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**WIOA Planning Region 6  
Local Plan  
Plan Period  
July 1, 2020 through June 30, 2024**

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## LOCAL PLAN REQUIREMENTS

Local plans serve as four-year action plans to develop, align, and integrate service delivery strategies and to support the State's vision and strategic and operational goals. The local plan sets forth the strategy to:

- Direct investments in economic, education and workforce training programs to focus on providing relevant education and training to ensure that individuals, including youth and individuals with barriers to employment, have the skills to compete in the job market and that employers have a ready supply of skilled workers.
- Apply job-driven strategies in the One-Stop system.
- Enable economic, education and workforce partners to build a skilled workforce through innovation in and alignment of, employment, training, and education programs.
- Incorporate the local plan into the regional plan per 20 Code of Federal Regulations (CFR) 679.540.

Section 108(b)(1) through (22) of the WIOA requires local boards and CEOs to develop and submit a comprehensive four-year local plan that is consistent with the State plan and based on an analysis of regional labor market data. The local plan shall include:

**1. An analysis of regional labor market data and economic conditions including:**

The regional analysis prepared as part of the regional plan. (*See Section I, #2 of the Regional Plan*)

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

GSTMW! (GSTMW!) is a regional workforce development system that engages numerous partners for the benefit of job seekers, employers, and entire communities. Through our partnerships, we form a comprehensive network that provides opportunities and resources in the six counties we serve. We believe that all our communities – urban and rural – are strengthened when we focus on long-term employment, business viability and collaborative connections. Our vision statement expresses our deep desire to see a region where economic success is driven by local businesses and the people who make them run.

The GSTMW! strategic plan, created and adopted in 2019, focuses primarily on organization-specific strategies. The plan is intended to improve relationships within the organization and across key partners, resulting in efficiency and coordination that ultimately improves services to all customers. The vision, mission, and customer service standards reflect the organization's commitment to quality in all aspects of its work. The strategic priorities outlined in the plan lay a foundation for effective partnerships. Collectively, the components of the plan serve as a

foundation for effective partnerships and excellent service. A summary of the primary components of the plan is provided here:

**VISION:** *Regional Industry and Local Talent are empowered and equipped to connect, advance, and thrive.*

**MISSION:** *GSTMW! connects and provides Industry and Talent with the assets they need to work together in building a prosperous region.*

**CUSTOMER SERVICE STANDARDS:**

**Attitude:** We provide services in a genuinely helpful and courteous manner.

**Listening:** We care enough to listen intently to our customers.

**Empathy:** We understand our customer's perspective and strive to meet their unique needs.

**Honesty:** We communicate with transparency and integrity.

**Follow-through:** We provide complete services, going above and beyond to exceed the customer's expectations.

**STRATEGIC PRIORITIES:**

**Internal Communication and Coordination**

**Access to Services**

**Public Awareness**

**Purposeful Partnerships**

**Demand-Driven Services**

The GSTMW! Strategic Plan presents an opportunity for regional planning. By expanding the scope of the plan, the many stakeholders and partners across the region have a framework for developing strategies that will guide the workforce development system for the foreseeable future.

The process of expanding the scope of the strategic plan to create a regional plan included all subcontracted partners as well as required WIOA partners. This ensured a fully inclusive process with significant participation. The regional planning process consisted of two phases: the first phase included development of the GSTMW! Strategic Plan, which was then expanded in the second phase to incorporate all partners and to reflect appropriate regional strategies for improving the workforce development system in the region.

GSTMW! developed its Strategic Plan to help focus its role within the overall workforce development system, providing a means for prioritizing efforts and streamlining services. This plan was created through a comprehensive process, including the following:

- **Workforce Development Board:** The Chair of the Board, along with other representatives, took part in a planning session with the consultant and administrative staff. The board reviewed the executive summary at its March 2019 meeting and the full plan at its June 2019 meeting, which was unanimously approved.
- **Local Elected Officials Board:** Representatives from this Board also took part in the planning session with Workforce Development Board members.
- **Administrative Leadership:** The GSTMW! Chief Executive Officer, Chief Operating Officer and Chief Services Officer constituted a steering team to connect various groups and guide the process.
- **Partner Leadership and Frontline Staff:** Service providers across the region participated in numerous activities to develop this plan, including focus groups, SWOT analysis sessions, an all-day staff meeting with brainstorming and survey completion. Groups participating in these activities included Employment Services, Career Services (WIOA, PATH), Business Services and support staff.
- **Customers:** Customer input was collected via an online survey, as well as through in-person focus groups. This input was collected through a lens of improving customer service and especially informed the Customer Service Standards portion of this plan.

Once approved, the plan was shared across the organization via facilitated group sessions, held in AJCs throughout the region. Frontline staff brainstormed ways in which their daily work contributed to the goals of the strategic plan, and they identified areas for improvement and action plans for achieving the goals.

While this process was robust, it involved a smaller and thus more manageable group of partners. The resulting strategic plan focuses on the administration and a core group of direct and contracted providers delivering services within the AJCs. To truly make it regional, the next phase launched an expanded process, involving input by all WIOA partners. This phase offered an opportunity to develop and prioritize regional strategies that the full system will pursue in the coming four years. Steps in this portion of the process included the following:

- **Interviews:** All WIOA required partners were interviewed. The purpose of the interviews was to review the GSTMW! strategic plan, using it as a foundation to expand into regional strategies. Partners provided their perspective on the plan, including ideas that it generated for new opportunities to collaborate, and ways in which they can contribute to larger goals. These ideas were then aggregated into common themes.
- **Survey:** Using the common themes identified from the interviews, a survey was created and distributed widely. This enabled many more partners, including all levels of management and frontline staff, to provide input. In addition, the survey provided an

opportunity for stakeholders to weigh in on the impacts of the COVID-19 crisis and prioritize strategies for the most effective approaches given the circumstances.

- *Development of Strategies:* The robust input collected from the interviews and surveys were used to create and prioritize regional strategies for both partnerships and services.

Throughout the process, the consultant aggregated the high volume of input, organized it into formats that could be reviewed and revised, and developed the plan. The resulting strategies reveal the entire organization's commitment to high quality service and maximum impact for all we serve. It is our intention to utilize this plan as a roadmap for navigating the difficult and exciting path that lies ahead.

The plan identified the boards' mission, vision, customer service standards, strategic priorities, and goals. The result is a robust set of strategies that will guide the organization's commitment of energy and resources for the coming four years.

The vision and mission address issues that are evident in our region, where we face significant challenges preparing a skilled workforce and meeting the needs of employers. We see sizeable mismatches across a complex system: between employers and job seekers; workers and in-demand skills; the labor pool and open jobs; customers and resources; current awareness levels and the knowledge needed to make strategic decisions. In order to alleviate these mismatches and navigate the complexity, we make connections and provide services based on customer need. We facilitate and support each partner's role in building a thriving community.

GSTMW! connects both industry and talent with assets that help them to thrive.

- **Training:** occupational, academic, and soft skills education.
- **Funding:** to upskill and build a workforce, grow a business.
- **Services:** job search assistance, recruitment strategies and much more; all customized based on the needs of the employer and job seeker.
- **Connections:** to a network of partners providing much-needed support.

In order to focus the strategies detailed in the next section, the following goals and desired outcomes will serve as a compass to align efforts and ensure collective impact.

### ***Communication***

*Improve communication across all partners so that staff better understand each other's services.*

### ***Coordination***

*Streamline coordination by using high quality, collaborative approaches to service delivery.*

### ***Resources***

*Increase and target resources by building innovative and strategic partnerships.*

### **Access to Services**

*Increase access to services so that all who need them can readily access staff, programs, and supports.*

### **Public Awareness**

*Improve public awareness of all workforce services available in the region.*

### **Demand-Driven Services**

*Expand the impact of services across all programs by using a demand-driven approach.*

### **Work-Based Learning**

*Increase work-based learning opportunities so that job seekers can learn while earning a paycheck and employers can train their own workforce.*

### **Strategies**

The strategies that were developed from this robust process fall into two primary categories: partnerships and services. Of equal importance, the two categories reinforce each other – effective partnerships result in quality services and in turn, collaborative services strengthen partnerships. Collectively, these strategies reflect the diverse needs of the region, with its mix of urban and rural settings, emphasizing the need for teamwork and sharing of resources. It is also important to recognize that these strategies cover the full range of customers, from the hardest to serve job seekers to the most successful employers.

Review of newly developed strategies was conducted approximately two months into the COVID-19 crisis, and stakeholders were asked to keep the “new normal” in mind when reviewing. Therefore, the priority order and the interpretation of each strategy reflects some of the known impacts of the crisis, such as:

- Ramped up capacity due to virtual technology;
- Increased need for resources, stability, and support;
- High levels of uncertainty, and
- Effects of isolation.

The list above is just a few of the far-reaching impacts of the crisis, however, the strategies below are believed to be the best approaches to mitigating the crisis as well as using it as an opportunity to improve the entire system.

### **Partnership-Based Strategies**

The following partnership-based strategies were developed and prioritized by stakeholders across the region. They are listed in order of potential impact, with the first being viewed as the most needed to improve partnerships, the second as the next most impactful, and so on.

#### **1. Develop a formal, consistent system of referrals that includes a feedback loop.**

Stakeholders across the region felt that the most vital strategy was to work together to improve referrals. The partnerships currently suffer from a lack of feedback regarding outcomes of referrals. This can impact performance, reduce the likelihood that a

customer receives the complete set of services available to them, and can also minimize the trust between partners. A system that is used comprehensively and consistently across the region would address many of these issues and build a stronger network that ultimately benefits all customers. It will also set the stage for increasing and improving collaborative case management between partners with mutual customers.

**2. Share professional development and cross-train staff across partners.**

This strategy will build not only knowledge of the many services across the region but will also build relationships between frontline staff. Activities that will support this strategy include offering resource fairs for staff, holding joint orientations, and opening staff training programs to partners.

**3. Regular meetings among partners.**

Although this strategy is already in place, stakeholders felt it should have high priority in order to improve communication. Increasing the number of meetings is not necessarily the goal, unless they are targeted and effective in sharing information and developing new collaborative approaches to the needs of customers. This strategy was seen as especially important because of the COVID-19 crisis; several stakeholders desired more connection and regular updates from GSTMW!, the State of Michigan, and other partners.

**4. Work together to deliver services in underserved areas of the region.**

This strategy applies in both urban and rural settings: areas in the City of Flint can be targeted to ensure that the most in need job seekers are provided with services and connected to employment opportunities near them. In addition, the rural counties of the region struggle to meet the needs of their many small communities. With only one American Job Center in each county, customers often travel significant distances to access services. The quick onset of delivering services virtually due to COVID-19 can help to successfully implement this strategy but should be done in a coordinated manner across the many partners who utilize the AJCs to provide services.

**5. Share data on customers served and performance outcomes among partners.**

All partners must meet performance requirements, but those expectations and metrics, which guide their service delivery, are not widely known. Even with public reports such as WIOA performance, the data can be difficult to interpret without explanation. Also, there is no overarching system for analyzing data and/or sharing it. However, the AJCs track customer visits and use of various services. This data is presented to the Workforce Development Board at every meeting. This data is shared in the Talent Talk newsletter which is dispersed to all partners. A strategy that finds a way to share data among all partners, with meaningful context, would improve understanding of each other's motives and service plans.

The above strategies represent the top five deemed most important by the region. By focusing on these partnership-based strategies for the coming four years, the workforce development system will see vast improvements in its communication, coordination, and access to services. Other partnership-based strategies identified by the stakeholders, but lower on the priority list, are as follows:

- Leverage technology to improve communication across partners.
- Pursue grant funds collaboratively among partners.
- Provide more services virtually, including case management.
- Improve marketing materials with clear, concise descriptions of services.
- Share marketing efforts among partners.
- Use social media collaboratively.

### **Service-Based Strategies**

The following service-based strategies were developed and prioritized by stakeholders across the region. They are listed in order of potential impact, with the first being viewed as the most needed to improve services, the second as the next most impactful, and so on.

**1. Increase supports to job seekers for barriers to employment, including housing, childcare, and transportation.**

This strategy recognizes that job seekers cannot work, and employers cannot hire, when the local workforce does not have adequate supports in place. While it is not feasible for the workforce development system to solve major infrastructure issues, the partners can work together to increase supportive services available to those who need it. In addition, the system can advocate for structural improvements that ensure affordable, accessible, housing, childcare, and transportation. GSTMW!'s work thru the BRN, United Way grant, MICA and BRES supportive services is helping to address these barriers.

**2. Increase work-based learning opportunities.**

This super-strategy consists of multiple components, all of which are integral to offering job seekers with a chance to earn a paycheck while improving their skills and improving their advancement potential. In addition, this strategy supports businesses with a workforce that is trained to meet their specific needs.

- a. *Increase career awareness activities, such as MiCareer Quest, Talent Tours, etc.*  
While these in-person activities were modified during the COVID-19 crisis, they are the first steppingstone to work-based learning. Students who are knowledgeable about their career prospects are better able to plan their career path and seek opportunities for increased exposure to the world of work, such as co-ops and internships.
- b. *Increase utilization of USDOL Registered Apprenticeship (RA) Programs.* RAs in the region are established and available, but with limited utilization. Partners in the region will work together to inform employers about the opportunities, especially

for non-traditional occupations. Special populations, including women, minorities, veterans, and individuals with disabilities, will be targeted as priority recruits.

- c. *Encouraging the use of WIOA On-the-Job Training funding when appropriate.* GSTMW! will utilize OJTs for WIOA-eligible customers of partners across the region.
- d. *Encouraging State initiatives including Going Pro Talent Fund.* WIOA core partners and local economic development entities will work together collaboratively to recruit more companies to apply, by providing thorough information and facilitated support.
- e. *Encouraging Incumbent Worker training initiatives with local employers.* Partners in the region will promote the availability of this funding mechanism, available through WIOA Adult funds. This approach prevents layoffs by improving the skills of workers within a company or group of companies.

**3. Develop career pathways.**

Using a sector-based approach, the region should map available career pathways, identify gaps in pathways for demand industries, and work with employers and training providers to fill them. This builds on the work-based learning strategies shown above and builds capacity within the region to successfully address workforce needs.

**4. Identify the skills needed by local employers and share this information with all stakeholders and partners.**

The demand-driven approach requires extensive knowledge of employer needs, with ongoing relationships to stay up to date. Several WIOA partners, including Michigan Works!, veterans services, and vocational rehabilitation, dedicate staff to this very purpose – working exclusively with employers to identify their needs and access a variety of tools and resources to support them. The region is doing a good job of working together across all employer-based services and programs, including CTE and post-secondary education, but could always use improvement. In addition, other partners feel out of the loop, and crave more information about what employers are seeking in their workforce. This strategy was implemented by publishing a list of local hot jobs, using the career pathways maps above, and/or regular reporting by employer services staff to all partners.

**5. Provide soft skills training for adults, so they learn teamwork, communication, persistence, etc.**

This strategy recognizes that many job seekers are not equipped with workplace skills that cut across all industries and occupations. Soft skills, also called “employability skills” or “workplace literacy,” are critically important and often cited as the number one need by employers of all types. GSTMW! is implementing a program to provide this training, which could be expanded to include customers of partners and existing workforce for local

companies. (This strategy also applies to youth, but it would be implemented in a different way – via youth programs and institutionalized across the K-12 system.)

The above strategies represent the top five deemed most important by the region. By focusing on these service-based strategies for the coming four years, the workforce development system will see vast improvements in its ability to prepare a skilled workforce for local employers. Other service-based strategies identified by the stakeholders include the following:

- Connect employers with overlooked talent pools, such as individuals with disabilities, justice involved citizens, etc.;
- Provide more support for individuals to transition from adult education programs to post-secondary training;
- Help employers to retain their workforce and workers to keep their jobs through programs such as Business Resource Networks – GSTMW’s *The Connection*;
- Convene employers within sectors to collaboratively address workforce needs; and
- Expand programs and support for veterans.

Although this list did not make the top five, each of them is still fundamentally important to the success of the workforce development system. The region will make every effort to integrate these into the activities and initiatives that emerge from this plan, ensuring that services are as robust and responsive as possible.

