



POWERED BY:



**Workforce Innovation and Opportunity Act
LOCAL PLAN
PYs 2016-2020**

PI: 16-02

APPROVAL REQUEST

1. Michigan Works! Agency (MWA): Berrien Cass Van Buren Workforce Board DBA Kinexus	2. MWA Number: MWA 05
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**THE CHIEF ELECTED OFFICIAL(S) AND WORKFORCE DEVELOPMENT BOARD (WDB)
HEREBY REQUEST APPROVAL OF THIS DOCUMENT**

Authorized Chief Elected Official Bob Wagel	Date 6/14/16
Authorized Chief Elected Official	Date
Authorized Chief Elected Official	Date
WDB Chairperson Chris Randall	Date 6/14/16

BWT-344 (5/09)

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

WIOA FOUR-YEAR LOCAL PLAN

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Introduction

Kinexus Strategic Vision

Targeted Growth through Value-Added Partnerships:

Berrien- Cass- Van Buren Workforce Development Board, Inc. (d.b.a. “Michigan Works! Berrien- Cass- Van Buren”, d.b.a “Kinexus”) adds value to our region and our state through: new services to enhance career opportunities and associated career ladders, innovative new business models that will grow the competitiveness of our businesses and job seekers, and engaging value-added partnerships to build the economic competitiveness of our region.

Collaborative Operations and Opportunities pursued collectively:

Business, Talent, and Community work more thoroughly and seamlessly together. No operations (initiatives or programs) are performed in isolation but are focused on solid business service strategies and career pathways for our community members.

Kinexus Local Strategic Workforce Innovation and Opportunity Act Local Plan

The Kinexus Workforce Development Board is proud to present its Four-Year Strategic Workforce Innovation and Opportunity Act Local Plan. With input from business and community partners, Kinexus has developed a Four -Year Strategic Local Workforce Plan as required under the Workforce Opportunity and Innovation Act(WIOA.) The Plan describes the Board's commitment to building and maintaining a comprehensive workforce development system for the counties of Berrien, Cass and Van Buren that is sector-focused, business-responsive and fosters the development and delivery of training and services. These trainings and services bridge the gap between skills currently available in the workforce and the needs of growing and emerging sectors of our local economy.

The Kinexus vision creates opportunities for workers to prepare for and enter into well-paid careers. Central to this objective is collaboration among a wide range of stakeholders including business, economic, labor, education, social services, philanthropic organizations and community-based agencies. Translating this vision into a plan that can be set in motion will require that stakeholders work together over time to identify the workforce needs of businesses in local priority sectors, as well as develop career pathway approaches to address skill level gaps of the local workforce. This local plan is a living document that will be updated on a regular basis, based on changes in the Board's priorities.

This plan has been posted for public comment and those comments will be and have been reviewed and incorporated into the plan as indicated. The plan can be found at <http://www.miworks.org>

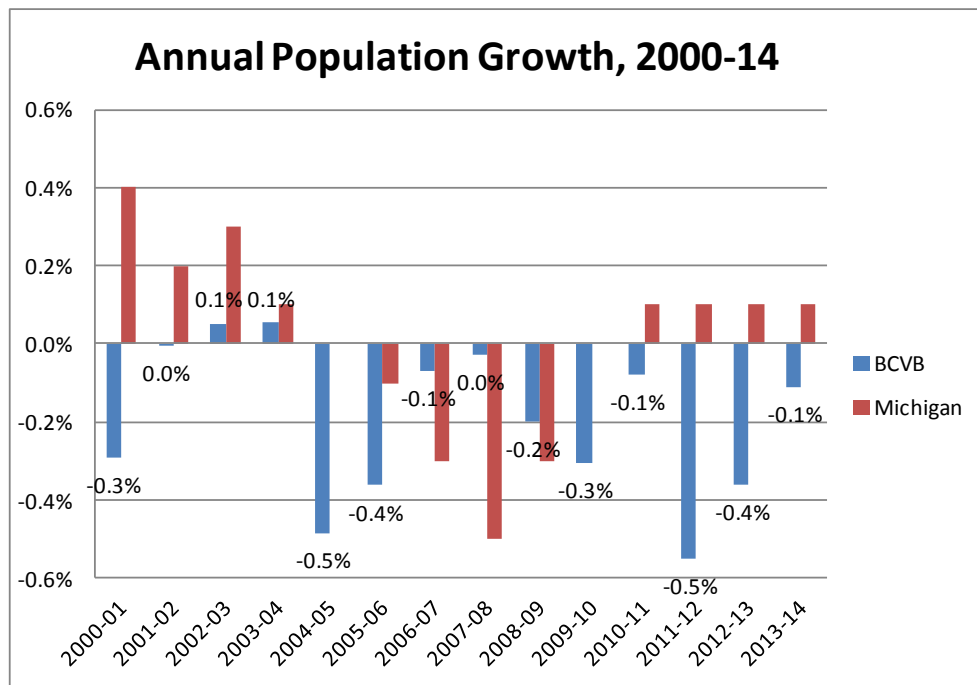
1. Regional Labor Market Analysis

Population

In 2014 Berrien Cass Van Buren’s (BCVB) population measured an estimated 282,045. Since 2000, the BCVB population decreased 2.7 percent or -6,937 residents. In the same time frame, Michigan’s population remains declined 0.4 percent or -42,573 residents. In contrast, the U.S. population has shown impressive growth, up 36,694,645 or 13 percent since 2000.

