planning Manager
222 South Westnedge Avenue
Kalamazoo, MI 49007
Phone: 269.385.0414
E-Mail: meyers@upjohn.org

15b. Merit Based Service Provider

<table>
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15c. Provision of Labor Exchange Services

All Employment Services are provided through the individual One-Stop Service Centers identified in this section.

15d. Employment Services

Employment Services are provided through two full service Michigan Works! Service Centers (MWSC), along with two affiliate sites. Additional employment services may be provided at
locations other than the MWSCs to facilitate greater customer access. All services are available at no cost to the employers or job seekers receiving the services.

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<td>Michigan Works! Kalamazoo Service Center</td>
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<td>KALAMAZOO</td>
<td>Full Service</td>
<td>8:00 AM – 5:00 PM; Monday - Friday (except for state holidays)</td>
</tr>
<tr>
<td>Michigan Works! Three Rivers Service Center</td>
<td>16587 Enterprise Drive; Three Rivers, MI 49093</td>
<td>ST. JOSEPH</td>
<td>Affiliate</td>
<td>9:00 AM – 5:00 PM; Monday, Tuesday, Thursday (except for state holidays)</td>
</tr>
<tr>
<td>Michigan Works! Coldwater Service Center</td>
<td>210 Vista Drive; Coldwater, MI 49036</td>
<td>BRANCH</td>
<td>Affiliate</td>
<td>9:00 AM – 5:00 PM; Monday - Thursday (except for state holidays)</td>
</tr>
<tr>
<td>Michigan Works! Battle Creek Service Center</td>
<td>200 W. Van Buren Avenue; Battle Creek, MI 49017</td>
<td>CALHOUN</td>
<td>Full Service</td>
<td>8:00 AM – 5:00 PM; Monday - Friday (except for state holidays)</td>
</tr>
</tbody>
</table>

15e. Labor Exchange

Labor exchange services are available, without cost, to all job seekers and employers. A range of services are available at different levels of intensity provided through staffing arrangements comprised of several partner agencies.

15f. Self-Service

At the Michigan Works! Southwest Service Centers, there is universal access to services involving self-help or other unassisted basic career services not tailored to specific needs or basic information, including:

- Self-service, including virtual services
- Facilitated self-help
- Job listings
- Labor Market Information (LMI)
- Labor exchange services
- Information about other services

One-Stop Customer Service Representatives are positioned at each MWSC to respond as the initial point of contact. Customer Service Representatives provide both verbal and written assistance. Information provided to job seekers on workforce development services is updated on an ongoing basis as new information is received.

In addition, computers with Internet access and current word processing software are available for use at the MWSW Service Centers. Open access wireless internet connectivity allows the general public flexibility in accessing the internet. Designated Employment Service staff is trained and available during all regular hours of operation to provide hands-on assistance to customers.

Job Seekers and employers visiting or calling Employment Services for assistance are informed of the most direct means of accessing information and posting information on the Pure Michigan Talent Connect (PMTC). The PMTC (mitalent.org) is available to individuals and employers to enter
resumes or job orders, search the available job openings and resumes, and access other job search resources.

15g. Facilitated Services

Facilitated labor exchange services are designed to assist job seekers in finding employment by providing access and direction on how to use Michigan's Internet-based Pure Michigan Talent Connect (PMTC) labor exchange system.

The range of facilitated labor exchange employment services available to job seekers include:

- Computer access to Internet Instruction on use of Pure Michigan Talent Connect
- Assistance with use of computer,
- Assistance in development of a profile and/or resume on the PMTC,
- Assistance with data entry,
- Personalized resume review,
- Accommodations for persons with disabilities,
- Referral of eligible veterans and migrant/seasonal farm workers in need of staff assisted services to a designated TIA staff.
- Information on all workforce development services available through the Michigan Works! Southwest Workforce Development System, and
- Mock interviews.

MWSC sites are equipped with a range of hard copy and electronic resources in their Resource Centers, all of which are available at the convenience of the job seeker and employers. Employment Services Representatives monitor the use of the Resource Centers to ensure adequate resources are available; equipment is in working order and that information is relevant, current, and accessible for individuals with disabilities. Resource Centers have been maintained to ensure that information and technology is current. While there are variations between sites, the typical Resource Center will have a number of resources, including but not limited to, job search videos, access to copy machine and fax, resume writing software, typing or keyboard software, Internet access, resume and job search strategy resources, Dictionary of Occupational Titles, O*NET (Occupational Information Network), Occupational Outlook Handbook, Michigan Manufacturers Directory, financial aid information, and other resources related to developing career readiness skills.

Upon entry into the One-Stop Service Center, job seekers requesting services will be asked to complete an intake questionnaire/referral form, which includes employment status, career interest, family size and income. The information will be used to determine if the job seeker is a potential candidate for services under WIOA.