- ***Expected levels of performance for Adult, Dislocated Worker, Youth, Adult Education and Literacy, and Wagner-Peyser, as described in the WIOA Section 116(b)(2)(A).***

**Below are GSTMW!’s negotiated performance levels for PY 2019.**

	<b>Adults</b>	<b>Dislocated Workers</b>	<b>Youth</b>	<b>Wagner-Peyser</b>
<b>Employment Rate 2nd Quarter After Exit</b>	80.7%	87.1%	70.8%	65.8%
<b>Employment Rate 4th Quarter After Exit</b>	73.3%	80.2%	69.8%	63.2%
<b>Median Earnings 2nd Quarter After Exit</b>	\$5,522	\$6,550	N/A	\$4,600
<b>Credential Attainment within 4 Quarters After Exit</b>	71.3%	76.5%	65.5%	N/A

**Below are GSTMW!’s negotiated performance levels for PY 2020.**

	<b>Adults</b>	<b>Dislocated Workers</b>	<b>Youth</b>	<b>Wagner-Peyser</b>
<b>Employment Rate 2nd Quarter After Exit</b>	84.5%	86.8%	77.4%	72.4%

<b>Employment Rate 4th Quarter After Exit</b>	80.7%	83.3%	75.7%	67.5%
<b>Median Earnings 2nd Quarter After Exit</b>	\$6,194	\$6,779	\$3,458	\$5,672
<b>Credential Rate 4<sup>th</sup> Quarter After Exit</b>	82.4%	81.4%	74.9%	N/A
<b>Measurable Skills Gain</b>	45.6%	44.3%	43.2%	N/A

**Below are GSTMW!'s negotiated performance levels for PY 2021.**

	<b>Adults</b>	<b>Dislocated Workers</b>	<b>Youth</b>	<b>Wagner-Peyser</b>
<b>Employment Rate 2nd Quarter After Exit</b>	85.0%	86.8%	77.4%	73.4%
<b>Employment Rate 4th Quarter After Exit</b>	81.2%	83.3%	75.7%	67.5%
<b>Median Earnings 2nd Quarter After Exit</b>	\$6,194	\$6,779	\$3,458	\$5,772
<b>Credential Attainment within 4 Quarters After Exit</b>	82.4%	81.4%	74.9%	N/A
<b>Measurable Skills Gain</b>	45.6%	44.3%	43.2%	N/A

**GSTMW! has not negotiated with the State for performance levels for PY 2022 or PY 2023.**

	<b>Adults</b>	<b>Dislocated Workers</b>	<b>Youth</b>	<b>Wagner-Peyser</b>
<b>Employment Rate 2nd Quarter After Exit</b>	TBD	TBD	TBD	TBD
<b>Employment Rate 4th Quarter After Exit</b>	TBD	TBD	TBD	TBD
<b>Median Earnings 2nd Quarter After Exit</b>	TBD	TBD	TBD	TBD
<b>Credential Attainment within 4 Quarters After Exit</b>	TBD	TBD	TBD	TBD
<b>Measurable Skills Gain</b>	TBD	TBD	TBD	TBD

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

Core programs delivered at the One-Stop American Job Centers (AJC) and administered by GSTMW! include Workforce Innovation and Opportunities Act (WIOA) Adult, Dislocated Worker

(DW) and Youth programs, Trade Adjustment Assistance (TAA), Wagner Peyser (WP) and the Partnership Accountability Training Hope (PATH) program. Programs may be delivered directly by the Michigan Works! Agency (MWA) or by sub-recipients selected through a Request for Proposal (RFP) process. GSTMW! is closely aligned with required partners and entities, as well as local resources, in the East Michigan area. We have an extensive history of working with partners in the region to leverage resources to support the population and individuals we serve. GSTMW! recognizes there is often an overlap of individuals being served by multiple partners. Purposeful relationships have been established with partners, such as, Michigan Rehabilitation Services (MRS), Adult Education, Job Corps, Unemployment Insurance (UI), Veteran Services, Volunteers of America (VOA), transportation agencies, The Disability Network (TDN), training providers, chambers, local foundations, economic development agencies and Career & Technical Education (CTE) programs.

- GSTMW! puts a significant portion of its WIOA Title I, TAA and, PATH resources towards these efforts.
- Wagner-Peyser funding contributes toward job seeker's skill upgrades.
- A partnership with MRS allows for the full array of services to be offered to individuals with disabilities in an inclusive, non-segregated, seamless manner. GSTMW! works with other disability focused agencies who also contribute towards alignment of resources and to carry out the strategic vision and goals, such as, Bureau of Services for Blind Persons (BSBP), The Disability Network and local special education programs.
- Partnership with Labor and Economic Opportunity's (LEO) Veterans Services assures eligible veterans and spouses can receive additional services assisting them with overcoming significant barriers to employment.
- The Unemployment Insurance Agency (UIA) helps by assuring that recently dislocated job seekers receive income while participating in GSTMW! programs. Coordination with UIA through the Reemployment Services and Eligibility Assessment (RESEA) helps job seekers overcome the negative inertia caused by job loss and helps incentivize individuals to be proactive in finding new employment.
- Close collaboration with Adult Education improves work-related academic skills and increases high school completion (HSC) or equivalency (HSE) attainments. This is accomplished both onsite at our AJC and through referrals to and from Adult Education providers.
- Partnerships with training agencies include, but are not limited to University of Michigan, Mott Community College, Baker College, Delta College, Mid-Michigan Community College, Saginaw Valley State University, St. Clair Community College, Dorsey Schools, and Ross Medical Education Center. In addition, Huron Area Technical Center, Lapeer Education & Technology Center, Tuscola Technology Center, and the Sanilac Career Center offer job skills training to meet the needs of local employers.
- Close planning, with programs under the Carl Perkins Act and other CTE programs, helps build the talent pipeline of our local employers.
- Coordination with Justice Involved Citizens programs is an excellent resource to help those in the workforce with criminal backgrounds.

- GSTMW! has an excellent relationship with the Michigan Department of Health and Human Services (MDHHS). This helps to address the barriers to training and employment through access to Medicaid, food assistance, childcare, transportation, etc.
- A wide referral base to a variety of community and faith-based groups helps with many barriers through transportation, mentoring, motivational support, clothing, etc.

Continued development and connection of services across the program partners and entities will be encouraged to more effectively serve our common customers.

**2. A description of the workforce development system in the local area including:**

- ***The programs that are included in that system.***

GSTMW!’s workforce development system must be flexible and diverse, as the job seekers we serve fluctuate from rural to urban settings and the employers vary from very small businesses to multibillion-dollar organizations. Keeping this in mind, the GSTMW! AJC focuses on the populations and business employers they serve and tailors their services to meet the local needs. GSTMW! has seven AJC locations within the six-county region. The AJCs’ hours of operation are from 8 am to 5 pm, Monday through Friday. The centers are strategically located in each County with considerations for overall population, eligible population for services, employer location and access. Most AJCs have been at their current locations for many years and are well established in the communities. The Genesee County Fenton office is the newest location opening in 2017. The addresses for the centers are listed below:

Flint Service Center  
711 N. Saginaw Street  
Flint, MI 48503

Fenton Service Center  
4045 Owen Road  
Fenton, MI 48430

Huron County Service Center  
614 N. Port Crescent Street  
Bad Axe, MI 48413

Lapeer County Service Center  
550 Lake Drive  
Lapeer, MI 48446

Sanilac County Service Center  
575 W. Sanilac Road  
Sandusky, MI 48471

Shiawassee County Service Center  
1975 W. M-21, Second Floor  
Owosso, MI 48867

Tuscola County Service Center  
1184 Cleaver Road  
Caro, MI 48723

GSTMW! strives to ensure that the delivery of services is available to businesses and job seekers, with equity and access for all. The AJCs provide One-Stop access to key workforce investment programs and partners, promoting seamless service delivery to employers and job seekers. Services are available to veterans and eligible spouses, youth, individuals with disabilities, welfare

recipients, migrant and seasonal workers, justice involved citizens, unemployed, under employed, employed individuals and the public. A core set of services is available at each AJC location free of charge.

Access to services is provided through GSTMW!'s AJC locations or through referrals to various programs. GSTMW! administers or engages with the following grants/programs:

- ❖ Workforce Innovation and Opportunity Act (WIOA) - Adult, Dislocated Worker, and Youth
  - ❖ Wagner-Peyser Employment Services (WP)
  - ❖ Re-Employment Services and Eligibility Assessment (RESEA)
  - ❖ Partnership Accountability Training Hope (PATH)
  - ❖ Jobs for Michigan Graduates (JMG)
  - ❖ Foster Care Summer Youth Employment Program for Chafee-Eligible Youth
  - ❖ Trade Adjustment Assistance (TAA)
  - ❖ Food Assistance Employment & Training (FAE&T)
  - ❖ Going Pro Talent Fund (GPTF)
  - ❖ Michigan Industry Cluster Approach (MICA) 2.0 / 3.0
  - ❖ Advance Michigan Catalyst
  - ❖ Industry Infinity
  - ❖ Clean Slate
  - ❖ Barrier Removal Employment Success (BRES)
  - ❖ MiReach
  - ❖ MiLeap
  - ❖ MiApprenticeship
  - ❖ CPWR Apprenticeship Readiness
  - ❖ Business Resource Network (BRN) – The Connection
  - ❖ Migrant & Seasonal Workers (MSW)
  - ❖ Healthy Michigan Plan (HMP)
  - ❖ Summer Young Professionals Grant
  - ❖ Justice Involved Citizens
  - ❖ Fidelity Bonding and
  - ❖ National Emergency Grants (NEG).
- ***A description of the local board's strategy to work with entities carrying out core programs and other workforce development programs to provide service alignment (including programs of study authorized under the Carl D. Perkins Career and Technical Education Act of 2006).***

Each center provides referrals (to and from) for services regarding veteran services, Department of Health and Human Services (MDHHS), CTE, adult education and literacy, Unemployment Insurance Agency, Job Corps, AARP, Community Services Block grants, Vocational Rehabilitation - Michigan Rehabilitation Services (MRS) and Bureau of Services for Blind Persons (BSBP), Housing and Urban Development (HUD), Centers for Independent Living and Disability Networks. GSTMW! collaborates with and participates in strategic partnerships with local foundations,

Michigan Economic Development Corporation (MEDC) and local economic development organizations (EDOs) to support economic development and job creation efforts. GSTMW! partners with public and independent colleges and universities in the development of training programs to meet employer needs. In addition, GSTMW! has worked with Social Impact Philanthropy & Investment (SIPI) and Automation Movers International to develop and provide short term training to meet the needs of employers.

Customers in the AJCs may also receive referrals to health and human services providers, such as mental health, transportation services, 211/United Way, pregnancy resources and legal services to name a few. A State of Michigan - MSW staff person is available at the Lapeer County office to assist the region's migrant and seasonal workers and agriculture employers who to hire them. State of Michigan - veteran representatives are in the Flint and Lapeer offices. These individuals schedule visits to the Huron, Sanilac, Shiawassee, Tuscola, and Fenton AJCs on an itinerant basis. This assures that programs are operated in the most effective manner. GSTMW!'s policy on Veteran's priority of service is applied and utilized within the region, to ensure Veterans receive exceptional service. In addition, a GSTMW! veterans service liaison rotates into the Genesee, Huron, Lapeer, Sanilac, and Tuscola offices to assist veterans.

A community resource navigator is also located within the Flint AJC. Her key functions include researching, maintaining, and sharing community resource information with participants and staff. The navigator maintains an information resource area with flyers from numerous community agencies meeting needs in the areas of legal, food, transportation, housing, adult education, and others. In addition, free notary services are available enabling clients to complete a key step in applying for utility and other emergency services. The Navigator also serves as the Healthy Michigan Plan (HMP) Navigator and Employment Services Specialist. The navigator is Genesee Human Oppression Strike Team (G.H.O.S.T) Certified, collaborating with the Genesee County Sheriff's office to combat human trafficking. This individual makes soft referrals to various community agencies.

GSTMW! is a MI Bridges Community Partner. This partnership engages GSTMW! with the Michigan Department of Health & Human Services (MDHHS) in spreading the word about the revised MI Bridges site, connecting with clients, and assisting applicants. This also connects with the Statewide 211 referral and information system, facilitating the connection of Michigan residents with needed services. GSTMW! is engaged as a navigation, referral, and access partner.

GSTMW! has developed positive and cooperative relationships with State of Michigan agencies such as Michigan Rehabilitation Services (MRS), Michigan Department of Health & Human Services (MDHHS), the Bureau of Services for Blind Persons (BSBP), Unemployment Insurance Agency (UIA), the Department of Education and others. During 2020 and 2021 GSTMW! staff worked with UIA assisting customers thru the UIA system. GSTMW! can better serve our customers (both employers and job seekers) through unduplicated, coordinated services. By establishing common practices across the Talent System, GSTMW! and its partners hope to assure that our customers will have consistent quality of service, no matter where they enter the system. GSTMW! works cooperatively with the core program providers and others to implement

common practices across the region, track performance and measure customer satisfaction to ensure quality of service.

All services and programs are aligned to avoid duplication of services. Infrastructure Agreements (IFA) and Memorandums of Understandings (MOUs) have been developed and implemented with the organizations and agencies that operate core programs that outline the responsibilities of each agency and the services delivered.

GSTMW! recognizes how partners of workforce development and education continue to develop, strengthen, and influence each other. GSTMW! partners with community colleges, universities, Intermediate School Districts (ISD), EDCs, non-profits, chambers, and foundations to impact workforce and the economy. These partners, many who serve on GST's Workforce Development Board and Career and Educational Advisory Council (CEAC), provide guidance on GSTMW!'s programs and services.

The Career and Educational Advisory Council (CEAC) serves in advisory capacity to the WDB on all educational issues. GSTMW! staff (CEO, COO, CSO, Business Services and Apprenticeship managers) attend the CEAC meetings with the Educational providers - the CTE Directors, STEM staff, post-secondary staff, ISD staff and local businesses. Our region is fortunate to have received two Adult Education: Section 107 CTE Pilot grants. The current grant is being administered by the Genesee ISD.

It is the WDB's strategy to heighten its focus on available CTE trainings in the area. GSTMW! works intently with the State Vocational Rehabilitation (VR) offices, the local ISDs, the CEAC, adult education and literacy providers, the many private/public colleges, and universities to provide service alignment through programs authorized under the Carl D. Perkins Career and Technical Education Act. Currently there are 160+ CTE programs in operation across the region, serving high school students. Current opportunities are available in Agri-Science, CAD, Culinary Arts, Diesel Technology, Health Occupations, Public Safety, Avionics, HVAC, Robotics and Automotive Services to name a few. GSTMW! will continue to work with these partners to align services and build greater efficiencies within the Talent System.

**3. A description of how the local board, working with the entities carrying out core programs, will:**

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

GSTMW! does an excellent job providing employment, training, education, and supportive services to individuals with barriers to employment. Our goal is to help individuals gain employment and to make them good employees. We provide services that assist them in becoming better and more prepared job seekers and address barriers such as lack of education, soft skills, computer skills and occupation skills. All of these services are designed to identify and remove barriers.

GSTMW! will provide support services to remove barriers and ensure success of participants. Support service needs will be evaluated at intake and documented in OSMIS. When appropriate, eligible participants will be enrolled in WIOA to ensure access to other appropriate programs and support services. In addition, GSTMW! has BRES funding available for supportive services. Examples of support services include, but are not limited to, protective clothing, mileage reimbursement, automobile repair and/or other support in accordance with GSTMW!'s local WIOA Supportive Services policy.

GSTMW! takes a diverse approach to outreach and is committed to utilizing structured methods to strategically implement a varied approach to outreach within our budget constraints. The communications team recognizes the value of building strong relationships with internal stakeholders and key external stakeholders. As those relationships are cultivated and maintained, they will assist with brand awareness, which aligns with our grassroots efforts: meeting people where they are. People engagement and community engagement is a part of our overall marketing schematics. The communications team understands the importance of sincere human-to-human interaction and the results that dynamic yields. While we have a solid digital presence, we successfully balance that with our traditional marketing efforts.

The agency invests in digital marketing, automated messaging, and a strong online social media presence, including Facebook, Facebook Group Community Pages, Twitter, and LinkedIn. The agency also maintains a highly interactive website – [www.gstmiworks.org](http://www.gstmiworks.org) that includes: *The Talent Talk Podcast*, *The WORKS! Blog*, as well as *The WORKS! Podcast*, and *The Works! Digital Magazine*. In addition to digital marketing, GSTMW! uses a mixture of traditional and more advanced marketing approaches with GEO fencing, streaming, mobile banner advertising, newspaper advertising, and advertorials.

GSTMW! also publishes a quarterly newsletter called *Talent Talk*, which is delivered in full to the GSTMW! Workforce Development Board, Governing Board, Legislators, staff, and community stakeholders. Engaging our partners in our recruiting efforts for key initiatives is critical. GSTMW!'s communications team provides up-to-date branded print collateral for mass distribution via digital and “feet-on-the-street” distribution in the communities we serve. This includes posting on local bulletin boards, in community organization newsletters, Chambers of Commerce communications, faith-based organizations and more.

Receiving referrals from community partnerships that are valued and nourished, indicates trust, respect, brand awareness and peer-inclusion. GSTMW!'s recruiting methods range from high-tech digital strategies to effective grassroots marketing implementation. GSTMW! communications leadership understands that community engagement and brand awareness go hand and hand. GSTMW! has developed ongoing active relationships with community partners to increase visibility and connect with the communities being served across the region; positioning itself as a value add to the customers of its community partners, thus expanding its reach related to community engagement and brand recognition.

GSTMW!'s CEO is strategically placed on television and print news media to solidify further who we are as an organization and to discuss how we can help those in the communities we serve with needs related to workforce development. With the use of a dropdown menu, our webpage offers eight languages to broaden our outreach to the various populations in the region. GSTMW! has added an EEO banner to the top of its webpage so that with one click the individual can quickly access all EEO information. GSTMW!'s website is "Bobby" compliant. Our web page showcases the MWA's upcoming events with easy access for registration. Our communications team ensures that the GSTMW! brand and messaging is consistent across all media formats.