BCVB’s population decline is largely attributed to losses in Berrien County. From 2000-2014, Berrien County lost -5,920 residents or 3.7% its 2000 population. Van Buren County suffered a loss of -1,231 residents or 1.6%. Cass County faired better with a +214 population growth; an increase of 0.4%.

By 2020, BCVB’s population is expected to decline by less than one percent as a 3.8% decline in population in Berrien County will be somewhat negated by gains in Cass and Van Buren Counties.

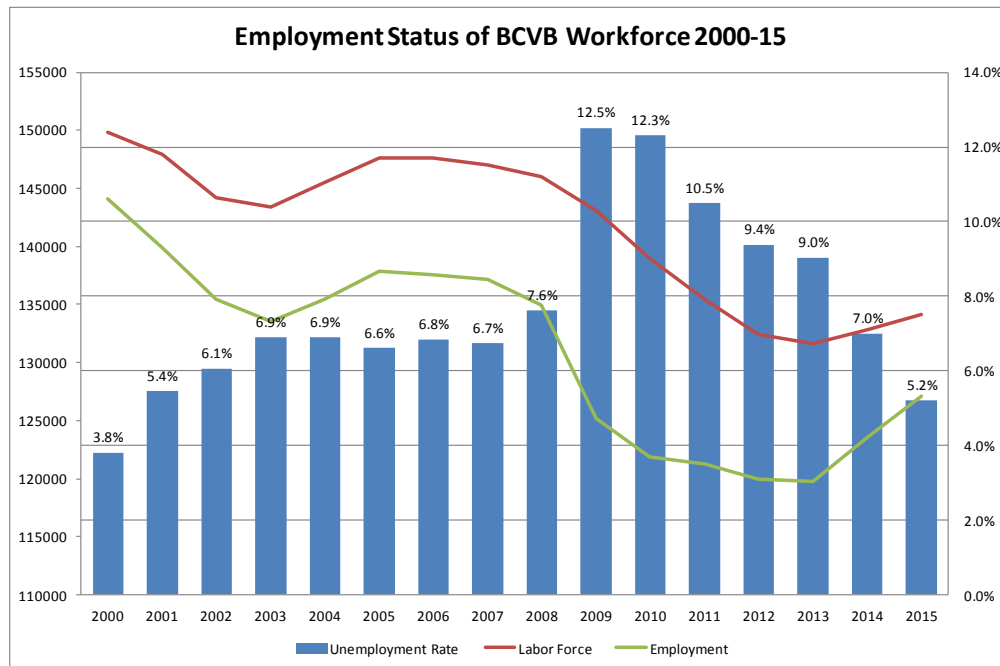


Geography	2000	2010	2014	2020	% 2000-14	% 2010-14	% 2010-20
Berrien	162,453	156,813	155,233	150,821	-4.44%	-1.01%	-3.82%
Cass	51,104	52,293	51,608	54,279	0.99%	-1.31%	3.79%
Van Buren	76,263	76,258	75,199	78,401	-1.40%	-1.39%	2.81%
Tri-County	289,820	285,364	282,040	283,501	-2.68%	-1.16%	-0.65%