Potential WIOA eligible job seekers who are actively seeking employment, and are identified as needing services above and beyond the identified facilitated services, will be considered for referral to WIOA partner agencies for individualized career and/or training services. Staff will discuss WIOA training with potential candidates, informing them about basic service eligibility, participation requirements, compatibility and benefits. This may include discussing career goals, training options and the required support systems for a participant to be successful in services (i.e. transportation, child care, etc.). If both the job seeker and staff agree that referral to a WIOA partner is appropriate, a referral form will be completed and forwarded to the WIOA partner agency.
15h. Staff Assisted Services

Job seekers requiring assessment/testing, employment counseling, federal bonding assistance, referral to training, etc. are assisted with general information on the availability of services and, as necessary, referred to appropriate program staff. In addition, Job Search Workshops are available for customers desiring to improve their job search skills. While actual schedules for job search workshops may vary depending on customer interest (this service is optional for customers), numerous opportunities for classroom training/workshops are offered weekly and include training that addresses a number of critical areas, a few of which include:

<table>
<thead>
<tr>
<th>Job Search Strategies</th>
<th>Resume and Employment Letter Writing</th>
<th>Applications and Interviewing</th>
</tr>
</thead>
<tbody>
<tr>
<td>Recognizing skills and abilities</td>
<td>The structure of a resume</td>
<td>Being prepared for an interview</td>
</tr>
<tr>
<td>Determining suitability of a job/career</td>
<td>Preparing a resume</td>
<td>Positive Attitude</td>
</tr>
<tr>
<td>Use of Networking and Technology</td>
<td>Cover, follow-up and /thank you letters</td>
<td>Dressing for success</td>
</tr>
<tr>
<td>Making the initial contact</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Monthly workshop calendars are available at the service centers, on the Michigan Works! Southwest website and social media sites and are distributed broadly throughout the community.

15i. Employer Services

There are no preconditions for employers requesting Wagner-Peyser Employment Services, and basic labor exchange employment services are available to all employers. This includes, but is not limited to:

- Employers are provided assistance for initial registrations and for updating and/or revising resume and job order information as well as using the technology for searching and matching appropriate job orders and resumes.
- Employers are provided access and direction on utilization of PMTC. This may be conducted at the Service Centers or at the employer’s work site.
- Pull and review resumes of qualified candidates based on employer criteria.
- Assistance in development, updating, and removal of job orders for PMTC, including direct entry of data for employers, if necessary.
- Assistance with data entry and updates including entering searches for employers and download, print, and fax searches of qualified applicants.
- Distribution and collection of job applications.
- Posting of job openings including state, county, local civil service job openings.
- Assess employer eligibility for tax credit resources (e.g. Worker Opportunity Tax Credit Program, if available, etc.).
- Information on all workforce development services available through the Michigan Works! Southwest Workforce Development System.
- Employer of the Day event coordination.
- Connection with On-the Job Training opportunities.
i. Worker Recruitment Assistance

Employment Service staff identified as representatives of the Business Services Team are assigned the responsibility for working with employers and other workforce development organizations for situations where employers are in need of a significant recruiting effort. Depending on the nature and scope of the employers’ needs and available funding, recruitment efforts will vary in intensity. Based on current activity, worker recruitment assistance may take the form of: specialized searches on PMTC or other resources; conducting specialized Career Fairs; and, the solicitation and coordination of assistance from local and regional MWA’s, Workforce Development Boards, partners of the local Michigan Works! Systems, TIA, and other workforce development agencies including secondary and post-secondary education and training resources.

ii. Monitoring of Employer Job Orders

The monitoring of job orders from employers who are federal contractors or are involved in labor disputes and other employer compliance issues are controlled and, where appropriate, action is taken to ensure referrals are not made which would be in violation of Employment Services protocol. Monitoring includes a monthly review of the Federal Contract Job Listing provided monthly through the TIA.

Because of the currently limited capacity of the PMTC system to capture and report ongoing employer activity, situations described are monitored through more informal methods such as public announcements, dialogue with Unemployment Insurance Agency representatives, labor organizations, TIA representatives, and the MWA.