GSTMW! selected a digital marketing company (3Sixty Interactive) through a competitive RFP process. With the guidance and partnership of the communications team, this company assists with implementing our strategic outreach plan to engage employers in our region and the eligible population that we serve. They manage our website and assist with our digital marketing efforts.

GSTMW! has created an effective referral process with core partners to further expand access to employment, training, education, and supportive services. Discussion regarding expansion of access to services is being coordinated by our One-Stop Operator. MWA staff work with many local faith and community-based organizations to leverage resources and programs, as well as, have wider access to best practices. As mentioned previously, a community resource navigator is available for customers and staff to assist with navigating community assets. Key functions include researching, maintaining, and sharing community resource information. The Navigator provides one-on-one confidential assistance to anyone who needs help accessing community resources, by phone, in person or email. Information and referrals are available for food, shelter, legal assistance, clothing, personal needs, and transportation.

Also, to expand access, the MWA reviewed and updated its internal policies to broaden the eligibility definitions to expand access to employment, training, education, and supportive services within the MWA region.

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

GSTMW! recognizes the importance of working with our core partners to facilitate the development of career pathways and co-enrollment. In alignment with WIOA regulations, training services provided under WIOA must be part of a career pathway that will lead to self-sufficiency for the enrolled participant. GSTMW!'s career pathway strategy involves reviewing education and training and wage and labor market information that aligns with occupations within local demand sectors. Whether a participant is interested in going to college, getting a certificate, or going directly to work, a career pathway is customized to support their goal. Staff work with the participant to develop the pathway where each move is intended to prepare the individual to progress to the next level of education/employment to increase their earning potential and help fill in-demand jobs.

Most of GSTMW!'s career services staff are trained as Global Career Development Facilitators (GCDF) and we encourage our partners to have their staff certified as GCDF. This ensures that no matter the point of entry for participants, they will receive the same exceptional level of service to help them find their own career pathway. Participants meet with a career coach who will assist them in identifying and removing barriers, develop an Individual Service Strategy (ISS), complete necessary assessments and research high demand training options. Sometimes, a participant may require basic education to attain a high school diploma or equivalent. GSTMW! can assist through its Talent Development Center (TDC) or refer the individual to an adult education provider. GSTMW!'s priority will be to approve training that leads to an industry recognized credential that is demand driven.

GSTMW! provides communication avenues for the business solutions staff, training providers, career coaches, and others to discuss training needs identified by sector partnerships. This is done through video and conference calling technology, face to face meetings and through other committees and workgroups in our region. Our certified business solutions professional staff continues to work directly with employers, economic development, labor unions and local chambers to expand employment opportunities for individuals. In addition, the MWA hosts job fairs to assist businesses in finding the talent they need while expanding access to employment for participants and the public.

Access to Apprenticeship Readiness Training, Apprenticeships, On-the-Job Training (OJT) and other work-based and occupational skills training are available to interested eligible individuals. Funding may be braided with other workforce development funds and with employer contributions. GSTMW! promotes awareness of these activities through social media sites, community partners, job fairs, workshops, GSTMW! staff and contractors and employer participation. Additionally, the MWA continues to engage in career talent tours, One-Stop tours, and career exploration with high school students. The MWA staff promote CTE and apprenticeships across the region. One of the goals of the Career and Educational Advisory Committee (CEAC) and GSTMW! is to connect high school students, parents, and educators with information about high demand careers and training programs with a focus on building awareness of shorter-term credentials, associate degrees, and apprenticeships where there is documented employer demand.

GSTMW! offers an Apprenticeship Readiness Training that is designed to ensure potential employees have the skills required for in-demand jobs and employers have the professional talent they need to grow and thrive, despite their aging workforce. GSTMW! will prepare adults for acceptance into Registered Apprenticeships or Pre-apprentice training. GSTMW! will also assist our K-12 CTE partners, in six counties, to prepare graduating seniors for high-wage, high-demand job opportunities in the professional trades that do not require a bachelor's degree.

GSTMW! offers the Jobs for Michigan's Graduates (JMG) program. JMG is a state-based affiliate of the National Jobs for America's Graduates (JAG) program and is committed to raising graduation and employability rates for Michigan youth. Programming emphasizes completion of a high school diploma or GED and successful transition into employment, post-secondary

education and/or the military. In PY 2020, JMG achieved a 100% graduation rate with 74% of graduates entering employment, post-secondary education and/or the military.

- ***Improve access to activities leading to a recognized post-secondary credential (including a credential that is an industry-recognized certificate or certification, portable stackable).***

Our region is fortunate to have several educational providers located in and near our region and we work closely with these entities to increase access to post-secondary credentials associated with occupations that are in-demand. These local training partners include but are not limited to: 160 Driving Academy, AIS Technical Institute, Al Maier Trucking, Baker College, Career Quest Learning Centers, Central Michigan University, Croswell Schools, Davenport University, Delta College, Dorsey Schools, Ferris State University, Genesee Health Careers, Great Lakes Medical Training, Heart to Heart Healthcare Training, Huron Area Tech Center, Kettering University, Lapeer County Education & Technology Center, Lansing Community College, Macomb Community College, Mott Community College, Michigan State University, Mid Michigan College, New Horizons, Northwood University, Oakland University, Saginaw Valley State University, Sanilac Career Center, St. Clair Community College, Ross Medical, Sokol Healthcare Training, Suburban Truck Driving School, Tri-Area Trucking School, Tuscola Technology Center and University of Michigan. GSTMW! works with these training providers to assure that occupations in high demand have quality education and training programs to meet the talent needs of employers. Decisions regarding training to be provided will result from a combination of LMI data and the hiring needs of local employers.

GSTMW! is working with the local colleges, universities, and proprietary schools to improve access and increase the number of recognized post-secondary credential offerings. Credentials are an industry-recognized certificate or certification, which is portable and stackable. The credentials used by GSTMW! include, but are not limited to, the following:

- Manufacturing Skills Standards Council (MSSC) Certified Production Technician (CPT);
- Manufacturing Skills Standards Council (MSSC) CLA;
- Manufacturing Skills Standards Council (MSSC) CLT;
- National Institute of Metal Working Standards (NIMS);
- American Welding Society (AWS) Level 1;
- GED;
- High School Diploma;
- College degrees such as Associates, Bachelor's, or Master's degrees;
- EPA Lead RRP;
- EPA-Section 608A Refrigerant Handling;
- CompTia A+;
- State Certification for Nurse Aid; Medical Assistant
- Electronic Medical Records;
- American Medical Technologist's (AMT) Medical Administrative Specialist (CMAS) Certification;
- Insurance Coding;

- American Medical Technologist's (AMT) Medical Assistant (RMA) Certification;
- Factory Automation Numerical Control (FANUC) I & II;
- Pharmacy Technician Certification Boards (PTCB);
- National Retail Federation Certificate Customer Service and Sales;
- National Retail Federation Certificate Advanced Customer Service and Sales;
- National Retail Federation Certificate Retail Management;
- National Retail Federation Certificate Retail Business;
- ServSafe Manager;
- CDL - A;
- CDL – B;
- Child Development Associate Course (CDA);
- Accelerated Teacher Certification Programs;
- Any Michigan Motor Vehicle Specialty Certifications or Master Mechanic Certification;
- Microsoft Office Suite;
- College issued Career Credential Certificates;
- Various IT Certifications recognized by industries; and
- Project Management Certifications, such as Six Sigma.

According to a National Skills Coalition fact sheet, Middle-Skill Credentials and Immigrant Workers: Michigan's Untapped Assets, Michigan's economy has a robust demand for middle-skill workers. More than half of all jobs in Michigan (54 percent) are middle-skill occupations that require more than a high school diploma, but not a four-year degree. Yet only 48 percent of Michigan workers have been educated to the middle-skill level. Middle-skill positions include jobs as varied as insurance sales agent, computer user support specialist, dental hygienist and HVAC mechanic and installer. Individuals prepare for these occupations through a variety of pathways, including career and technical education programs; apprenticeships and other work-based learning opportunities; community colleges; and nonprofit or other private job training providers. Demand for workers with middle-skill credentials is anticipated to remain strong in Michigan, with 50 percent of new job openings between 2014-2024 expected to be at the middle-skill level. The data is clear that investing in skill building can ensure Michigan's ability to meet that demand. Such an investment makes economic sense: A report from the Organization for Economic Cooperation and Development (OECD) calculates that each year of post-secondary education leads to an increased per capita output of between 4 and 7 percent.

One strategy of this MWA is to encourage skill-building and the attainment of post-secondary credentials, as those workers have a significantly higher median wage than those with only a high school diploma. The job skills necessary to obtain employment opportunities in high demand areas paying family sustainable wages require this MWA to continue its examination of the congruity of the labor demand and labor supply. One factor that continues to be increasingly an issue is the need for skilled workers. This is of special concern to this highly populated manufacturing region with an aging workforce. In nearly all the top industries, the desire for a workforce with improved technological, communication, basic academic and specialty skills is reinforced.

With the projected numbers of those retiring from the workforce, regional employers are using the apprenticeship training model to 'grow their own talent.' The MWA is working to assist employers in meeting that need by holding standards approved by the United States Department of Labor (USDOL), Office of Apprenticeship (OA) and providing intermediary services. The MWA works with the state and local colleges to develop industry-recognized certificates/credentials. GSTMW! also works closely with employers with existing apprenticeship programs, including many of the Building Trade Construction Unions, to provide recruitment assistance and services for existing apprentices registered with US DOL OA.

**4. A description of the strategies and services that will be used in the local area to:**

- ***Facilitate engagement of employers, including small employers and employers in in-demand industry sectors and occupations, in workforce development programs.***
  - Facilitating single-employer and multi-employer regional and local job/career fairs for local employers both on-site and at the location requested by the employer;
  - Participating in Health Care Cluster group facilitated by the Greater Flint Health Coalition;
  - Facilitating Rural Healthcare Collaborative;
  - Promoting in the e-Team initiative in Genesee County to encourage the development of entrepreneurs;
  - Participating in and promoting area business expos;
  - Facilitating Business Forum meetings, promoting cross sector industry workshops and professional development;
  - Encouraging and promoting State initiatives including the Going Pro Talent Fund and assisting with possible talent solutions, specialized apprenticeship grants etc.;
  - Promoting local community and private college programs at service centers;
  - Working directly with local Tech Centers/ISDs to develop, promote and connect courses/programs with employer talent needs including mock interviews;
  - Participating in local industry sector focus groups; such as MiReach, MiRev, MiLeap, and MEWDC;
  - Seeking out and meeting with employers and prospective new businesses to communicate Michigan Works! programs, services, and opportunities;
  - Engaging employers to promote and/or participate in the MiCareerQuest™ East event for talent and talent pipeline development; and
  - Promoting GSTMW!'s Business Resource Network "The Connection."
- ***Support a local workforce development system that meets the needs of businesses in the local area.***
  - Meeting the talent needs of employers, improving their ability to compete in the marketplace;
  - Understanding the needs of industry leaders concerning existing, new, and emerging occupations;

- Delivering the needed support for career seekers to improve their employment-related skills, improving their ability to compete for high quality employment opportunities;
  - Advancing training opportunities, support progressive implementation and achieve improved training outcomes;
  - Following a demand driven focus on crafting workforce solutions tailored to specific employer needs;
  - Creating the partnerships with employers that provide solutions that benefits both workers and employers;
  - Seeking out and contacting local employers to provide customized talent acquisition services;
  - Providing local employer/company job fairs;
  - Providing talent recruitment services for employers;
  - Promoting, conducting, and encouraging talent tours with businesses;
  - Informing employers of State and Federal resources for talent development including:
    - ✓ Encouraging the use of WIOA On-the-Job Training (OJT) funding when appropriate
    - ✓ Encouraging Incumbent Worker training initiatives with local employers
    - ✓ Encouraging state initiatives including Going Pro Talent Fund and specialized apprenticeship grants, etc.;
  - Promoting Pure Michigan Business Connect networking for supply chain sourcing;
  - Promoting Small Business Administration (SBA) programs and services;
  - Monitoring local and regional labor market information and trends;
  - Promoting the use of national emergency grants to provide assistance to companies needing to acquire talent;
  - Working to build the talent pipeline to assist with company workforce needs;
  - Facilitating and participating in regular professional HR manager meetings; and
  - Promoting Tri-Share Partnerships in the region to assist businesses and their employees with childcare barriers.
- ***Improve coordination between workforce development programs and economic development.***
    - Collaborate with Region 6 local economic development partners via bi-weekly conference call;
    - Working directly with local economic development agencies to provide workforce assets for business attraction projects and key initiatives;
    - Connecting with SBA & MEDC to provide talent recruitment resources for attracting new businesses;
    - Inviting Talent Development Liaison (TDL) partner on joint economic development business retention calls;
    - Attending annual and quarterly partner meetings;

- Working to build the talent pipeline to assist with company workforce needs;
  - Attending networking/training functions sponsored by MEDC, local economic development and chambers of commerce; and
  - Working with the local economic development organizations (EDO) to assess future workforce needs and partner on strategies to address them.
- ***Strengthen linkages between the One-Stop delivery system and unemployment insurance programs.***
    - Providing “register for work” activities to assist with persons filing for unemployment compensation;
    - Promoting and providing adult and dislocated worker re-employment services;
    - Participating in Rapid Response teams to connect laid off workers with opportunities for retraining and connecting with partner agencies; and
    - Attending and providing jobseeker information at Rapid Response worker orientation sessions.
- 5. *A description of how the local board will coordinate local workforce investment activities with regional economic development activities that are carried out in the local area and how the local board will promote entrepreneurial skills training and microenterprise services.***

GSTMW! is committed to coordinating workforce investment activities with the local economic development partners. In addition, the BSPs meet with local county economic development staff on an individual basis to strengthen linkages. GSTMW! collaborates with the local EDOs on local, regional and industry specific initiatives, such as the Manufacturers Coalition convened in the GSTMW! service area.

In addition to local economic development, GSTMW! works closely with MSU Extension, Small Business Development Center (SBDC), Small ‘Agribusiness’ Consultants, and Conservation Districts to provide connections to “AG-Entrepreneurs” interested in starting a cottage food business, farming, agriculture inventions, expansion of small farm or farm market vendor businesses through the agriculture sector networking and workshop opportunities offered by the agency and its partners. Other offerings for entrepreneurial and microenterprise services are available through MSU Extension, community and private colleges and universities.

The MWA refers individuals and promotes the use of SBDC, which offers expert assistance at no cost to entrepreneurs looking to start or grow a business. The SBDC has a variety of workshops and no or low-cost training sessions that offer the opportunity to learn more about running and growing a business. Workshop offerings include topics such as: *Starting a Business, Writing a Business Plan and Marketing Your Business*. Additionally, SBDC has personalized, one-on-one business counseling to help small business owners with planning and growth strategies. GSTMW! partners with the SBDC and includes their SBDC consultants as guest participants to provide

information regarding SBDC services and other entrepreneurial resources available throughout the region at our events and in our outreach efforts.

Referrals to 100K Ideas, an organization in downtown Flint, is led by a dynamic leadership team with the help of student professionals from the various quality education entities in the region. They help investors through the process of bringing their product/service to market through mentorship.

Additionally, due to the online nature of many of the SBDC “Business Start Up” workshops, the MWA has made computers and technology available for those interested in participating in a workshop online. Further development and expansion of small groups accessing SBDC’s online entrepreneurial options is a priority for the agency. SBDC utilizes available meeting space in administrative and One-Stop AJCs for one-on-one consultation sessions when the need arises.

GSTMW! Business Solutions Professionals (BSPs) and Career Coaches are trained to evaluate a customer’s needs through ‘fact finding’ to obtain the information necessary to provide referrals for inventors and entrepreneurs to appropriate state-wide and regional partners, such as the Mid-Michigan Innovation Center (MMIC).

The MWA’s BSPs collaborate with EDO and chamber partners to jointly promote incumbent worker and the Going Pro Talent Fund (GPTF). BSPs are available to provide Labor Market Information (LMI) and Jobs EQ information while working with the local EDOs and chambers to help attract businesses to the region with workforce development proposals of available assistance. These services are provided at no cost to the EDO, Chamber and businesses and are aimed at meeting their talent needs. The Business Services Managers help coordinate and participate in area business retention calls with local EDO, MEDC and MDARD representatives. Strong partnerships are continually forged and maintained with city and village managers.

Business services and partner meetings serve as a means of reinforcing the partnerships and strategies necessary for GSTMW! to provide career seekers with the high-quality career services, education and training they need to get good jobs and stay employed. This real-time connection with the GSTMW! business services team provides valuable insight on current hiring demands and the employer perspective. Partners share and discuss initiatives and recent activity in each of the partner’s organization as it relates to workforce development. The partners include (*but are not limited to*): AARP, Action Management, Baker College, BSBP, EDSI Solutions, Flint & Genesee Chamber of Commerce, Greater Flint Health Coalition, MRS, MDOC – Vocational Village, Mott Community College, DHHS, SVRC Industries, State of Michigan, MADE Institute and Veterans Administration.