15j. Staff Resource Allocation

Employment Services personnel provide functional coordination through the co-location of TIA representatives in the Service Centers. Services and allocations of MWA Service Center staff FTEs (full time equivalencies) are based on current activity and estimated funding for the year beginning July 1, 2017. Modifications may be necessary if actual funding levels vary significantly. MWA Service Center staff are cross-trained to accommodate increased volume of customer demand and periodic absence of staff assigned these functions as a primary task.
### Employment Service Staff - Location by FTE*

<table>
<thead>
<tr>
<th>Employment Service Function</th>
<th>Kalamazoo</th>
<th>St. Joseph</th>
<th>Branch</th>
<th>Calhoun</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>MWA Staff</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Facilitated/Staff Assisted Services</td>
<td>6.13</td>
<td>2.26</td>
<td>1.87</td>
<td>4</td>
</tr>
<tr>
<td><strong>TIA Staff</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Veterans Representative(s)</td>
<td>By appointment</td>
<td>By appointment</td>
<td>By appointment</td>
<td>By appointment</td>
</tr>
<tr>
<td>Rehabilitation</td>
<td>Itinerate</td>
<td>Itinerate</td>
<td>Itinerate</td>
<td>Itinerate</td>
</tr>
<tr>
<td>MSFW</td>
<td>Itinerate</td>
<td>Itinerate</td>
<td>Itinerate</td>
<td>Itinerate</td>
</tr>
<tr>
<td>Unemployment Insurance Agency (UIA)</td>
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<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Total State FTE</strong></td>
<td>2</td>
<td>1</td>
<td>1.87</td>
<td>4</td>
</tr>
<tr>
<td><strong>Total MWA and State FTE</strong></td>
<td>8.13</td>
<td>3.26</td>
<td>1.87</td>
<td>4</td>
</tr>
</tbody>
</table>

*Allocations of MWA staff FTE (full time equivalents) are based on current activity and estimates for the year beginning July 1, 2017. *Actual deployment of staff FTE’s between activities fluctuates based on customer demand and available funding. **Includes Wagner-Peyser, Core (Career) Services, NCRC, RESEA and Trade 15k. Unemployment Insurance (UI) Work Test

Unemployment Insurance (UI) claimants are provided written instruction forms by the Unemployment Insurance Agency (UIA) upon filing a claim for Unemployment Insurance. These instructions require the claimant to register for employment through PMTC. While this stage may be accomplished from any computer with access to the Internet, claimants are required to “verify” this registration at a MWSC. The MWA Employment Service staff will view the claimants’ on-line registration before providing verification.

The UIA referral card, provided by the UIA, is stamped and certified by designated Employment Services staff at the Service Center.

Following validation Employment Service personnel provide certified registration and referral card(s) to the designated UIA office contact in accordance with schedules and procedures established by the UIA. The verification of work-test is electronically logged, providing the date of verification and the claimant’s identification number.

Also, UIA claimants who visit Employment Service sites to update their resumes may have this activity confirmed with the UIA to ensure eligibility for unemployment insurance is maintained.

A component of the UIA work-test activity is the monitoring of job seeker activity to ensure compliance with the “available and seeking work” requirement. While the PMTC system is currently limited in the manner in which job seeker job search activity may be monitored, a number of ancillary procedures are available to conduct a minimum level of oversight, including letters from employers indicating a job seeker’s refusal of employment. Upon identification of a situation of non-compliance Employment Services staff completes the required TIA Claimant Advice Slip and transmits the information to the designated UIA contact.

A UIA Problem Resolution Office is located within the Kalamazoo Service Center, with two UIA staff on site.
15l. RESEA

As RESEA has permanently replaced the mandatory Profiling Program, only individuals referred from the UIA may receive services through the RESEA program. The goal of this program, as offered through Employment Services, is to provide customized services to claimants deemed most likely to exhaust their UI benefits. Early intervention with a proactive approach should result in returning the unemployed back to work sooner.

Initial contact: Upon the claimant making contact with Michigan Works! Southwest, staff will hold the RESEA appointment with the claimant within 21 days after the "Letter Sent Date" as indicated in OSMIS.

RESEA appointments will consist of a one-on-one meeting with an Employment Specialist where the seven RESEA components will be completed, including: UIA Eligibility Assessment, verification of an active PMTC account, a review of MWA services offered, development of an Individual Service Strategy (ISS), review of Monthly Record of Work Search, discussion of specific LMI and referrals to appropriate reemployment services or training.

The Employment Specialist will then determine the next steps for services and referrals to be provided for the claimant. A second RESEA appointment may be scheduled if the Employment Specialist and the claimant agree there is a benefit to the second appointment. This second RESEA appointment will be scheduled the same day of the successfully completed first RESEA, and will be held within five to ten days from the first RESEA appointment.

A locally designed RESEA Form will be used by the Employment Specialist upon completion of the RESEA appointment(s) with the claimant and will indicate the outcome of RESEA appointment (complete/failed to complete/no show). The RESEA Form will also include all additional referrals. RESEA Form as well as the completed ISS will be used to update fields in OSMIS.

Additional reemployment services to be offered may include additional one on one appointments to review the RESEA components discussed above, including: verification of an active PMTC account, further review of MWA services offered, further development of an Individual Service Strategy (ISS), review of Monthly Record of Work Search, discussion of specific LMI and additional referrals to appropriate reemployment services or training. Services may also include assistance in job seeking and employability skill building.

Participating in a System for Clearing Labor between the States

Interstate and Intrastate Clearance Orders are processed by MWA Employment Services staff in accordance with the procedures identified in the Employment Services Manual. Designated MWA Employment Services staff is assigned responsibility for this function to ensure prompt and accurate processing. This procedure would include:

- Contacting the Talent IT Systems staff in the respective region/state that the job order is being generated to verify employer legitimacy.
- Encourage the employer to use the PMTC.
- Notify the Labor Exchange Services Division to arrange special recruitment, if appropriate.
15m. Services to Veterans

Veterans are provided access to all of the One-Stop services and resources. Additionally, one (1) TIA Veterans Representative is assigned to Region 8. General procedures include the following:

- Information is posted in conspicuous places within the Service Center of the additional services available to veterans, including priority in vocational guidance, training, and job placement services in accordance with the order of priority established by law and the availability of a Veterans Employment Representative.
- Each individual entering the Service Center for employment services is asked of their veteran status in the context that additional services and priorities are available for veterans and they are asked to complete the Application Form.
- Each individual indicating a veteran status are provided with written information about the services available to veterans (in addition to those available to the general public) and the name of the Employment Services Veteran’s Representative at the Service Center site.
- If desired by the veteran, and if they are eligible based upon the application form, a direct referral is made to the Employment Services Veterans Representative in accordance with the procedures provided by the Employment Services Veterans Representative.
- The Employment Services representatives, in consultation with the Veteran’s Representative, would coordinate the provision of additional facilitated and staff assisted services.

15n. Veterans’ Priority

In accordance with the priority established by the Jobs for Veterans Act, Public Law 107-288, all individuals registering for employment services are asked to indicate their veteran status. Registrants that have indicated a veteran status are immediately “flagged.” Veterans are assisted with initial registration service and advised orally and in written form of additional services available to them, including preference in referral to training and employment opportunities.

Veterans and eligible spouses are provided preference in the access to services offered through the One-Stop Service Center. That is, when all other variables are constant, the veterans and eligible spouses will have priority over all non-veterans (Workforce Development Board Policy 28 Rev 02, “Priority of Service for Veterans and Eligible Spouses”).

The One-Stop Centers display signage that clearly describes and promotes priority of service. In addition, this information is available on our website, at our access points, and on informational brochures available at our service centers.

15o. Services to Migrant and Seasonal Farm Workers (MSFWs)

Migrant and Seasonal Farm Workers have access to all of the Employment Services offered. As requested or as needed, Migrant and Seasonal Farm Workers who request staff assisted services beyond the basic employment services offered are referred to the TIA Migrant and Seasonal Farm Worker staff. ES staff will consult with the Agriculture Employment Specialist to help migrant and seasonal farm workers get connected to additional available resources.
15p. Additional Services:

i. Business Services Team

Michigan Works! Southwest has implemented a service delivery strategy for addressing the needs of employers, as discussed above.

ii. Employability Skills Training

Employability skills are transferable skills often referred to as “soft skills” which represent essential functional, attitudinal, and knowledge based skills such as communicating effectively, teamwork, computer literacy, and critical thinking skills.

In response to employer requests to further prepare Michigan job seekers for employment, work readiness skills curriculum is made available to customers through multiple avenues including:

- Trainings available to the public
- One-on-one case management sessions between customers and job seekers
- Special events at the request of employers and partners

The MWA will deliver these standards in a variety of ways including group workshops, computer based learning, group discussion activities, role-playing, guest speakers, etc. Employability skills training will be offered every other month and will be provided by the trained Employment Services staff or a qualified professional in the area of instruction:

- Critical Thinking/Problem Solving
- Oral Communications
- Written Communications
- Teamwork/Collaboration
- Manage Conflict/Negotiation Skills
- Information Technology Applications
- Professionalism/Work Ethic
- Diversity
- Creativity/Innovation
- Lifelong Learning/Self Direction
- Ethics/Social Responsibility
- Customer Service

iii. Fidelity Bonding

Fidelity bonding assistance is provided where employers have identified this as a requisite for employment. The bond can be issued to the employer as soon as the job seeker has a job offer. Fidelity bonding is free for the first six months of coverage. The employer is responsible for bonding after this period. Designated MWA Employment Services staff is assigned to manage this process to ensure prompt service and full compliance with Employment Services procedures. This includes the following actions:
- Request specific documentation from the employer: Job offer information, job classification/title, conditions of work, documentation that the offer is conditional upon receipt of bonding in the amount of $5,000, and justification for amounts in excess of $5,000.
- Completion of a Fidelity Bond Certification and transmission to the TIA Director of Program Development and Services.
- Enter the information into the Bonding Database, affix an “Official Bond Insurance Stamp,” and forward the bond to the TIA designated insurance carrier.
- Notify the employer and the job seeker that the form has been processed and written confirmation would be coming directly from the insurance carrier.