GSTMW! has also worked on several grants for our service area in an effective collaboration with other agencies, educational institutions, philanthropic organizations, faith-based organizations, chambers of commerce and others to enable a coordinated approach and reduce duplication of efforts. GSTMW! is an active member of the Southeast Michigan Works Advisory Council (SEMWAC) and Workforce Intelligence Network (WIN), a collaboration of community colleges

and Michigan Works! agencies. The aim of the group is to help cultivate a cohesive talent system by facilitating data-driven workforce solutions to ensure responsiveness to changing labor market demands.

**6. A description of the One-Stop delivery system in the local area, including:**

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

**Training:**

The MWA encourages continuous improvement for its entire staff and service providers. One strategy GSTMW! uses for continuous improvement is the Michigan Works! Association. The Association connects local agencies and partners with resources to help the MWA better serve employers and job seekers. The Michigan Works! Association provides training and networking opportunities for MWA staff and service providers through workshops, conferences, and webinars. GSTMW! requires its BSPs to attend the Business Solutions Professional training provided by the Association.

GSTMW! also implemented a Learning Management System (LMS) to provide further training to staff and service providers. Our GSTMW! LMS Learning Academy contains hundreds of training options in categories including Microsoft programs, communication, health and wellness, productivity, compliance, emotional intelligence, and writing. Staff and service providers have unlimited access to trainings that have been chosen to contain real world relevancy to their work.

Most of the case management staff attend the Global Career Development Facilitator and Family Centered Coaching trainings. GSTMW! has implemented Tuapath. Tuapath is a goal achievement coaching model hand-in-glove with a technology-based coaching platform. The combined approach will redirect time and energy from data collection toward employment outcomes. It also helps build accountability and a trusting relationship between participants and career coaches. The platform incorporates a goal-oriented coaching methodology and an understanding of the role of executive function in achieving employment goals. Additionally, many staff have attended trainings such as Veteran Services, Fidelity Bonding, Re-entry Services, Youth Services, Dale Carnegie Training, Customer Service Excellence, De-Escalating Conflict, CPR & First Aid-AED, Pure Michigan Talent Connect, Procurement Training and FOIA.

Staff and service providers are encouraged to attend trainings not only through the Michigan Works Association, but other training institutions as well. Staff attend trainings in Emergency Response, Agriculture Trends, OSMIS, EEO, Migrant & Seasonal Workers (MSW), Rapid Response, Trade Adjustment, Apprenticeships, Going Pro Talent Fund, College Access Networks, Career & Technical Education, Jobs for Michigan Graduates, Cultural Diversification, Personnel, Hiring Techniques and Marketing.

GSTMW! staff and service providers are encouraged to join and attend business and professional associations to maintain their professional certification, update their skills and keep abreast of

current trends. The MWA also takes advantage of the ability to close the AICs, twice a year for staff and partner all day in-service training.

**Data:**

Data and metrics drive policy and decisions at GSTMW! This will be done by identifying and creating performance metrics, using the data collection system, generating key reports on training, employment, retention, credentials and analyzing this information to improve the talent system. GSTMW! analyzes data closely to assure that training is in demand occupations and employment rates of completers meet metrics. By engaging stakeholders, (partners, employers, job seekers and funders), GSTMW! secures cooperation and agreement to increase training that leads to attainment of credentials, employment, retention, and wages.

**Strategic Plan:**

GSTMW!'s strategic plan was developed through an extensive process that involved numerous stakeholders including our Governing and Workforce Development Boards (WDB) and input from a variety of sources. It is endorsed by our Governing and Workforce Development Boards. The result is a robust set of strategies that will guide the organization's commitment of energy and resources for the coming four years. The purpose of a strategic plan is to provide an organization with guidelines for prioritizing and staying focused on what is most impactful. It helps to leverage assets – human, financial and more – in a way that is both efficient and effective. In an era of continuous accessibility and information overload, having guidelines for directing limited resources is more important than ever. Throughout the process, the consultant aggregated the high volume of input, organized it into formats that could be reviewed and revised and developed the plan presented below. The resulting strategies reveal the entire organization's commitment to high quality service and maximum impact for all we serve. It is our intention to utilize this plan as a roadmap for navigating the difficult and exciting path that lies ahead.

**CUSTOMER SERVICE STANDARDS**

**Attitude:** We provide services in a genuinely helpful and courteous manner.

**Listening:** We care enough to listen intently to our customers.

**Empathy:** We understand our customer's perspective and strive to meet their unique needs.

**Honesty:** We communicate with transparency and integrity.

**Follow-through:** We provide complete services, going above and beyond to exceed the customer's expectations.

**STRATEGIC PRIORITIES AND GOALS**

**Internal Communication and Coordination**

- Improve communication and coordination across departments and throughout all levels of the organization.
- Strengthen professional development systems.

**Access to Services**

- Increase use of technology for delivery of services.
- Increase outreach to targeted communities in order to reach customers where they are.

### **Public Awareness**

- Increase internal awareness and participation in marketing efforts.
- Increase penetration with marketing and promotional activities.

### **Purposeful Partnerships**

- Improve quality of relationships with partner service agencies.
- Increase awareness and exposure to partner service agencies among staff and customers.

### **Demand-Driven Services**

- Integrate sector approaches into all relevant workforce activities.
- Improve customer service across the entire region.

GSTMW! is a regional workforce development system that engages numerous partners for the benefit of job seekers, employers, and entire communities. Through our partnerships, we form a comprehensive network that provides opportunities and resources in the six counties we serve. We believe that all of our communities – urban and rural – are strengthened when we focus on long-term employment, business viability and collaborative connections.

***b. How the local board will facilitate access to services provided through the One-Stop delivery system, including in remote areas, through the use of technology and other means.***

Each county in the region has an American Job Center (AJC) that is open from 8:00 am to 5:00 pm, Monday through Friday. Genesee County has two centers, one in Flint and the other located in Fenton. The Genesee County AJC operate in a metropolitan setting. The other five centers operate in rural settings. GSTMW! encourages individuals entering the centers to use the self-service system to the greatest extent possible. All efforts are made to make the process as user-friendly as possible.

GSTMW! staff are available by phone, email, text, and virtual technology, to allow job seekers, employers, and program participants the ability to connect with our offices. Our website also assists with facilitating access to services. Job seekers will find career coaching, featured jobs, workshops, job search links, resume templates, registered apprenticeship, program information and a job seeker toolkit. Employers have access to information on The Connection (BRN), Going Pro, employer toolkit, labor force demographics, Rapid Response, business solutions, JMG and apprenticeships.

Our website includes workshop calendars, GSTMW!'s local policies, EEO policy, FOIA information and grievance procedures. Our strong social media channels further assist with facilitating access to services. The MWA's website, [www.gstmiworks.org](http://www.gstmiworks.org) and online social media channels (Facebook, LinkedIn, and Twitter), serve as key tools in the overall outreach efforts of the agency.

Website and social media are an inexpensive and efficient way of sharing information. With a focus on leveraging social context to encourage “friends of friends,” this method of information sharing aids in building an invitation to engage further with the agency and begins building a trust relationship important to developing our brand and agency identity. GSTMW! has procured Sixty Interactive to enhance our website and social media reach. Social media has shown to be an effective tool for marketing our services and programs, especially for youth.

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

The GSTMW! (GSTMW!) One-Stop Delivery System, including its service provider network complies with the nondiscrimination provisions (Section 188) of WIOA, 29 CFR Part 38 – Implementation of the Nondiscrimination and Equal Opportunity Provisions of WIOA, applicable provisions of the Americans with Disabilities Act (ADA), and Americans with Disabilities Amendments Act (ADAAA). GSTMW! Nondiscrimination and Equal Opportunity Requirements Policy #18-07 highlights Federal requirements for implementing the nondiscrimination and equal opportunity provisions of WIOA and aligns with State (TIA) Policy 18-09.

All GSTMW! facilities are physically accessible to individuals with disabilities. Self-certification accessibility checklists were conducted on all GSTMW! service centers and administrative offices in 2018 and submitted to the State Equal Opportunity (EO) officer. Ongoing informal/visual monitoring of accessibility is conducted by the GSTMW! EO Manager.

Appropriate auxiliary aids and services are available in every GSTMW! service center and administrative office which affords individuals with disabilities an equal opportunity to participate in and enjoy the benefits of all WIOA Title I – financially assisted services, programs, and activities. A non-exhaustive listing of auxiliary aids and services includes over-the-phone interpretation services, video remote interpretation (VRI) for American sign language. Braille keyboards, large print keyboards, rollerball/track mouse, hearing enhancement instruments, headphones, Job Access with Speech (JAWS) screen reader, Merlin Enhanced Vision Screen Magnifier (Flint & Owosso Service Centers), and page magnifiers. These are in addition to standardized accessibility programs contained in Microsoft Windows operating systems. In-person interpreters via the Michigan Online Interpreter System or other sources may be utilized as well when needs arise (e.g., job interviews). Other accommodations may be provided onsite or requested via the GSTMW! Reasonable Accommodations policy. Signage indicating “Assistive Listening Device Available” (with Braille) is located at the resources desk in each service center, plus all rooms (training rooms, accessible restrooms, and other essential areas) have ADA compliant signage with Braille.

The GSTMW! EO Manager's nondiscrimination and equal opportunity training is ongoing. The EO Manager attends training opportunities offered by the State, the Michigan Works! Association, and other reputable/recognized expert trainings on nondiscrimination. In addition, the EO Manager subscribes to numerous disability-related newsletters (ODEP-USDOL Office of Disability Employment Policy, LEAD Center-National Center on Leadership for Employment and Economic Advancement of People with Disabilities, JAN-Job Accommodation Network), and applicable subject related webinars.

Staff training on the nondiscrimination provisions of WIOA occurs at new hire orientation and is ongoing via communications from the EO Manager. GSTMW! has developed an Equal Opportunity and Nondiscrimination Resources Guide which focuses on Section 188 of WIOA (29 CFR Part 38). The guide is distributed in all GSTMW! service centers and provides an abundance of information, including, but not limited to accessing assistive technology, in-person, and over-the-phone/VRI interpreter services (including American sign language), service animals, disability awareness & etiquette guide, and requesting reasonable accommodations. A slideshow has recently been produced which provides training on the use of the EO and Nondiscrimination Resources Guide. GSTMW! staff and service providers can access this training 24/7/365 via the online GSTMW! LMS Learning Academy.

Memorandums of Understanding (MOUs) between GSTMW! and the One-Stop partners also include a provision addressing the nondiscrimination provisions of WIOA (Section 188) and applicable provisions of the Americans with Disabilities Act of 1990 (42 U.S.C. 12101 et seq.).

***d. A description of the roles and resource contributions of the One-Stop partners.***

GSTMW! has several core and non-core partners housed within the AJC locations. GSTMW! and the One-Stop partners have established MOUs and IFAs that formally detail the roles and resource contributions of the One-Stop partners. Some non-core program partners have subleases in place.

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

Employment and training activities are available to job seekers based on available funds. GSTMW! aligns WIOA Adult and Dislocated Worker (DW) programs, services and funding with the priority industry sectors for the local area. The Adult and DW programs will coordinate with the GSTMW! business services team to identify local, current, and projected employment hiring trends and configure activities that match the hiring and education demands of the region. Services that are offered will be as a direct result of demand driven requests by employers/businesses in the region or a commutable distance in the neighboring regions as well as intel from labor market information via the State of Michigan's LMI team and JobsEQ. All job seekers will have access to programs and services directly related to making them more employable in demand sectors within the State.

GSTMW! uses a case management model where job seekers who are pursuing employment and training opportunities are assessed for employment barriers, transferable skills, interest, and goals. Activities available include self-services, basic career services, individualized career services, work experience and training services that lead to an industry recognized credential. Training providers may include private and community colleges, universities, and nontraditional condensed training programs. Using the WIOA Individual Training Account (ITA) funds and other Federal funds, eligible individuals may engage in these activities at little or no cost. Additionally, GSTMW! coordinates with core partners through referrals to maximize co-enrollment opportunities. Staff are trained to maximize co-enrollment options for the benefit of the individual being trained.

Job seekers who visit our AJC locations will be greeted by Employment Services (ES) staff in the resource area. These staff members connect job seekers with activities and services available through GSTMW! They may also connect employers to the business services team to help them with their hiring needs. ES, WIOA or PATH career coaches will assist with facilitating self-service to share information and resources that are available to the general public for free.

GSTMW!'s resource rooms feature a variety of job seeker tools and resources that include:

- Computer access for:
  - Community resources
  - Job search tools
  - Computer skill tutorials
  - Skill assessments
  - Career and training exploration
  - Labor market information
  - MiWAM (soon to be MIUIA)
- Phone access with designated direct lines to access UIA
- Live Chat feature with UIA staff
- Fax and copy machines
- Job boards and postings
- Single-employer and multi-employer regional and local job/career fairs
- Veteran resources
- Expungement services
- Referral to literacy services (Family Literacy or Talent Development Center)
- Fidelity bonding services
- Migrant and Seasonal Workers
- MRS and BSBP referrals

In addition, no-cost services are offered for job seekers, including the following workshops: Resume Writing, Interviewing, Computer Skills, Job Search, GED Assistance, Workplace Excellence, Money Management, Expungement, Job Club, Improving Your Credit and Goal Setting. These workshops are posted on our website and are scheduled with varying times to allow for better access for all job seekers.

**Career services**, as identified in sec. 134(c)(2) of WIOA, consist of three types:

**(A) Basic career services** must be made available and, at a minimum, must include the following services, as consistent with allowable program activities and Federal cost principles:

**(1)** WIOA eligibility determinations for adult, dislocated worker, or youth programs.

**(2)** Outreach and intake (including RESEA) and orientation to information and other services available through the One-Stop delivery system.

**(3)** Initial assessment of skill levels including literacy, numeracy and English language proficiency, as well as aptitudes, abilities (including skills gaps) and supportive service needs.

**(4)** Labor exchange services, including -

- Job search and placement assistance and, when needed by an individual, career counseling, including provision of information on in-demand industry sectors and occupations and provision of information on nontraditional employment; and
- Appropriate recruitment and other business services on behalf of employers, including information and referrals to specialized business services other than those traditionally offered through the One-Stop delivery system.

**(5)** Referrals to and coordination of activities with other programs and services, including programs and services within the One-Stop delivery system and, when appropriate, other workforce development programs.

**(6)** Provision of workforce and labor market employment statistics information, including the provision of accurate information relating to local, regional, and national labor market areas, including -

- Job vacancy listings in labor market areas;
- Information on job skills necessary to obtain the vacant jobs listed; and
- Information relating to local occupations in demand and the earnings, skill requirements and opportunities for advancement for those jobs.

**(7)** Provision of performance information and program cost information on eligible providers of education, training and workforce services by program and type of providers.

**(8)** Provision of information, in usable and understandable formats and languages, about how the local area is performing on local performance accountability measures, as well as any additional performance information relating to the area's One-Stop delivery system.

**(9)** Provision of information, in usable and understandable formats and languages, relating to the availability of supportive services or assistance and appropriate referrals to those services and assistance.

**(10)** Provision of information and meaningful assistance to individuals seeking assistance in filing a claim for unemployment compensation. “Meaningful assistance” means:

- Providing assistance on-site using staff who are well-trained in unemployment compensation claims filing and the rights and responsibilities of claimants; or
- Providing assistance by phone or via other technology, as long as the assistance is provided by trained and available staff and within a reasonable time.

**(11)** Assistance in establishing eligibility for programs of financial aid assistance for training and education programs not provided under WIOA.

**(B) Individualized career services** are available, if appropriate, for an individual to obtain or retain employment. These services require adult, youth or dislocated worker eligibility and registration. Priority will be given to veterans, recipients of public assistance, low income and those who are basic skills deficient.

**(1)** Comprehensive and specialized assessments of the skill levels and service needs of adults and dislocated workers, which may include diagnostic testing and use of other assessment tools; and in-depth interviewing and evaluation to identify employment barriers and appropriate employment goals. GSTMW! uses the Comprehensive Adult Student Assessment Systems (CASAS) to evaluate the educational level of clients. CASAS tests measure basic skill and academic achievement in reading, listening, math, writing and related areas. The local adult education providers also use CASAS, providing for ease of students working jointly on their educational goals as well as employment focused training. When required by training providers, Workkeys testing is also available. Other assessments are available, such as iWorkZone and ONet Interest Profiler.

**(2)** Development of an Individual Service Strategy (ISS) plan, to identify the employment goals, appropriate achievement objectives and appropriate combination of services for the participant to achieve his or her employment goals, including the list of and information about, the eligible training providers.

**(3)** Group counseling.

**(4)** Individual counseling.

**(5)** Career planning.

**(6)** Short-term pre-vocational services including development of learning skills, communication skills, interviewing skills, punctuality, personal maintenance skills and professional conduct services to prepare individuals for unsubsidized employment or training.

**(7)** Internships and work experiences that are linked to careers; (may be with private for-profit, a non-profit or public sector employer.)

**(8)** Workforce preparation activities, including programs or services designed to help an individual acquire a combination of basic academic skills, critical thinking skills, digital literacy skills and self-management skills including competencies in utilizing resources, using information, working with others, understanding systems, and obtaining skills necessary for successful transition into and completion of post-secondary education, training, or employment.