<table>
<thead>
<tr>
<th>EMPLOYMENT SERVICES FIDELITY BONDING COORDINATOR</th>
</tr>
</thead>
<tbody>
<tr>
<td>Michigan Works! Southwest Area</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Name of Fidelity Bonding Coordinator</th>
<th>E-Mail Address</th>
<th>Telephone Number</th>
<th>Location(s) Covered</th>
</tr>
</thead>
<tbody>
<tr>
<td>Eric Stewart</td>
<td><a href="mailto:estewart@kresa.org">estewart@kresa.org</a></td>
<td>269-488-7613</td>
<td>Michigan Works! Southwest area</td>
</tr>
</tbody>
</table>

iv. Services Provided to Individuals with Disabilities

All Service Center sites are accessible to individuals with disabilities. Individuals with disabilities are assisted with initial registration services; and advised orally and in written form, of additional services available to them including services to accommodate their registration process. Individuals within this classification may be referred to Michigan Rehabilitation Services (MRS) for additional services as desired by the participant. Procedures for referral of individuals with disabilities to the qualified staff are based on procedures developed with MRS staff. As described above, MRS is a required One-Stop partner. ES staff is represented on the local Disability Awareness Resource Team (DART). Also, as discussed above, DART meets quarterly to share information and resources on employment related issues for individuals with disabilities. DART is a standing sub-committee of the local Workforce Development Board.

15o. Rapid Response

An essential component for assisting workers in transition is the participation of the following four partners: MWA Employment Services, Unemployment Insurance Agency, Michigan Works! Agency, and WIOA Dislocated Worker, in Rapid Response efforts.

The four partners noted above, and depending on their availability, a representative of the, Talent Investment Agency (TIA), Rapid-Response Section, will respond immediately to situations where notification is received of business closures or substantial layoffs. Following an initial meeting between the employer and the MWA, UIA and, TIA, subsequent informational exchanges are considered with participation of the four primary partners and with business management, union and employee representatives, and group meetings with employees. As appropriate, staff responsible for Trade Act Assistance is available to assist. More details regarding Rapid Response are available later in this plan.
16. Adult Education and Literacy

In addition to work through the CEAC, discussed above, Adult Education and Literacy Activities are available through the education partnerships outlined, as well as with county level literacy councils.

Adult education, high school completion and GED prep services are available through the following partners:

- Miller-Stone Building – Battle Creek Public Schools
- Calhoun County Jail – Battle Creek Public Schools
- St. Joseph County Jail
- Centreville Community Education
- Coldwater High School
- Comstock Adult Education
- Sturgis Public Schools
- Barrows Adult Education
- Kalamazoo Public Schools

In addition, some partner programs also offer GED assistance through online learning opportunities using self-paced online courseware.

17. MOUs

Copies of MOUs will be submitted to TIA upon receipt of signatures. A template is attached. The MOUs outline how all required One-Stop partners will carry out the requirements for integration of and access to the entire set of services available in the local One-Stop delivery system.

18. Grant Recipient

The County of Kalamazoo (Board of Commissioners) has been designated as the Grant Recipient by the State of Michigan to provide for the planning, implementation, delivery, and overall management of workforce development services in Branch, Calhoun, Kalamazoo, and St. Joseph Counties, under its authority as the Grant Recipient.

The Board of Commissioners is the legislative policy making branch of Kalamazoo County Government. The Board is responsible to the citizens for development and administration of policies and the annual budget. The Board has eleven members who are elected to office for a term of two years from districts selected according to population. They are assisted by a number of citizen advisory boards and commissions.

19. Competitive Process

The Michigan Works! Southwest Area Procurement and Property Management System encompasses the procurement of goods and services, including training services that are made as exceptions to the ITA process. All procurements conducted with funds provided to the Michigan Works! Southwest System are conducted in such a manner as to ensure free and open competition.
Public notice of procurements is given and the availability of funds and solicitation for proposals are announced publically in meetings and on the Michigan Works! Southwest website. Written and/or email notices are sent to organizations on the Vendor Inventory list and extended mailing list (i.e. community-based organizations, educational institutions, etc.) as determined by the MWA.

All subrecipients receiving subaward agreements or contracts from the Michigan Works! Southwest Agency must comply with state and federal procurement regulations and local WDB procurement policy and procedures. This includes, but is not limited to:

- The establishment of written procurement standards that comply with state and/or federal requirements applicable to the programs covered under the respective grants and contracts.
- Establishment of property control and record management procedures that comply with state and/or federal requirements.
  - Establishment of procedures that address “Standards of Conduct,” “Conflict of Interest” and discrimination as they apply to all procurement decisions.