**(9)** Financial literacy services including services which:

**(a)** Support the ability of participants to create budgets, initiate checking and savings accounts at banks and make informed financial decisions;

**(b)** Support participants in learning how to effectively manage spending, credit and debt, including student loans, consumer credit and credit cards;

**(c)** Teach participants about the significance of credit reports and credit scores; what their rights are regarding their credit and financial information; how to determine the accuracy of a credit report and how to correct inaccuracies; and how to improve or maintain good credit;

**(d)** Support a participant's ability to understand, evaluate and compare financial products, services and opportunities and to make informed financial decisions;

**(e)** Educate participants about identity theft, ways to protect themselves from identify theft and how to resolve cases of identity theft and in other ways understand their rights and protections related to personal identity and financial data;

**(f)** Support activities that address the particular financial literacy needs of non-English speakers, including providing the support through the development and distribution of multilingual financial literacy and education materials;

**(g)** Support activities that address the particular financial literacy needs of youth with disabilities, including connecting them to benefits planning and work incentives counseling;

**(h)** Provide financial education that is age appropriate, timely and provides opportunities to put lessons into practice, such as by access to safe and affordable financial products that enable money management and savings; and

**(i)** Implement other approaches to help participants gain the knowledge, skills and confidence to make informed financial decisions that enable them to attain greater financial health and stability by using high quality, age-appropriate and relevant strategies and channels, including, where possible, timely and customized information, guidance, tools and instruction.

(10) Out-of-area job search assistance and relocation assistance.

(11) English language acquisition and integrated education and training programs.

(12) Transitional jobs, which are:

(a) Time-limited work experience that are subsidized and are in the public, private or non-profit sectors for those individuals with barriers to employment who are chronically unemployed or have inconsistent work history;

(b) Combined with comprehensive employment and support services; and

(c) Designed to assist individuals with barriers to employment to establish a work history, demonstrate success in the workplace and develop the skills that lead to entry and retention into unsubsidized employment.

**(C) Follow-up services** must be provided, as appropriate, including counseling regarding the workplace, for participants in adult or dislocated worker workforce investment activities who are placed in unsubsidized employment, for up to 12 months after the first day of employment.

### **Training Services**

Training services are available to targeted populations to support workforce development efforts based on program eligibility and other locally developed criteria. Training services are provided to equip participants to enter the workforce and retain employment. Training services may be made available to employed and unemployed adult and dislocated workers.

(1) Training is made available to individuals after an interview, assessment or evaluation and career planning determines whether the individual requires training to obtain employment or remains employed and meets the following criteria:

(a) Is unlikely or unable to obtain or retain employment that leads to economic self-sufficiency or wages comparable to or higher than wages from previous employment through career services;

(b) In need of training services to obtain or retain employment that leads to economic self-sufficiency or wages comparable to or higher than wages from previous employment; and

(c) Have the skills and qualifications to successfully participate in training services.

(2) The training is directly linked to employment opportunities either in the local area or in another area in which the individual is willing to commute or relocate.

(3) The participant is unable to obtain grant assistance from other sources to pay for the training, including other grants such as state-funded training grants, TAA, and Federal Pell grant, or requires assistance beyond that available from other sources to pay for the cost of training.

Training services may include the following:

- Occupational skills training, including training for nontraditional employment

- On-the-Job Training (OJT), GSTMW!'s OJT policy is available on GSTMW!'s website at [www.gstmiworks.org](http://www.gstmiworks.org).
- Programs that combine workplace training with related instruction, which may include cooperative education programs
- Registered apprenticeship
- Incumbent worker training
- Training programs operated by the private sector
- Skills upgrading and retraining
- Entrepreneurial training programs that assist qualified unemployed individuals who are seriously interested in starting a business in Michigan and becoming self-employed
- Job readiness training provided in combination with any of the aforementioned training services with the exception of registered apprenticeships
- Adult education and literacy activities, including activities of English language acquisition and integrated education and training programs provided concurrently or in combination with any of the aforementioned training services, with the exception of registered apprenticeships and transitional jobs training
- Customized training conducted by a commitment by an employer or group of employers to employ an individual upon successful completion of the training

In most cases, an individual will receive training services through an Individual Training Account (ITA). These may be approved for up to two years of training to attain a certificate or degree leading to employment identified as in-demand. The requested training provider is required to be an Eligible Training Provider (ETP) and the training program and provider must be included on the State's ETP Pure Michigan Training Connect (MiTC) website. The MiTC includes programs representing high-demand occupations based on input from employers. GSTMW! utilizes the MiTC system for providing adult, DW and older youth training services. Any exception to using ITAs will be evaluated on a case-by-case basis. Funding may come from non-GSTMW! sources such as Pell grants, scholarships, etc. The MWA's ITA policy is available on GSTMW!'s website at [www.gstmiworks.org](http://www.gstmiworks.org).

GSTMW! may offer an OJT contract while the participant is engaged in productive work which provides knowledge and skills essential to the full and adequate performance of the job. An OJT contract will allow the employer to be reimbursed for the cost of providing training. The OJT employer may receive a 50% wage reimbursement for wages paid during the initial training period. GSTMW!'s OJT Policy is available on our webpage.

Local areas can also use adult and dislocated worker funds to support sector initiatives for in-demand industry sector or occupations in the region. GSTMW! understands it is in the best interest of employers and job seekers to implement a demand-driven system based on a cluster strategy in response to 1) current employer demand; 2) the need for the workforce system to adapt to a changed labor market environment; and 3) the Michigan Works! system's goal of continuous improvement. Building upon the performance measures and other accomplishments

of the Michigan Works! system, continuous program improvement is necessary to maintain the system's high standing.

A cluster is a geographic concentration of related employers, industry suppliers and support institutions in a product or service field. For the purposes of workforce development, Michigan's clusters are broad industry sectors. Clusters are an organizing framework to permit the selection of significant industry sectors for which in-depth knowledge and expertise on workforce issues are developed by convening employers. A cluster leverages the knowledge and resources of all involved, decreases duplication of effort and often achieves cost savings for training.

- The primary objective of the MWA cluster approach is to adapt the workforce system to produce more trainees with skills and competencies that align better with industry and hence increase the likelihood of long-term employment upon completion of training. To meet the needs of the labor market where the demand for high-skilled workers in many fields is projected to outpace the number of qualified applicants, the MWA will work to support the education and training of individuals in high-skill, high-demand occupations. GSTMW! has identified the career clusters of
  - Health Care,
  - Manufacturing,
  - Energy,
  - Information Technology,
  - Business/Public Service/Education,
  - Construction,
  - Agriculture & Food Service and
  - Transportation/Logistics/Aviation.

The specific objectives of the MWA demand-driven cluster approach are to ensure 1) employers identify industry demand and vacancies and 2) employers provide direct input into the design of educational program offerings that directly respond to the industry identified demand and curriculum addresses occupational skill requirements. The MWA's services and programs align with industry's need for workers and skills.

GSTMW! has adopted locally, a WIOA Supportive Services Policy that describes the allowable supportive services and outlines the procedure for payment of such services. This policy is available on GSTMW!'s website at [www.gstmiworks.org](http://www.gstmiworks.org).

GSTMW! is committed to identifying the current and future workforce needs for the region's unique agriculture sector. The MWA will continue to serve the talent development and hiring needs of agribusiness by offering opportunities to build and engage a network of regional partners, including statewide and regional partner agencies, educational and training institutions, private business, foundations, and community organizations to develop new and improved methods of connecting workers and employers.

As an example of industry cluster initiatives, the following is a list and description of local outreach and service options offered through GSTMW!:

#### Manufacturing Day

GSTMW! promotes the National Manufacturing Day event by encouraging local manufacturing businesses to develop and list their events on [www.mfgday.com](http://www.mfgday.com), as well as encouraging local education partners to visit [www.mfgday.com](http://www.mfgday.com) to find events in which to participate.

#### Talent Tours

GSTMW! offers talent tours that introduce participants to available career paths in their region by offering a behind-the-scenes look into in-demand businesses and industries. Tours are on-site at the employer's business providing hands-on experience. These tours highlight an average day on the job. Talent tours help participants understand employer education and training requirements necessary to secure employment. Impacts include relationship building, establishing a talent pipeline, talent retention and the opportunity to see real life application of coursework.

#### Talent Tours - Agribusiness

GSTMW! will promote tours of agribusiness as often as possible during the school year. An opportunity to connect youth to hands-on, real-life exposures to careers in agriculture is imperative. It is a common misconception that agriculture jobs are only manual labor, traditional farming/ranching jobs. Too often youth make career decisions based on outdated and/or inaccurate career information. In truth, career opportunities across the agriculture industry cover a wide variety of opportunities, from robotics to GPS, professional, technical, scientific, renewable bioenergy and beyond. The agriculture industry does not rely heavily on online sources to post jobs or career opportunities, however, when they do, the more technical ag careers are often not classified as related to the agriculture industry.

#### Ag-Specific Specialized Training

Based on the needs of agribusiness throughout the region, the agency will focus on providing customized training through OJT and Incumbent Worker training opportunities, providing agribusinesses with timely access to information about resources such as the Going Pro Training Funds and seek out opportunities to collaborate with agency partners to provide current training options related to emerging State requirements in the area of Michigan Safe Food Assessments and Food Safety Modernization Act compliance.

#### Pesticide Safety Day

GSTMW! has partnered with agricultural employers in the area and provides "Pesticide Safety Day" every year. The sessions include information that is specific to local farmers and employees working in the Agriculture industry. These training sessions are provided in partnership with Michigan Agriculture Environmental Assurance Program (MAEAP) and Michigan Conservation Districts. The benefit for participants to attend these sessions is to receive Restricted Use Pesticide (RUP) and Certified Crop Adviser (CCA) credits needed towards pesticide certification requirements.

### Greater Flint Health Coalition (GFHC)

GFHC operates the Flint Healthcare Employment Opportunities (FHEO) program. This is designed to assist unemployed and underemployed residents of Flint and Genesee County with obtaining training and employment in the healthcare industry. The FHEO program's partner organizations assist residents with training and education for future healthcare careers by helping participants find sustainable careers while helping meet the needs of local healthcare employers. These training programs include Certified Nurse Assistant, Medical Assistant, Pharmacy Technician, Health Unit Coordinator, Medical Billing and Coding, Registered Nurse, and other high demand health careers. GSTMW! has identified FHEO as the lead healthcare service provider for the WIOA adult, dislocated workers, and Out-of-School youth services.

### Apprentice Readiness

GSTMW! operates an apprentice readiness training program to serve adults and high school students in our six-county regional area. The apprentice readiness training helps build the literacy, math and work-readiness skills employers require for individuals to successfully enter professional trades registered apprenticeships. The training is designed to ensure potential employees have the skills required for in-demand jobs and employers have the professional talent they need to grow and thrive. GSTMW! also works with our K-12 CTE partners, to train school staff, who in turn prepare graduating seniors for high-wage, high-demand job opportunities in the professional trades.

### Rural Healthcare Collaborative

GSTMW! has formed a partnership in the Thumb and Shiawassee regions with rural healthcare providers who have a need to increase the talent pool available for rural healthcare. We have received a grant through the MiReach initiative, a WIN sponsored program designed to promote rural healthcare. This group meets periodically and collaborates on best practices and ways of increasing the numbers of people who pursue healthcare as a career choice.

### ***8. A description of the design framework for youth programs in the local area, and how the 14 program elements required in 20 CFR Section 681.460 are to be made available with that framework.***

The Michigan Works! system is based on the fundamental premise that for employers to be able to compete successfully in the global marketplace, they need workers with improved skills and an appreciable understanding of what it takes to succeed in viable employment. This requires continuous improvement in education approaches by our school systems and improved training by our public and private training providers. Through the Michigan Works! system, we can better match employer needs with training provided to workers.

The goal of the Michigan Works! system is to provide quality services for our customers at every entry point. Co-location, integrated services and customer focus are priorities of this system. The focus of GSTMW! is to provide information and resources to enable job seekers and employer customers to achieve economic security. Services from the State's major workforce development

programs are accessible in a seamless manner with a core set of services that are available free of charge to all that seek them.

GSTMW! system is guided by the following principles:

- Demand-driven focus for services;
- Responsive business services for employers;
- Market awareness through private sector leadership;
- Integrated service delivery structure;
- Maximum use of resources through co-location and shared operating costs;
- Accountability measured by results; and
- Michigan Industry Cluster focused.

In addition, WIOA guides GSTMW! and collaborating partners as we plan, implement, and evaluate the impact the program is having on our youth. Programmatically, we will provide: 1) comprehensive services; 2) commitment to the provision of high-quality programs and services by collaborative partners who share a common vision, purpose and leveraged resources; 3) intensive involvement by caring adults; and 4) provision of follow-up services of sufficient duration and intensity to fulfill participant needs. Examples of workforce initiatives/activities available to youth may include Jobs for Michigan's Graduates, Summer Youth Employment Program for Chafee-Eligible Foster Youth, apprenticeships, work experience, On the Job Training, classroom training (ITAs), financial literacy, talent tours, entrepreneurial training, and summer work experience programs.

WIOA youth funds are targeted at young people who are both in and Out-of-School, to assist them in their career and education development. Types of services funded include training and youth development programs for young people who have left school, as well as after-school services and employment supports for youth still in school. Youth with disabilities are highly eligible for these services. All youth with disabilities, ages 16-24 who are not attending school, are eligible for Out-of-School services. Youth with disabilities up to age 21 are eligible for In-School services if they are low income. In addition, GSTMW! has defined "Requires Additional Assistance" policy for In-School and Out-of-School youth eligibility criteria. This policy is available on GSTMW!'s website at [www.gstmiworks.org](http://www.gstmiworks.org).

GSTMW! will focus on educational and job training partnerships, which will assist youth when they are seeking employment in the job market, especially youth who are deficient in basic skills and lacking in their personal skills. GSTMW! believes that if we focus on attaining goals set by the State, we will be successful in the development of training and educational opportunities for youth. Below are lists of goals we will focus on:

- Work with employers, educational institutions, and other community partners to ensure youth are equipped with the skills employers' demand;
- Allow private employers to provide input with plans, development and evaluation of education and training programs, along with participation in the region's CEAC;

- Review the State monthly performance reports to improve and expand services to our targeted groups;
- Make services available to all eligible persons; and
- Provide workforce development activity in an industry cluster approach.

As is required in WIOA, GSTMW! assures the availability of the following fourteen program elements. In some cases, the service may already be available and simply require an appropriate referral. In other cases, eligibility is determined and WIOA funds are required to provide the service.

1. Tutoring, study skills training, instruction and evidence-based dropout prevention and recovery strategies which lead to completion of the requirements for a secondary school diploma or its recognized equivalent or for a recognized post-secondary credential.
2. Alternative secondary school services or dropout recovery services, as appropriate.
3. Paid and unpaid work experiences that have as a component academic and occupational education, which may include:
  - a. Summer employment opportunities and other employment opportunities throughout the school year;
  - b. Pre-apprenticeship programs;
  - c. Internships and job shadowing; and
  - d. On-the-Job training opportunities.
4. Occupational skills training, which shall include priority consideration for training programs that lead to recognized post-secondary credentials that are aligned with in-demand industry sectors or occupations in the local area.
5. Education offered concurrently with and in the same context as workforce preparation activities and training for a specific occupation or occupational cluster.
6. Leadership development opportunities, which may include community service and peer-centered activities encouraging responsibility and other positive social and civic behaviors, as appropriate.
7. Supportive services.
8. Adult mentoring for the period of participation and subsequent follow-up period, for a total of not less than 12 months.
9. Follow-up services for not less than 12 months after exit.
10. Comprehensive guidance and counseling, which may include drug and alcohol abuse counseling and referral, as appropriate.
11. Financial literacy education.
12. Entrepreneurial skills training.
13. Services that provide labor market and employment information about in-demand industry sectors or occupations available in the local area, such as career awareness, career counseling and career exploration services.
14. Activities that help youth prepare for a transition to post-secondary education and training.

**9. A local definition of Part B of Basic Skills Deficiency, which reads “a youth who is unable to compute or solve problems, or read, write or speak English at a level necessary to function on the job, in the individual’s family, or in society.”**

Low educational functioning levels can be a significant barrier to educational and/or employment success, thus all participants must be assessed to determine any basic skills deficiencies. WIOA defines the term “Basic Skills Deficient” as an individual:

- (A) who is a youth, that has English reading, writing, or computing skills at or below the 8<sup>th</sup> grade level on a generally accepted standardized test, or
- (B) who is a youth or adult, that is unable to compute or solve problems, or read, write, or speak English, at a level necessary to function on the job, in the individual’s family, or in society.

GSTMW! will follow the Federal definition for youth/adults who are basic skills deficient as identified by an assessment score at or below grade level 8.9. GST has developed a local definition for (Item B) youth that are unable to compute or solve problems. This policy is available on GSTMW! website at [www.gstmworks.org](http://www.gstmworks.org).

GSTMW! will use the Comprehensive Adult Student Assessment System (CASAS) or Test of Adult Basic Education (TABE) as a valid and reliable assessment tool and provide reasonable accommodations to youth with disabilities or a youth with a language barrier in the assessment process in making this determination.