As noted in the Procurement Policy, a Request For Proposal (RFP) process is used to select subrecipients. The Workforce Development Board members are offered the opportunity to serve on the Workforce Development Board’s RFP Review Committee. Members of the RFP Review Committee evaluate proposals based on the criteria outlined in the RFP instructions and offer a recommendation. The reviewers look at the following:

- Management Capabilities which examine the management performance of each applicant organization based on a review of the organization’s qualifications and experiences described in response to the RFP Instructions and any of the documentation provided.
- Programmatic Capabilities: Program design demonstrates an understanding of required and optional services including administrative responsibilities, resource coordination and integration, community partnering, customer service, data collection responsibilities, staffing and management planning.
- Performance Objectives (Outcome expectations, expenditure and service level plan, etc.)
- Budget Plan
- Overall Assessment: Assessment of overall proposal will take into consideration the proposal’s Executive Summary, quality of responses in the aggregate relative to completeness, consistency, reasonableness for the services proposed, cost and performance outcomes.

A procurement management Workforce Development Board policy is in place that fully describes the competitive process that will be used to award the sub-grants and contracts for the WIOA Title I activities.

**WDB 06 R05 Procurement and Property Management**

See attached.

**20. Local Performance**

Michigan Works! Southwest is expected to meet the following levels of performance for programs under Title I of the Workforce Innovation and Opportunity Act (WIOA) and the Wagner-Peyser Act, as amended by Title III of the WIOA.
<table>
<thead>
<tr>
<th>Adult</th>
<th>PY 2016</th>
</tr>
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<tbody>
<tr>
<td>Employment Rate 2\textsuperscript{nd} Quarter after Exit</td>
<td>85.00%</td>
</tr>
<tr>
<td>Employment Rate 4\textsuperscript{th} Quarter after Exit</td>
<td>81.00%</td>
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<tr>
<td>Median Earnings 2\textsuperscript{nd} Quarter after Exit</td>
<td>$6,285</td>
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<tr>
<td>Credential Attainment within 4 Quarters after Exit</td>
<td>70.00%</td>
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<table>
<thead>
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<tbody>
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<tr>
<td>Employment Rate 4\textsuperscript{th} Quarter after Exit</td>
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<td>Median Earnings 2\textsuperscript{nd} Quarter after Exit</td>
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<tr>
<td>Credential Attainment within 4 Quarters after Exit</td>
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<tbody>
<tr>
<td>Employment or Placement Rate 2\textsuperscript{nd} Quarter after Exit</td>
<td>79.00%</td>
</tr>
<tr>
<td>Employment or Placement Rate 4\textsuperscript{th} Quarter after Exit</td>
<td>75.00%</td>
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<tr>
<td>Credential Attainment within 4 Quarters after Exit</td>
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<thead>
<tr>
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<td>Employment Rate 4\textsuperscript{th} Quarter after Exit</td>
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</tr>
<tr>
<td>Median Earnings 2\textsuperscript{nd} Quarter after Exit</td>
<td>$6,740</td>
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21. High Performing Board

Following State of Michigan guidance, Michigan Works! Southwest will implement high-performing board criteria to support the development and review of strategies for continuous improvement of the workforce investment system in the Michigan Works! Southwest area. This will be an ongoing process of continuous improvement of our local board, one-stop operators, one-stop partners and providers that support effective service delivery to workers, job seekers, youth, and employers through the engagement of state and local leaders.

The board membership will be built and maintained, as directed by the WIOA and state policy, creating an environment of engagement and integrity making it possible:

- to provide the highest quality of service to job seekers, incumbent workers and employers,
- implement a system of accountability, and
- build capacity in the four county area.

Strategic planning at the workforce development level, facilitated by Michigan Works! Southwest, and inclusive of all key stakeholders, will be completed and continually reviewed and analyzed for continuous improvement and appropriate updates due to the ever-changing economy and workforce dynamics of the Michigan Works! Southwest area.
22. Individual Training Accounts (ITA)

Training services will be provided through the use of individual training accounts in the Michigan Works! Southwest area, in the manner outlined below.

22a. Funding for ITA Vouchers

As part of the program design described in Request for Proposal (RFP) responses and the budget development process, each service provider sets aside a portion of their allocation to fund training activities using ITA Vouchers. This level of funding is negotiated annually with the Michigan Works! Southwest Administrative staff as part of the contract renewal process. The level of funding set aside for ITA Vouchers considers both the demand for ITAs and the total amount of the annual program allocation. All ITA vouchers issued through Michigan Works! Southwest are processed through the MW Administrative/Finance Office including payment for training and the related expenses.