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

GSTMW! will provide youth participants with comprehensive services to meet their individual career and educational goals. The 14 WIOA youth elements are made available to all WIOA youth whether through direct services or referrals to partner agencies. Workforce initiatives/activities available to youth through GSTMW! include Jobs for Michigan’s Graduates, Summer Youth Employment Program for Chafee-Eligible Foster Youth, apprenticeships, work experience, OJT, classroom training (ITAs), financial literacy, talent tours, entrepreneurial training, and summer work experience programs.

**Jobs for Michigan’s Graduates (JMG)**

The Jobs for Michigan’s Graduates program is a state affiliate of the National Jobs for America’s Graduates (JAG) program. The JAG program is a proven model that assists youth at risk of dropping out of high school and those who have already separated from the traditional school system in completing their secondary school degree and preparing them for further education, military and/or employment. The JAG model teaches career-readiness and general life skills

through curriculum, hands-on activities, and mentorship. The JMG program aligns with WIOA's 14 program elements, incorporating aspects of leadership development, supportive services, adult mentoring, financial literacy, entrepreneurial skills, career exploration and activities that prepare for transition into post-secondary education. GSTMW! operates both In-School and Out-of-School JMG programs across multiple counties.

### **Work Experience Programs**

GSTMW! offers multiple opportunities for youth participants to gain work readiness soft skills, explore career opportunities and pathways, and gain valuable work experience to prepare them for the next steps on their career pathways. GSTMW! allocates a minimum of 20% of WIOA youth funding to providing work experience opportunities. While these work experience opportunities can take place year-round, GSTMW! offers specialized summer work experience programs including Chafee SYEP, and the Young Professionals Grant.

GSTMW! provides the Chafee SYEP program which provides work readiness training and work experiences to foster care youth ages 14-21 that are Chafee eligible. The work-readiness component includes soft skills, job readiness and life skills for a minimum of two-weeks.

The Young Professionals grant will be used to expand youth work experiences within GSTMW! This grant allows greater opportunities for work experiences in Genesee and Thumb counties. The Young Professionals grant will provide WIOA eligible youth ages 18-24 with work readiness training, career exploration and paid work experiences. This grant will use the framework and course competencies from GSTMW's existing JMG and Chafee programs. In Genesee County, the work-readiness training incorporates soft skills training with several of the WIOA program elements including leadership, career exploration, financial literacy, entrepreneurial skills, and supportive services. These elements may be provided by GSTMW! staff or by community partners. The goal of the Young Professionals program is career pathway exploration and entry into permanent employment and/or further education.

WIOA youth funds are targeted at young people who are both in and Out-of-School, to assist them in their career and education development. Types of services funded include training and youth development programs for young people who have left school, as well as after-school services and employment supports for youth still in school. All youth with disabilities, ages 16-24 who are not attending school, are eligible for Out-of-School services. Youth with disabilities up to age 21 are eligible for in-school services if they are low income. In addition, GSTMW! has defined "Requires Additional Assistance" policy for In-School and Out-of-School youth eligibility criteria. This policy is available on GSTMW!'s website at [www.gstmiworks.org](http://www.gstmiworks.org).

### **Local Definition of "Youth Requiring Additional Assistance"**

In efforts to assist youth who are most "at risk," GSTMW! has adopted the following definition of "Youth who require additional assistance." Youth who have been determined low income and have one "at risk factor" from the listing below are considered eligible for services under WIOA youth programs.

Youth “At Risk Factors”:

- Have attended post-secondary training and was unsuccessful in completing it due to academic, financial, or personal reasons;
- Referred to or is being treated by an agency for a substance abuse related problem;
- Have experienced a recent traumatic event (examples: death of a parent, a parent incarcerated, removed from place of residency, victim of abuse, or reside in an abusive environment);
- Have a physical/mental/learning limitation that prohibits an individual from working in certain occupations;
- Lacks the resources to attend training (example: no driver’s license or lacks transportation);
- Lacks the resources to attend training due to it being a non-FAFSA eligible training;
- Has been suspended, expelled, or placed on probation during secondary school;
- Has a past record of excessive absences as verified by school officials (10 days or more);
- Are deemed at risk of dropping Out-of-School by a school official;
- For each year of secondary education, are at least two semester credits behind the rate required to graduate from high school;
- Has a history of transient residency, living in multiple communities or attending different schools, because of military, migrant, or family living situations; or
- Is an expectant father in need of training or employment to prepare for upcoming responsibilities.

For Out-of-School youth between the ages of 18 and 24, the following three barriers may also be considered:

- Have never held a job;
- Have been fired within the 12 months prior to application;
- Have never held a full-time job for more than thirteen consecutive weeks;
- Is a first-generation college student and lacks the guidance to navigate through post-secondary education; or
- Is pursuing a non-traditional career pathway.

***11. Information regarding any waivers being utilized by the local area, in accordance with any Michigan Talent Investment Agency/Workforce Development Agency (LEO-WD) communicated guidelines or requirements regarding the use of the waiver(s).***

GSTMW! will take advantage of the waivers approved by the USDOL. On June 10, 2022, Michigan received a waiver of the requirement at Workforce Innovation and Opportunity Act (WIOA) Section 129(a)(4)(A) and 20 CFR 681.410 that the State and local areas expend 75 percent of Governor’s reserve (Statewide Activities) youth funds and local formula youth funds on Out-of-School Youth (OSY). Per waiver authority granted by the USDOL, local areas must ensure that a minimum of 50 percent of WIOA Youth formula funds and Statewide Activities funding received for direct services provided to youth are used to provide workforce investment activities to OSY. This waiver is valid for Program Years (PYs) 2022 and 2023 and applies to the life of the funding associated with each PY. Previous OSY waivers approved under separate cover (AY 2020,

AY 2021, etc.) remain valid. Compliance with this requirement is based upon a local area's adjusted WIOA Youth award.

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

GSTMW! has a long history with working with secondary and post-secondary education programs and partners. Our secondary partners work with all seven AJCs to develop strong In-School/younger youth programs for WIOA. Post-secondary partnerships have been on-going for years. These institutions have created new training programs to meet the needs of our local employers. GSTMW! continues to place emphasis on apprenticeships and other work-based learning programs.

GSTMW! coordinates secondary and post-secondary education programs and activities with education and workforce investment activities through several initiatives. By working with these initiatives, GSTMW! and its partners will coordinate strategies, enhance services and work to avoid duplication of services.

**Career & Educational Advisory Council (CEAC)**

GSTMW! coordinates the activities of the State required CEAC. This advisory group includes representatives from both secondary and post-secondary institutions in our region. Employers, core partners, economic development, STEM, LCMAN, State LMI Analyst and our Talent Development Liaison attend the meetings. The CEAC provides direction and feedback to the WDB in aligning and implementing programs. All partners communicate on a consistent basis to collaborate to reach shared goals. Metrics are developed to determine progress in implementing career and educational initiatives. The promotion of apprenticeships, career pathways and exploration events are a priority for this group.

**Early/Middle College**

Michigan has a robust Early/Middle College program in which high school students attend for five years and earn both a high school diploma and an associate degree or significant coursework and/or industry certification. State funding for the initiative requires the collaboration between the Michigan Department of Education and the LEO. Moreover, at the local level, educators are working with the CEAC to develop a strategic plan for the development of Career and Technical Education based Early/Middle Colleges where there is labor market data that shows a skills gap in the local area. Some programs offered in the region are Diesel Technology, Auto Mechanics, CAD, Culinary Arts, IT, HVAC, Mechatronics, Engineering, Business Management, Agri-Science & Technology (including Horticulture, Animal Science and Veterinary Science), Criminal Justice and Health Occupations.

**Local College Access Networks (LCAN)**

LCANs are community-based college access alliances supported by a team of community and education leaders representing K-12, higher education, the non-profit sector, government,

business, and philanthropy. These coalitions are committed to building a college-going culture and dramatically increasing college readiness, participation, and completion rates within their community. LCANs focus on a singular vision to increase the community's post-secondary educational attainment level to 60 percent by the year 2030, to lay the foundation for a vibrant economy, healthy community and strong workforce equipped to compete in a 21<sup>st</sup> century global economy. LCANs primarily coordinate and mobilize college access efforts rather than direct services to students and families. MWA staff are members of the local LCANs in the region. This membership assists in the coordination of programs and activities with education and workforce to coordinate strategies, enhance services and avoid duplication of services.

### **Apprentice Readiness**

GSTMW! operates an Apprentice Readiness Training program to serve adults and high school or CTE students in our six-county regional area. The apprentice readiness training helps build the literacy, math and work-readiness skills employers require for individuals to successfully enter professional trades registered apprenticeships. The training is designed to ensure potential employees have the skills required for in-demand jobs and employers have the professional talent they need to grow and thrive. GSTMW! also works with our CTE partners, to train school staff, who in turn prepare graduating seniors for high-wage, high-demand job opportunities in the professional trades.

### **Michigan Science Technology Engineering and Mathematics (MiSTEM)**

GSTMW! collaborates with our partner local networks and Intermediate School Districts to promote careers in science, technology, engineering, and mathematics (STEM) and to help elevate STEM literacy. Careers in the STEM fields are the fastest-growing careers in the global marketplace; they are also the most in-demand jobs in Michigan. Investing in our local STEM initiatives is beneficial for our local companies as it enables them to participate in preparing today's youth to fill the jobs they have now and in the future. GSTMW! continues to collaborate with partners to leverage assets and resources to help prepare students for present and future jobs.

### **Career & Technical Education (CTE)**

GSTMW! collaborates with local and regional educational partners to promote and enhance CTE programs. GSTMW! works with local-intermediate school districts' CTE programs to offer the Multi-Craft Core Curriculum (MC3) to high school juniors and seniors. The courses provided in the MC3 help establish a career pathway to any of the building trades, from high school to registered apprenticeship programs and beyond. The MC3 program was created to provide high-quality, apprentice-level content to young people interested in construction and prepare them for careers in a high-demand industry. In addition, GSTMW! has partnered with the Genesee County Sheriff's Department I.G.N.I.T.E. program to offer the MC3 training.

### **Jobs for Michigan's Graduates (JMG)**

GSTMW! offers the JMG program. JMG is a state-based affiliate of the National Jobs for America's Graduates (JAG) program and is committed to raising graduation and employability rates for Michigan youth. Programming emphasizes completion of a high school diploma or GED and

successful transition into employment, post-secondary education and/or the military. In PY 2020, JMG achieved a 100% graduation rate with 74% of graduates entering employment, post-secondary education and/or the military.

### **Adult Education**

GSTMW! works collaboratively with adult education providers in all counties including:

Genesee:

Beecher Community Schools, Mott Community College, Mt. Morris Consolidated Schools, Swartz Creek Community Schools, Westwood Heights Schools, Genesee Intermediate School District (GISD), and Center for Higher Education Achievement (CHEA)

Huron, Lapeer, and Sanilac Counties:

Lapeer ISD and Family Literacy

Shiawassee County:

Baker College and Family Literacy

Tuscola County:

Tuscola ISD, Caro Community Schools, and Family Literacy

Additionally, GSTMW! collaborates with the local area adult learning infrastructure to create a unified strategic approach to increase basic skills and post-secondary educational attainment. Providers of Out-of-School youth WIOA programs will continue to contact all adult education providers in our six counties. Partnerships are already operating with many of the adult education providers.

### **MiCAREER QUEST**

MiCareer Quest is an innovative, hands-on career exploration experience for high school students, teachers, and counselors to learn about today's hottest jobs from working professionals. GSTMW! held its first event in October of 2019 at the Dort Event Center in Flint. Over 2,300 students, 147 chaperones, 200+ exhibitors and 115 volunteers attended the event. GSTMW! will offer this event annually. Due to COVID, GSTMW! was unable to offer this event in 2020, 2021. GSTMW's next event will be in the Spring of 2023.

### **TALENT TOURS**

GSTMW! offers talent tours to introduce youth, parents, and teachers to available career paths in their region by offering a behind-the-scenes look into in-demand businesses and industries. Tours are on-site at the employer's business providing hands-on experience. These tours highlight an average day of the job. Talent tours help students understand employer education and training requirements necessary to secure employment. Impacts include relationship building, establishing a talent pipeline, talent retention and the opportunity to see real life application of coursework. Due to COVID, talent tours have been difficult to schedule due to health concerns.

Additionally, GSTMW! continues to engage in One-Stop tours, job fairs and career exploration events with high school students.

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

GSTMW! provides supportive services to participants. Supportive services will be made available to enrolled individuals who demonstrate a need that directly correlates with training and/or employment. This need is assessed by a career coach and documented in the participant’s case notes. The MWA’s current Supportive Service Policy is available on GSTMW!’s website at [www.gstmworks.org](http://www.gstmworks.org). Although caps are specified in the policy, the CEO of GSTMW! or her designee, may grant waivers for specific supportive service limitations and/or prohibitions. GSTMW! does not offer needs related payments currently.

Supportive Services may include, but are not limited to:

Transportation Allowance	Federal IRS Rate \$200/week maximum (Private Reimbursement) Bus Buses (Public Transportation)
Automobile Repairs	\$900/12-Month Period
Car Insurance	\$2,000/Lifetime
Interview/Work Clothing	\$500/12 Month Period
Emergency Gas Cards	\$20/day or \$60 per week
Tools	\$2,000 Lifetime
Job Specific Expense	As needed

**14. 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.**

Transportation continues to be one of the biggest barriers for many job seekers in our region. GSTMW! collaborates with many organizations throughout the region to address this critical issue. For individuals attempting to use public transportation for employment purposes, transportation can be even more challenging. In most of our counties, the systems are a dial-a-ride service.

Each county has a local bus/transportation system, but it is a local system with no options across the counties. The six counties in Region 6 are served by the following public transit systems:

- Genesee County (Flint Mass Transportation Authority- MTA)
- Huron County (Huron Transit Corporation also known as Thumb Area Transit- TAT)

- Lapeer County (Greater Lapeer Transportation Authority- GLTA)
- Sanilac County (Sanilac Transportation-STC)
- Shiawassee County (Shiawassee Area Transportation Agency-SATA)
- Tuscola County (Thumbody Express)

Genesee County's Mass Transportation Authority (MTA) offers some regularly scheduled bus services throughout the city of Flint, but some of these routes have limited hours of operation and may not reach all parts of the city limits. MTA currently provides limited regional services to Brighton, Great Lakes Crossings and Howell. Other transportation authorities in the regions (GLTA, TAT, STC, Thumbody and SATA) provide local bus and curb-to-curb services. Also, the Michigan Department of Health and Human Services provides volunteer drivers when extenuating circumstances exist.

GSTMW! has developed a Supportive Services Policy for the local area including the provision for transportation and other appropriate supports. Supportive services are available to assist participants with transportation barriers during their engagement in the program. If after the individual is assessed, support services are deemed necessary to continue career and training services, other resources will be accessed prior to issuing supports through WIOA Title I, BRES, or PATH funds.

**15. A description of the local per participant funding cap, if applicable.**

GSTMW! currently does not have funding caps for participant training. Classroom and work-based training amounts are dependent on the assessment of the participant by the career coach or BSP. Information on the current education level, desired career path, availability of funding, applicable training and employer demand will determine the funding level for each training plan.

Supportive services caps are listed in question 13 above.

**16. A description of plans, assurances, and strategies for maximizing coordination, improving service delivery, and avoiding duplication of Wagner-Peyser (WP) Act services and other services provided through the One-Stop delivery system.**

GSTMW! is continuing its work to renew and develop stronger partnerships to improve service delivery, avoid duplication, enhance service coordination, and share data across programs. GSTMW! promotes the coordination of programs and services so that participants and employers have access to a seamless system of workforce investment activities. Service providers are known throughout the GSTMW! region as part of the Michigan Works! system and not by individual program or contactor name. GSTMW! makes this a requirement in the RFP procurement process and is reinforced through our branding procedures, management meetings, contracts, and strategic plan. It is expected that contractors maximize coordination and work together at every level to improve service delivery and avoid duplication of services. Our WP staff work with WIOA and PATH staff to assure coordination of services. Monthly meetings are held with WP, WIOA and PATH staff to discuss strategies for improving and for better coordination of services. GSTMW!'s One-Stop Operator works with all partners and contractors to reinforce these values

and to provide support, training, and guidance to ensure that services are provided in a seamless and unduplicated manner.

In addition, GSTMW! consistently meets with community partners to ensure collaboration on projects are occurring to reduce duplication of services whenever possible. Meetings with economic development organizations, adult education providers, local colleges and other community partners occur regularly.

**17. A description of how the local area is planning to deliver employment services in accordance with the Wagner-Peyser Act of 1933, as amended by Title III of the WIOA.**

- **The identification of a point of contact.**

Shakesha Watson  
 GSTMW!  
 711 North Saginaw Street, Lower Level  
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 P: 810-233-5974 Ext. 510  
 F: 810-233-3948  
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- **Information regarding service providers.**

Contracted Service Provider	Name of Entity	Type of Entity	Merit Based Entity
Yes	Mott Community College	Public Community College	Yes
No	GSTMW!	Special Unit of Government PA 7	Yes
Yes	Action Management Corp	For Profit	No
Yes	SVRC Industries, Inc.	Non-Profit	No

- **A description of how Wagner-Peyser funded services will be provided at no cost to employers and jobseekers.**

GSTMW! released a Request for Proposal (RFP) in 2021 to competitively bid and select merit-staffed public organizations and private entities as defined by the standards set forth in the CFR. Since that time, the USDOL put out a NPRM regarding the use of State-based merit staff. Until a determination is made regarding that proposed rule, service providers for WP/ES services will remain unchanged. Services offered at the employment services offices will be free to all, as stipulated in the RFP. These services are funded with Wagner-Peyser funds and other funding sources and will be provided at no cost to employers and job seekers.

- **An explanation of how labor exchange services will be provided using the three tiers of services: self-services, facilitated services, and staff-assisted services.**

The AJCs are located in high population or traffic density areas. Whenever possible, they are located on bus lines or near public transportation. GSTMW! has classrooms, offices, and meeting rooms available at the AJCs on an as needed basis. Our buildings are fully ADA accessible. Assistive technology is available for those requesting mobility, hearing and/or vision assistance.

Job seekers and employers will be greeted in person or on the phone by friendly, helpful staff who will respond to any questions the individual may have. Virtual appointments are also available. Callers are offered the opportunity to come into the AJC and utilize Pure Michigan Talent Connect (PMTTC). The caller may also receive instructions on how to access the internet site to utilize PMTC off-site. The following services will be provided directly on-site.

- a. Self-services: Each of the seven (7) AJCs is equipped with appropriately configured workstations for customer directed self-service access to PMTC. Copiers, fax machines and job boards are also available in each AJC location for self-directed services. All persons entering the AJCs will be encouraged to use the self-service system to the greatest extent. Clear and straight forward instructions are available to assist all persons utilizing our resources. Efforts are made to make the process as user-friendly as possible.
- b. Facilitated services: Facilitated services will be provided to all customers requiring additional assistance in using any of the self-service tools. Due to the common occurrence of customers' lack of computer familiarity, literacy, disability, lack of system access or other barrier(s), trained staff assist job seekers and employers in accessing, navigating, and inputting information on the PMTC. Assistance with labor market information and other information and tools available in resource rooms is also provided. Staff also assist customers with transferable skills identification and job matching services.
- c. Staff-assisted services: These services will be provided to customers (both job seekers and employers) requiring intensive staff assistance to obtain jobs or employees. Trained staff provide services to job seekers and employers who need extra help beyond self-service and facilitated service to obtain jobs or employees. Services for job seekers may include resume writing classes, mock interviews, and interview technique workshops.

Employers will be referred to the local Business Solutions Professional (BSP). Employers will discuss their needs with the BSP who will act accordingly. Services for employers may include inputting job orders on PMTC, resume searching/screening, making referrals, scheduling interviews, conducting additional screening or other services depending on employer need.

All levels of service will be provided at each location. Schedules and calendars of activities are available on GSTMW!'s webpage.

- **A description of the manner in which career services are being delivered.**

All Wagner – Peyser services will be provided at no cost to employers and job seekers at all AJC locations and are accessible to persons with disabilities. Services may be provided through walk-in services, individual appointments (in person or virtually) or in workshops. Each of the MWA's AJCs has a resource room or area which contains computers, internet access, copiers, telephones, fax machines, labor market information, printers, UI information and a variety of job search and career exploration aids. Labor exchange services will be provided pursuant to the three tiers of service as described in ES policies and procedures and in the ES Manual.

- **A listing of how many staff at each site will be available to provide services.**

The providers of Employment Services are located at:

Huron County Service Center  
Staff: 3

Genesee County Service Center  
Staff: 8

Lapeer County Service Center  
Staff: 7

Sanilac County Service Center  
Staff: 4

Tuscola County Service Center  
Staff: 5

Shiawassee County Service Center  
Staff: 1

Fenton Service Center  
Staff: 1

- **A description of how the UI Work Test will be administered. This description must include an explanation of how the registration of UI claimants will be conducted and how reporting claimant noncompliance with the “able, available, and seeking work” requirement will be managed.**

The UIA Work Test is administered to claimants to ensure they are “able, available and seeking work and did not refuse any suitable employment.” The UIA requires unemployment insurance claimants to register on PMTC to be ready and available for work. Completion and activation of a resume or profile in the PMTC meets the registration requirement. Claimants may enter the profile/resume remotely. However, if a claimant chooses to enter the ES registration at a location other than at a GSTMW! AJC, the claimant must still come to an AJC to have the registration verified or call to set up a virtual appointment. GSTMW! staff electronically log the name and social security

number of each claimant after ES registration has been verified and transmitted through OSMIS.

In addition, the claimant answers a set of eligibility questions to ensure the person is able, available, and seeking work and has not refused suitable employment. If a compliance issue is discovered, it is reported to UIA through the Michigan Integrated Data Automated System (MiDAS.) This will open an issue on the UI claimant for further investigation. Further, any correspondence received by the MWA, from an employer, which notifies the MWA that a claimant refused an offer of work will be forwarded to the UIA. Employability services are available to UI claimants including job search tools, resume development, interviewing techniques and career guidance.

- **A description of how the Reemployment Service Eligibility Assessment (RESEA) requirements will be administered.**

The Unemployment Insurance Agency (UIA) will send the claimant a letter stating they must contact GSTMW! by the date posted on the letter to schedule a RESEA appointment. GSTMW! will hold the RESEA appointment with the claimant within 21 days after the "Letter Sent Date." If a claimant contacts GSTMW! after their letter sent date, GSTMW! will not refer the claimant back to the UIA.

GSTMW! will be flexible when scheduling in-person or virtual RESEA appointments. A claimant is allowed to reschedule their first RESEA appointment, just once, within the 21 days from the "Letter Sent Date."

If the claimant would benefit from a second RESEA appointment, then one will be scheduled within ten (10) to twenty (20) days from their first RESEA appointment. A claimant will be allowed to reschedule their second RESEA appointment, just once within 5 days from their second RESEA appointment.

A claimant will not be excused from participating in any RESEA activity or service. A claimant who is a seasonal worker must attend and complete their RESEA.

GSTMW! will document all services and activities in the One-Stop Management Information System (OSMIS) within 48 hours, including scheduling RESEA appointments, failure to attend or completion of a RESEA.

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

The RESEA program provides customized services to the UIA claimants deemed most likely to exhaust their unemployment benefits. GSTMW! staff will deliver the RESEA activities listed below.

- Orientation to MWA Services;

- Confirmation of an active profile on PMTC;
  - Assessment of UI eligibility performed in a confidential, personalized setting by WP merit-based staff;
  - Verification of the Monthly Record of Work Search Form;
  - Development of an Individual Service Strategy (ISS);
  - Review specific Labor Market Information (LMI); and
  - Provide at least 2 hours of career and reemployment services
- **An explanation of how the MWA will participate in a system for clearing labor between the States by accepting and processing interstate and intrastate job orders as a component of the National Labor Exchange System.**

GSTMW! participates in the Michigan component of the National Labor Exchange system by providing access to Pure Michigan Talent Connect labor exchange system and receiving and forwarding interstate and intrastate job orders to designated LEO staff for processing. GSTMW! has staff throughout the region trained in the H2A and H2B process and work extensively with the State’s Migrant Service Worker on job referrals.

- **An explanation of how the MWA will ensure Veterans will be provided access to the same employment services received by the general population. This explanation must include a description of the screening process the MWA uses to refer eligible veterans to Veteran Career Advisors for case management services; and, how the priority of services for veterans and eligible spouses will be applied in the delivery of Wagner-Peyser funded services.**

GSTMW! will ensure services to veterans and eligible spouses of veterans by providing veterans with access to the same employment services received by the universal population. Veterans who require additional intensive services or request to see a veterans’ representative, will be referred to a local veteran career advisor. If the career advisor is unavailable, contact information for the advisor will be provided. In addition, a referral form will be completed and forwarded to the veteran career advisor. Career advisors are State of Michigan employees assigned on a full or part-time basis to an ES office to provide specific workforce development services in addition to those available from ES providers.

Eligible veterans and eligible spouses will take precedence over non-veterans in all One-Stop service centers and in all qualified job training programs in accordance with the locally developed policy. This assures that veterans and eligible spouses will receive access to resources, services, or training earlier in time or if resources are limited, the eligible veteran and eligible spouses will receive access to the service or resource instead of a non-veteran. GSTMW! will ensure that ES staff comply with the most recent TEGL(s) and State Policy Issuance(s) regarding “Implementing Priority of Services for Veterans and Eligible Spouses in All Qualified Job Training Programs Funded in Whole or in Part by the

USDOL.” In addition, GSTMW! will display a notice that informs veterans that they are entitled to priority of service.

GSTMW! staff also administer the DVOP Application Form to veterans. The information requested on this form is requested on a voluntary basis for the sole purpose of determining the applicant’s qualifications to receive services from a State of Michigan veteran career advisor. This information will be kept confidential and will be used only in accordance with the law.

In addition, GSTMW! employs a veteran’s services liaison. This individual travels to the AJCs on a weekly basis to offer intensive staff assisted services to veterans. His role is to ensure all veterans receive special attention to details on available services, workshops, trainings, support services and job openings. He also serves as a liaison between the ES and LEO-WD veteran career advisors to ensure DVOP forms are filled out and given in the appropriate time frames. This one-on-one specialized service has been noted as a best practice by LEO-WD/veteran staff.

- **An assurance that Migrant and Seasonal Workers (MSWs) will have equitable access to and receive the full range of employment services that are provided to non-MSW customers.**

GSTMW! will ensure that MSWs will be provided with access to the same employment services, benefits, protections, counseling, testing, and job training referral services received by the universal population. An MSW specialist is currently stationed in our Lapeer County AJC office and will travel to our other offices on an as needed basis. GSTMW! will provide job seekers who are interested in learning more about the kinds of services available to them, with an opportunity to meet one-on-one with an MSW staff person. The ES staff will make a referral to the MSW staff person to ensure these services are met.

- **An explanation of services and staffing the MWA will use to ensure that MSWs will be provided access to the same employment services, benefits, protections, counseling, testing and job and training referral services received by the general population. This explanation shall include a description of the referral process to MSWs or other appropriate MWA staff.**

GSTMW! is fortunate that a State MSW specialist is located at the Lapeer County AJC to provide services to the MSW population. The individual attempts to reach as many MSWs as possible during the peak season. This specialist is dedicated to working with MSWs and spends the majority of her time conducting outreach in order to reach those who may not have the means to access the AJC. The specialist will explain all of the services available at the AJC including referrals to employment, training, career counseling, testing and career guidance and supportive services. This specialist also coordinates between State staff and the ES staff at the AJC on the H2A and H2B referrals process and filling job orders.

The Lapeer Service Center also employs two career coaches that are bilingual and can assist migrant and seasonal workers with their registration and job search requirements. In addition, GSTMW! has an agreement with Latinx Technology & Community Center for language services.

- **A description of any other planned services or activities for which Wagner-Peyser funds will be utilized.**

Wagner-Peyser staff may assist in the delivery of various workshops, such as Resume Writing and Workplace Excellence series offerings.

In addition, GSTMW! employs a veteran's services liaison. This individual travels to the AJCs to offer intensive staff assisted services to veterans. This one-on-one specialized service has been noted as a best practice by LEO-WD/veteran staff.

**18. *A description of any navigators being utilized in the local area to provide targeted support and resources to specific groups of individuals with barriers to employment.***

A community resource navigator is in the Flint AJC. Key functions of this position include researching, maintaining, and sharing community resource information with participants and staff. The navigator maintains an information resource area with flyers from numerous community agencies meeting needs in the areas of legal, food, transportation, housing, adult education, and others. In addition, free notary services are available enabling clients to complete a key step in applying for utility and other emergency services. The navigator also serves as the Healthy Michigan Plan (HMP) Navigator and employment services specialist. The navigator is Genesee Human Oppression Strike Team (G.H.O.S.T) certified, collaborating with the Genesee County Sheriff's office to combat human trafficking. This individual makes soft referrals to various community agencies.

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

GSTMW! and Region 6 Adult Education Committee have been working closely together to coordinate activities between Title I and Title II. A Workforce Development Board member is also a member of Region 6's Adult Education Committee and the CEAC. This individual, along with GSTMW! staff, link the committees for education and literacy activities to workforce investment activities for the region. Additionally, we have worked together to maintain two 107 special programs grant allowing adults to train in high demand careers.

The Genesee Intermediate School District (GISD) is the fiscal agent for funding under Section 107 of the State School Aid Act (Adult Education funds). The GISD has organized an Adult Education

Advisory Committee. This committee is charged with setting the metrics, rating proposals and the review of the local applications submitted for these funds. The GISD releases the RFP for Section 107 funds and determines individual district allocations using metrics.

Annually, in Region 6, the Adult Education Committee develops regional goals. GSTMW! staff sit on the committee. Regional professional development was identified as a goal. A focus for professional development will be trauma informed care, budget development and assessment support.

During program year 2018-19, Region 6 enrolled 1,242 individuals into adult education programs. Seventy-one percent of individuals were served. The following barriers adversely impacted student success: low income, disabilities, childcare, transportation, and incarceration. Reported outcomes for the region included 53% obtained a GED or High School diploma and 54% entered employment. The COVID pandemic adversely impacted the region's Adult Education metrics. In PY 2019-2020 there were 1,032 enrollments with a 77.03% retention rate. The GED/HSC rate was 39.66% and the Entered Employment rate was 54.39%. Student success barriers included: impact from the COVID pandemic, remote learning challenges, low income, disabilities, childcare, transportation issues and incarceration. For 2020-2021 enrollments were 1,000 with the retention at 80.20%. The GED/HSC rate was 43.18% and the Entered Employment rate was 44.36%. The student success barriers remained the same.

GSTMW! staff and a committee of the WDB will review all local applications submitted under Title II consistent with WIOA Sections 107(d)(11)(A) and (B)(i) and the WIOA Section 232. In reviewing and making comments on the applications, the committee will look for coordination between WIOA Title I and Title II activities. This review will be based on the most recent instructions and policy from LEO.

**20. Copies of executed cooperative agreements or MOUs which define how all local service providers, including additional providers, will carry out the requirements for integration of and access to the entire set of services available in the local One-Stop delivery system. This includes cooperative agreements (as defined in the WIOA Section 107(d)(11) between the local Workforce Development Board (WDB) or other local entities described in the WIOA Section 101(a)(11)(B) of the Rehabilitation Act of 1973 (29 U.S.C. 721(a)(11)(B)) and the local office of a designated State agency or designated State unit administering programs carried out under Title I of such Act ((29 U.S.C. 720 et seq.) (other than Section 112 or Part C of that Title (29 U.S.C. 732, 741) and subject to Section 121(f)) in accordance with Section 101(a)(11) of such Act (29 U.S.C. 721(a)(11)) with respect to efforts that will enhance the provision of services to individuals with disabilities and to other individuals, such as cross-training of staff, technical assistance, use and sharing of information, cooperative efforts with employers, and other efforts at cooperation, collaboration, and coordination.**

"Memorandum of Understanding" (MOU) agreements have been developed to correspond with requirements outlined by LEO-WD and using the State's boilerplate format. MOUs are used to ensure that required parameters of service available through our AJCs are available and

integrated with partners. The One-Stop partners in the AJCs are State of Michigan staff, such as State VR and veteran's representatives. They are governed by the State of Michigan policies and procedures. All applicable policy issuances will be adhered to at the local One-Stop level.

GSTMW! submitted copies of its MOUs to LEO-WD as required. GSTMW! is in the process of negotiating Infrastructure Funding Agreements (IFA) with required partners.

**21. *A description of the entity responsible for the disbursement of grant funds (Grant Recipient).***

GSTMW! is established by an interlocal agreement between the counties of Genesee, Huron, Lapeer, Sanilac, Shiawassee and Tuscola, Michigan. The interlocal agreement describes the purpose, structure, and functions of the GSTMW! This interlocal agreement establishes an Agency Board consisting of two members from each county who is represented in the agreement. The interlocal agreement designates the GSTMW! as the local grant sub-recipient and the local fiscal agent. In addition, the Agency Board on August 7, 2015, passed Resolution #080715-2 naming GSTMW! as the local grant sub-recipient and fiscal agent for the MWA. GSTMW! is a specialized unit of local government.

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

GSTMW! has a local procurement policy that outlines the competitive process used to award grants and contracts, including non-ITA funded training. GSTMW! in accordance with the minimum requirements established in 2 CFR, part 200, has prescribed and implemented procurement standards to ensure fiscal accountability and prevent waste, fraud and abuse in programs administered under this Act.

All procurement transactions must be conducted in a manner providing full and open competition. GSTMW! will take all necessary affirmative steps to assure that minority businesses, women's business enterprises and small business are used when possible.

All programs administered through GSTMW! shall conduct procurement in accordance with Policy Issuance 19-30, 19-30 Change 1 and any subsequent letters. GSTMW!'s procurement policy is in compliance with the current State issued procurement policy issuance. GSTMW!'s procurement policy is available on GSTMW!'s website at [www.gstmworks.org](http://www.gstmworks.org). The competitive process is outlined in the policy.