22b. Use of ITA Vouchers

ITA Vouchers are to be issued only for skill enrichment or skill training in an area that directly leads to the attainment of an occupationally recognized credential in an in-demand and/or emerging industry or occupation in the Michigan Work! Southwest labor market area and whose completion time is within the allowable length of the ITA voucher.

22c. Informed Customer Choice

The Michigan Works! Southwest Agency has developed ITA System Procedures to assure consistent application of federal, state and local policies for training research, planning, decision making and fund obligations.

- Unless otherwise allowable by funding source or policy, service providers only approve funding for those program or courses of study for which vendors have successfully completed the process to be listed on the Michigan Career Education Consumer Report (CECR) including maintenance of annual updates.
- Being listed on the CECR as available in the Michigan Works! Southwest Area does not necessarily constitute approval of a training program for use by local service providers.

WDB Policy 13R04: Individual Training Account System

See attached.

23. Review Period

At the midpoint review, as required, the Michigan Works! Southwest Workforce Development Board presents this WIOA Local Plan for the Michigan Works! Southwest Area for review and comment. In accordance with Section III of State of Michigan Workforce Development Agency Policy Issuance: 16-02c1, the plan will be available for review and comment for a period of thirty calendar days.

A summary of the document will be released at one Workforce Development Board Meetings and one Kalamazoo County Board of Commissioners meeting. The summary will indicate the scope of the plan. In addition, the availability to review the plan, was made at the June 2018 WDB Executive Committee Meeting.
In addition, email notification of the plan, will be sent to:

- Each member of the Michigan Works! Southwest Workforce Development Board,
- Each member of the Career Educational and Advisory Council,
- Each of the Michigan Works! Southwest System Partners,
- Other representatives of business and labor organizations not adequately represented on the Workforce Board or CEAC.

A complete copy and summary of the plan is provided at:

- Michigan Works! Southwest website: [www.michiganworkssouthwest.org](http://www.michiganworkssouthwest.org)
- Michigan Works! Southwest Service Centers, at the addresses listed above
- Michigan Works! Southwest Administrative Offices at 222 S. Westnedge Avenue Kalamazoo, Michigan 49007-4628

Comments on the *WIOA Local Plan for the Michigan Works! Southwest Area* may be submitted in writing to:

Amy Meyers, Planning and Policy Manager
Michigan Works! Southwest Area
222 S. Westnedge Avenue
Kalamazoo, Michigan 49007-4628

Or comments may be sent by e-mail to: meyers@upjohn.org with the subject line reading: “WIOA Local Plan Comment”

In accordance with the American with Disabilities Act, this *WIOA Local Plan for the Michigan Works! Southwest Area* will be made available in alternative format (large type, audiotape, etc.) upon special request received.

- **Update 6/8/2018:** Announced at the Michigan Works! Southwest WDB Executive Committee Meeting that Midcycle Review (Revision 02) would be available on the Michigan Works! Southwest website on June 11, 2018.
- **Update 7/22/2016:** One comment was received, via phone, during the comment period.
- **Update 12/5/2016:** Revision was posted for thirty day review and comment. In addition, to being discussed at the WDB meeting on 12/9/2016, email notification of the posting of the plan for review, will be sent to:
  - Each member of the Michigan Works! Southwest Workforce Development Board,
  - Each member of the Region 8 Talent District Career Council,
  - Each of the Michigan Works! Southwest System Partners,
  - Other representatives of business and labor organizations not adequately represented on the Workforce Board or TDCC.

**24. Technology**

Michigan Works! Southwest fully utilizes the systems in place, including PMTC, MiTC and OSMIS, by the state to best serve customers, and will continue to investigate alternate and additional options
to implement systems and tools locally to provide superior customer service and case management through technology.

**Pure Michigan Talent Connect**

Pure Michigan Talent Connect will also be used by all program staff and the Business Services Team to assist employers and job seekers by providing strategic tools through the web based portal connecting the two. Talent Connect provides tools for employers to identify and develop their talent base while also giving job seekers the opportunity to create a personalized plan to help them more effectively navigate career decisions.

**Michigan Training Connect**

In addition, Michigan Training Connect, housed within the Pure Michigan Talent Connect system, will be used throughout the Michigan Works! Southwest area to provide job seekers with the tools they need to choose a training program to become employed in a high demand job industry.

**OSMIS**

The One Stop Management Information System is used universally in the Michigan Works! Southwest area for data entry and tracking, allowing for seamless delivery of service and information sharing regarding individual job seekers.

**25. Priority of Service**

In the Michigan Works! Southwest area, the priority groups to receive individualized career and training services using WIOA Adult funds will be recipients of public assistance, low-income individuals, and/or individuals who are basic skills deficient.