**23. *If available, the local levels of performance negotiated with the Governor and chief elected official(s) to be used to measure the performance of the local area and to be used by the local board for measuring the performance of the local fiscal agent (where appropriate), eligible providers under the WIOA Title I Subtitle B, and the One-Stop delivery system in the local area. Local Boards are not required to provide or negotiate performance levels for those measures designated by USDOL as baseline measures as described in Section II.***

GSTMW!'s negotiated performance levels are listed under question #1.

**24. A description of the actions the local board will take toward becoming or remaining a high-performing board, consistent with the factors developed by the State board. For this section local boards shall include:**

**a. Effectiveness and continuous improvement criteria the local board will implement to assess their One-Stop centers.**

The Workforce Development Board (WDB) is committed to becoming a more effective board, through regular communications, training, regional partnership building and the selection of appropriate board members. The WDB was established in October of 2015. GSTMW!'s WDB is selected to bring geographic balance and experience in workforce development. In 2019, GSTMW! completed its strategic plan. The plan outlines our mission, vision, strategic priorities and goals and customer standards, as outlined in question 1. The WDB, Governing Board and CEO establish subcommittees as needed. GSTMW!'s strategies moving forward are:

- Meet on regular basis – The WDB meets four times per year. Subcommittees have been developed. There are two established committees: Operations and Executive.
- Orientation Effort - Provide new members with an orientation to the agency, programs, responsibilities, and vision. Development of mentoring between new and old board members.
- Information Sharing - Work on local/regional projects and build regional partnerships; Information sharing through emails, webpage, and partner updates including:
  - Partner updates at WDB meeting given by State Vocational Rehabilitation (VR), MDHHS, Adult ED, CTE and CEAC;
  - Reports on performance measures, business services, marketing efforts and financial reports including audits and monitoring; and
  - GSTMW! has representation on various boards throughout the region.
- Each quarter the Governing Board and WDB receive GSTMW!'s *Talent Talk*, a quarterly snapshot newsletter. This is a cost-effective medium for building relationships and maintaining regular contact with the Boards, organizations, partners, stakeholders, customers, and the public. The *Talent Talk* quarterly snapshot is designed to increase awareness and understanding of the organization's activities and impacts, as well as highlight the success and progress of key initiatives and programs across the agency. *Talent Talk* is distributed at quarterly Board meetings and subsequently published and made available across the organization and region.
- Provide the WDB with training and technical assistance as needed. Members are offered the opportunity to attend Michigan Works! conferences and workshops, Legislative Day, Impact Awards, Governor's conferences, and team building exercises.

**b. A description of how the local board will allocate One-Stop center infrastructure funds.**

One-Stop infrastructure costs are used to support the general operations of the AJCs. One-Stop infrastructure costs will be allocated to the appropriate program and other partners in

accordance with applicable laws, regulations, and State policy. Also taken into consideration is an equitable and efficient cost allocation, consistent with Federal cost principles, that results in a reasonable cost allocation methodology where infrastructure costs are charged to each program and/or partner in proportion to relative benefits received.

**c. A description of the roles and contributions of One-Stop partners, including cost allocation.**

Direct “on-site” partner costs will be allocated based on direct full-time equivalents (FTEs). To allocate One-Stop costs based on benefits received to “off-site” partners, off-site partners will contribute based on estimated FTE’s calculated on the number of reported customers served in the region and relative benefits received.

**25. A description of how training services outlined in the WIOA Section 134 (Adult and Dislocated Worker) will be provided through the use of individual training accounts, including:**

**a. If contracts for training services will be used.**

**b. Coordination between training service contracts and individual training accounts.**

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

Training services are provided to equip individuals to enter the workforce and retain employment. Under WIOA a program of training services includes a structured regimen that leads to specific outcomes. Contracts for training services will be for work-based learning activities, such as OJT, while an ITA will be established for participants for whom occupational skills training have been determined to be an appropriate training service. A program of training services is one or more courses or classes, or a structured regimen that leads to:

- A recognized post-secondary credential, secondary school diploma or its equivalent;
- Employment; or
- Measurable skill gains toward such a credential or employment.

Training services are available for individuals, who after an interview, evaluation or assessment and case management, are determined to be unlikely or unable to obtain or retain employment that leads to self-sufficiency or higher wages from previous employment through career services alone. An ITA will be established for participants for whom occupational skills training have been determined to be appropriate. The participant must be determined to be in need of training services and possess the skills and qualifications to successfully participate in the selected program.

Training programs must be on the State’s Eligible Training Provider List (Michigan Training Connect) in order for participants to utilize an ITA. The training program must be a “stand-alone” training component to qualify as an ITA.

Registered Apprenticeship (RA) programs automatically qualify to be on the list of eligible training providers as long as the RA program remains registered. ITAs can be used to support pre-apprenticeship training, training tuition for a RA program to the training provider and work-based training options.

Participants enrolled in WIOA and seeking training services will work directly with their career coach to select a training provider and training program. Training selection will be made and ultimately approved based on informed customer choice.

GSTMW!'s ITA policy is available on its website at [www.gstmiworks.org](http://www.gstmiworks.org).

**26. A description of the process used by the local board, consistent with Section III, to provide a 30-day public comment period prior to submission of the plan, including an opportunity to have input into development of the local plan, particularly for representatives of businesses, labor organizations, and education.**

A 30-day public comment period was allowed to receive feedback from the community. An electronic version of this plan was available through the GSTMW! website for 30 days after posting. The plan was posted at [www.gstmiworks.org](http://www.gstmiworks.org) on July 1, 2022.

The local board members required partners and other interested parties were provided a copy of the plan and encouraged to submit comments and feedback. All comments were taken into consideration for revisions. Copies of the completed plans were available for review at the following offices of GSTMW!:

711 N. Saginaw Street, Suite 300  
Flint, MI 48503

3270 Wilson Street  
Marlette, MI 48453

The completed plan is maintained at the administrative offices in Marlette and Flint.

In accordance with the Americans with Disabilities Act (ADA), the plan was made available in alternate formats as necessary upon request.

Persons wishing to comment may send comments in writing to:

GSTMW!  
Attention: Sharon Bowen  
711 North Saginaw Street, Suite 300  
Flint, MI 48503  
[sbowen@gstmiworks.org](mailto:sbowen@gstmiworks.org)

## **PUBLIC REVIEW AND COMMENT PROCESS**

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

Integration of services is ensured through the use of the One-Stop Management Information System (OSMIS). The One-Stop Management Information System is a database system with numerous key features and components. Each component makes use of a single applicant record that contains all of the information about that person. OSMIS is web-based, enabling it to be accessed from any site that has an internet connection. A login process maintains security for the system. Service providers or staff enter customer services into the OSMIS database as they are provided. Data can only be entered by and is only displayed to, users who have permission to see and use the information.

Information entered is available immediately after entry. OSMIS tracks all services provided to a claimant regardless of the provider or the provider's location. It is a flexible system that allows for the adding of modules or features with relative ease. Enhancements to the components of OSMIS are implemented on a continuous basis to include reporting modifications and to simplify data entry and tracking for all programs. In addition, the customer relations software, G\*STARS, has been implemented across the local area to assist career coaches and BSPs in delivery and tracking quality services provided to participants and employers.

The State of Michigan is currently developing an integrated, technology-enabled intake and case management information system for programs carried out under WIOA and by the One-Stop partners. GSTMW! has taken part in workgroup opportunities to explore updates to the current data management system and support a statewide system that allows all core partners to utilize one integrated tool. GSTMW! continues to use the current OSMIS system and G\*STARS.

**28. A description of the local priority of service requirements.**

GSTMW!'s has a Priority of Service/Local Adult Income Exemption policy. This policy is available on GSTMW!'s website at [www.gstmiworks.org](http://www.gstmiworks.org).

WIOA requires local areas to establish the criteria and the process by which priority of service will be applied. This policy creates a priority of service procedure for how job seekers from certain populations are able to access WIOA services and establish priority access to these services. These target populations must first meet the eligibility requirements for the WIOA programs. All staff and service providers must ensure that individuals in the first priority group such as veterans, low income, Federally defined barrier individuals and dislocated workers, are served annually at a higher percentage for enrollments than priority group two and three. This priority of service is established in keeping within the requirements of WIOA. Priority of services does not need to be applied until it is determined that the individual is in need of individualized career or training services.

The individual job seeker must be identified and categorized prior to enrollment. Priority of service is initiated on the service center level and applies as follows:

**Priority of service will be applied through the region in the following order.**

**1<sup>st</sup> Priority:**

- A. Priority will be given to veterans and eligible spouses of veterans who meet veteran status criteria. This is in accordance with the veteran's priority of service;  
**and/or**
- B. Individuals with one Federally defined barrier to employment. (which must be documented). This is defined in accordance with TEGl 19-16 and subsequent changes.

**2<sup>nd</sup> Priority:**

Priority will be given to individuals with multiple locally defined barriers to employment. This may include unemployed or employed individuals who need assistance in gaining self-sufficiency.

**3<sup>rd</sup> Priority:**

Priority will be given to individuals who are not defined in the above priority groups but meet adult eligibility and demonstrate extenuating circumstances as approved by GSTMW! administrative staff.

**Limited Funds Determination**

Priority will be given to residents of Genesee, Huron, Lapeer, Sanilac, Shiawassee, and Tuscola Counties should funding be limited. Funds allocated for youth are not subject to Federal priority requirements (20CFR 6623.610).

***29. A description of how the local board will coordinate workforce investment activities carried out in the local area with Statewide Rapid Response (RR) activities.***

The purpose of Rapid Response (RR) is to promote economic recovery and vitality by developing an ongoing, comprehensive approach to identifying, planning for, and responding to layoffs and dislocations and preventing or minimizing their impacts on workers, businesses, and communities to provide economically valuable solutions to businesses and critically important services to workers at the time when they are most needed.

RR is to help laid-off workers quickly transition to new employment. RR acts as both a provider of direct reemployment services and as a facilitator of additional services and resources. RR is the gateway to the workforce system for both dislocated workers and employers and is a component of a demand driven system.

GSTMW! will take an active role in assisting workers when plant closings/layoffs occur. The LEO Rapid Response Unit assisting in activities will work closely with the UIA in response to WARN Act notices for employers with mass layoffs or plant closings. Services to be included as part of the RR process are: (1) initial RR meeting with the company and union officers (if applicable); (2)

worker orientation meetings with employees; (3) establishment and organization of a Joint Adjustment Committee (JAC); (4) layoff aversion IWT (if applicable); (5) State Adjustment Grants (SAGs) as additional increments to a local area's DW formula funding award to meet documented funding deficits; (6) National Dislocated Worker Grants (DWGs) as another form of assistance to provide to dislocated workers.

**30. A description of Rapid Response activities.**

GSTMW!'s Rapid Response Process and Procedures for Responding to Notifications of Plant Closings, Mass Layoffs, the WIOA Layoff Aversion Strategies and Policy Guidelines for Incumbent Worker Training Programs are available on GSTMW!'s website at [www.gstmworks.org](http://www.gstmworks.org).

**A. Initial RR meeting with the company and union officers.**

GSTMW!'s RR coordinator or other designated GSTMW! staff, will arrange for an initial meeting with the employer. The initial RR meeting shall include GSTMW!'s RR coordinator, the company, union leadership (if applicable), LEO RR staff and other local partners as necessary such as the UIA, United Way, MDHHS, etc. LEO RR staff will provide overall information from a State perspective as well as gathering demographic information about the impacted workforce. GSTMW! will provide information and/or marketing pieces on employment services including Pure Michigan Talent Connect (PMTTC), dislocated worker services and other services available at the local AJC.

**B. Worker orientation meeting for employees.**

Upon agreement with the company, worker orientation meeting(s) will be scheduled to provide information on the process and available services to the impacted employees. GSTMW! will:

- Confirm the date(s) and time(s) of the worker orientation meeting(s);
- Arrange for the participation of partnering human service agencies and service center staff to present (and disseminate hard copy) information about existing services available to the affected employees;
- Provide informational materials on available services at the AJCs; and
- If the company does not agree to an on-site worker orientation meeting, GSTMW! will schedule one at an alternate location and make every attempt to get the information to the employees within the company, in addition to printed marketing pieces etc. that outline available services.

LEO RR staff will transmit the request to the UIA for representatives to be present at the worker orientation meeting. If UIA is not able to be present, GSTMW! will direct impacted workers to the UIA's website, including the on-line claim filing kit (UIA Form 1251) and the on-line service, Claimant Web Account Manager. GSTMW! will refer all those affected workers with additional questions to the UIA Employee Hotline at (800) 500-0017 or to the Claimant Web Account Manager online services page at [www.michigan.gov/uia](http://www.michigan.gov/uia). In addition, GSTMW! will distribute the Dislocated Worker Survey to impacted workers.

GSTMW! will arrange to have agency staff attend scheduled worker orientations. Generally, a career coach or a program manager will be assigned to explain employment services. Collaboration with other organizations may result in additional presenters based on the worker group and layoff circumstances. The Michigan Works! presentation will include an overview of available activities and services within the AJCs. These meetings include presentations by MWA staff and service providers and provide information on employment services, WIOA-funded career services (basic and individualized), no-cost reemployment workshops, labor market information, PMTC, career assessment services, self-serve resource room, veteran's assistance, TAA (if applicable), training options, OJT, and employer services.

**C. Layoff Aversion IWT.**

As part of the local RR activities, an immediate and on-site contact is made with the employers, representatives of the affected workers and appropriate members of the community to assess the potential for averting the layoffs. This activity is made in consultation with the State and/or local economic development agencies, including private sector economic development organizations. If it appears that layoff(s) can be averted, a plan is drafted and executed to avoid the layoffs. The sooner the system is aware of a potential layoff(s), the more interventions can be used to avert the layoff(s).

Early warning systems are necessary to ensure a timely response to worker dislocations. Layoffs can be identified in a variety of ways, including but not limited to, discussions with employer representatives or employees, meetings with organized labor, increased unemployment insurance claims, press attention, a WARN Act notice or a Trade Act petition. Systems are in place to regularly and proactively monitor all these notification channels.

An early warning network can be effective when:

- County and local economic development organizations serve as points of contact;
- Public, nonprofit, and private partners share at-risk businesses to economic development;
- Economic development coordinates assessment and delivery of services; and
- Private – bankers, accountants and turn around consultants.

A critical aspect of our outreach to the employer and business community is assessing the health of a company with respect to employment issues. This assessment is part of the business solutions professional process. All members of the GSTMW! business services team are BSP certified and can proactively assist employers to assess issues that are of concern to them. If employee layoff appears to be eminent, necessary community partners, including economic development agencies and education will be brought together to determine if a plan can be developed to assist the company in averting any layoffs.

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

- Prefeasibility studies;
- Success planning/loan programs;
- Data collection;
- Employee training (OJT);
- IWT\*; and/or
- Technical assistance.

\*IWT may be identified as an option during the development of a layoff aversion plan. GSTMW! may fund IWT if it is used as an approved local strategic plan. The State's Going Pro Training Fund may provide availability of grant funds to support other incumbent worker training needs.

GSTMW!'s full IWT policy is available on its website at [www.gstmiworks.org](http://www.gstmiworks.org).

**D/E. State Adjustment Grants (SAGs) and National Dislocated Worker Grants (NDWGs)**

State Adjustment Grants (SAGS) and National Dislocated Worker Grants (NDWG) are additional increments to local area's dislocated worker formula funding awards to meet documented funding deficits. GSTMW! may request additional funding through SAG or NDWG as circumstances in our region warrant. GSTMW! will continuously monitor expenditures and obligations of WIOA dislocated worker funds and seek out additional funds, as necessary. GSTMW! will follow the SAG application process outlined in the SAG policy issuance for a single or multiple dislocation event. GSTMW! will seek NDWG discretionary grants awarded by the Secretary of Labor as specific circumstances of dislocation occur. GSTMW! through coordination efforts with the LEO, will identify such needs for both funding grants. As such, GSTMW! will have all the critical information to date regarding the local circumstances which would activate the requests for these additional funding sources. The application and project design will be directly coordinated with the assistance of LEO-WD.

**F. Joint Adjustment Committee (JAC)**

JAC may be formed by mutual consent of the company and union (if applicable) in situations where at least fifty employees are being laid off and there is at least 60 days subsequent to the RR meeting before layoffs are completed. JAC may be established with LEO support. GSTMW!'s role in JAC participation would be to meet with the partnering agencies on an on-going basis throughout the time period until layoffs are complete to coordinate/arrange/schedule services specific to the needs of the impacted workers. Such services would assist them in becoming re-employed as quickly as possible.

Below is the person who is primarily responsible for the Joint Adjustment Committees, State Adjustment Grants (SAGs) and National Dislocated Worker Grants.

Sharon Bowen, COO  
 GSTMW!  
 711 N. Saginaw Street, Suite 300

Flint, MI 48503  
Phone: 810-233-5974 Ext. 154  
Email: [sbowen@gstmiworks.org](mailto:sbowen@gstmiworks.org)

## **PUBLIC REVIEW AND COMMENT PROCESS**

GSTMW!' local plan was available to the public through electronic and other means for a 30-day period.

Revised 7-20-20 to reflect PI 20-07.

Revised 9-28-2020 to add negotiated performance 2020 and 2021.

Revised 6-30-22 for Mid Cycle Modification PI 20-07 Change 1