In addition, the priority youth groups to receive services using WIOA funds will be out-of-school youth who lack a high school credential or equivalency, low income out-of-school youth with a high school credential or equivalency, and low income in-school youth. Each youth regardless of school or income status at the time of registration must be facing a documentable barrier to success in the labor market.

Within the WIOA priority groups defined in this policy, priority of service to veterans and eligible spouses as detailed in WDB Policy 28 and subsequent changes will be applied.

Individuals served may be unemployed or employed individuals who are not self-sufficient and in need of individualized career and/or training services to help them obtain or retain employment leading to self-sufficiency.

**WDB Policy 07R03: WIOA Priority of Service**

See Attached.

**26. Coordination of Rapid Response**

The Michigan Works! Southwest Workforce Development Board, through the Michigan Works!
Southwest Administrative Office, will coordinate workforce investment activities carried out in the local area with statewide rapid response activities. The WIOA Dislocated Worker and Employment Services (ES) programs designate a staff position to serve as contacts for local Rapid Response service delivery.

The local Rapid Response Team consists of representatives from:

- Talent Investment Agency, State of Michigan Workforce Consultant
- MWA WIOA Dislocated Worker Program designee
- The Michigan Works! Agency, as appropriate
- Michigan Works! System, Employment Services
- Michigan Unemployment Insurance Agency Rapid Response representative, as available during the process
- Community College, as appropriate
- Business Services Team Representative

**Lay-off Aversion Strategies and Activities**

Layoff aversion consists of strategies and activities to prevent or minimize the duration of unemployment resulting from layoffs. Local layoff aversion activities may include:

- Ongoing engagement, partnership, and relationship development activities with businesses in the MW area.
- Identify and connect businesses to training resources for incumbent worker up skilling, new employee development, On-the-Job training, customized training and apprenticeships.
- Establish linkages with economic development organizations at the federal, state, regional, and local levels including retention and expansion activities.
- Participate in activities to support identified at-risk business to regain viability.
- Provide assistance to businesses to identify workforce needs, deliver services to address the needs, and when necessary, assist with the needs related to workforce reductions.

27. **Rapid Response activities**

Rapid Response activities encompass activities necessary to plan and deliver services to dislocated workers to facilitate a relatively quick and unencumbered transition to employment or training, following either a permanent closure or mass layoff, or a natural (or other) disaster resulting in a mass job dislocation.

27a. **Rapid Response Service Delivery Process**

- As partners in the Rapid Response process, the TIA and MWA each notify the other partner when a WARN or other notification of a mass layoff or business closing is received.
- The parties exchange information gathered as part of the notification and then mutually agree who serve as the lead contact with the business, the MWA or TIA. The identified lead
will be responsible for the timely dissemination of information to other partners and key stakeholders to ensure accurate and up-to-date information is available.

- The lead organization will contact the business to gather additional information about the dislocation and arrange a meeting between key business personnel, local union officials, as applicable, and representatives from Michigan Works!, TIA, UIA (Unemployment Insurance Agency) and other relevant local partners.
  - At the meeting, each entity attending will provide information about the services and resources available to support both the business and the dislocated workers. Agreement will also be requested from the employer to schedule on-site worker orientation meetings.

- Worker orientation meetings will be scheduled to encourage participation from as many affected workers as possible, including those on off shifts and at satellite locations.
  - Topics covered at the orientation sessions will include UIA claim filing information, local reemployment resources available, information about training options, and area resources applicable to unemployed individuals.
  - MWA Rapid Response staff will administer the state required Dislocated Worker Surveys during the worker orientations and process the surveys according to TIA/WDA policy.
  - If the business does not agree to on-site worker orientation meetings or timing does not allow the meetings to be scheduled prior to dislocation, efforts will be made to provide printed materials to the affected workers or arrangements made for off-site worker orientations.

27b. Joint Adjustment Committee (JAC)

- During the initial meeting with the company and where applicable, a member of the MWA Rapid Response team will discuss the role of a Joint Adjustment Committee and offer the option of forming a JAC to aid in the planning of transition services for impacted workers.
  - The option of forming a JAC will continue to be available throughout the Rapid Response process.

- The MWA will utilize TIA/WDA policies and resources to provide any guidance needed for the JAC to devise and oversee an implementation strategy that responds to the reemployment needs of the workers.

- The MWA will administer the JAC funds according to the terms and conditions established by TIA/WDA.

27c. State Adjustment Grants (SAGs)

- As available, the MWA may apply for SAG funding to support re-employment and training activities for workers impacted by plant closures, mass lay-offs, and/or natural (or other)
disasters.

- Utilizing applicable TIA (WDA) policy, the MWA will complete the application for SAG funding and administer the funds according to the terms and conditions of the final agreement reached with the TIA.

**WDB Policy 33R02: Rapid Response Activities**

See Attached.