Source: US Census Current Population Survey, 2014 Estimates

Labor Market Trends

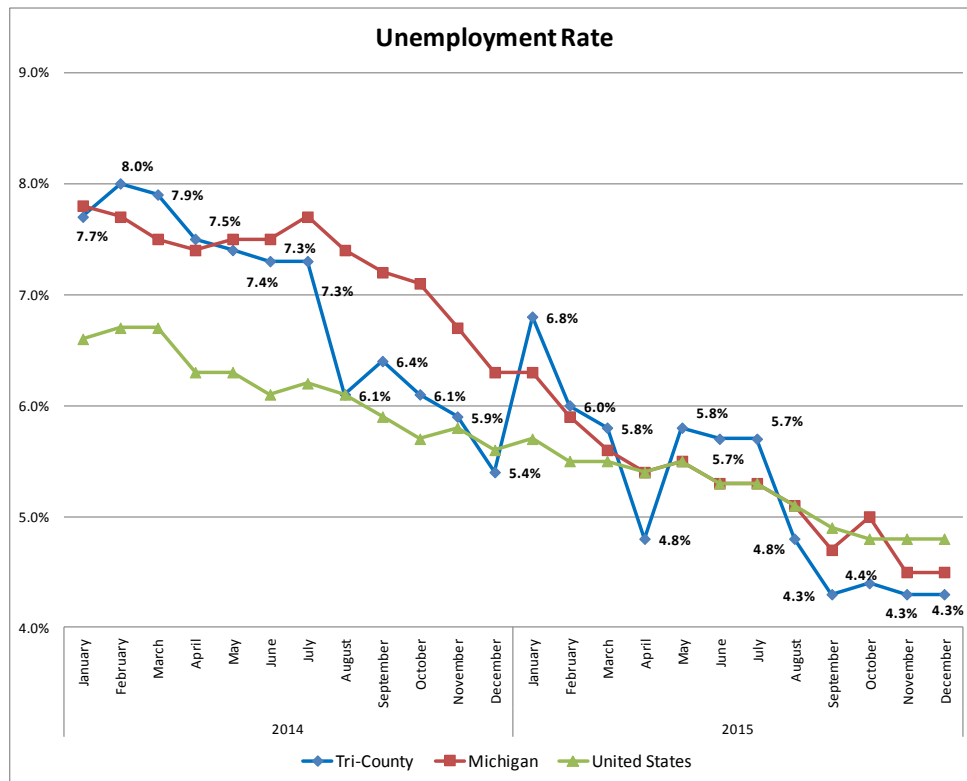
BCVB has made a remarkable recovery since economic lows observed during the Great Recession. In 2009, Michigan had the highest unemployment rate in the country at 13.7 percent and Southwest Michigan's unemployment rate peaked at 12.5 percent. Since then, the jobless rate has continued to decrease down to 4.3 percent as of December 2015. However, numbers of employed persons and labor force participants have yet to recover to pre-recessionary levels. Since hitting a low of 119,725 employed persons in 2013, employment in BCVB grew 6.2 percent or 7392 persons by 2015. In the same time frame, labor force slightly increased by 1.8% or 2486 persons.



Source: Michigan DTMB, Bureau of Labor Market Information and Strategic Initiatives

Despite the strong numbers since the recession, BCVB workforce indicators remain well below the peaks established in 2000. The BCVB jobless rate in 2000 was 3.8 percent, well below the 2015 annual rate of 5.2 percent. Far more striking were the long-term, massive losses in labor force and employment levels over this period. In 2015, BCVB labor force was 134,108, a plunge of 15,683 or -10.5 percent since 2000. The same is true for employment, which has dropped by 16,959 workers or -11.8 percent since 2000. The share of the BCVB population that was active in the labor market (the labor force participation rate) dropped sharply from 65.2 percent in 2000 to 60.4 percent in 2014.

More recently, BCVB workforce trends have shown strong improvement. Since January 2014, the jobless rate has dropped 3.4 percentage points to 4.3 percent and employment advanced from 118,675 in January 2014 to 126,600 in December 2015, a gain of 6.8 percent.



Source: Bureau of Labor Statistics

Demographics of the BCVB Labor Force

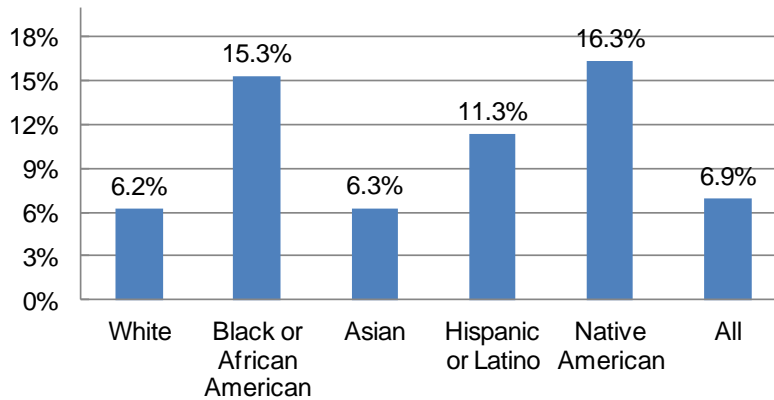
The preceding analysis of BCVB labor force status by demographic characteristic provides a glimpse of the differences in employment, unemployment, and labor force participation across groups such as gender, race/ethnicity, age, and others. There are other groups of individuals identified by the Act, and many face workforce challenges.

Unemployment rates in 2014 were reasonably similar for men and women in BCVB, but marital status made a difference. The 2014 jobless rates for men and women in the labor force were 7.1 and 7.8 percent, respectively. However, individuals who were married had significantly lower unemployment rates. Married men with a spouse present had a jobless rate of just 3.7 percent in 2014, and married women with a spouse present had a jobless rate of 4.1 percent, both significantly lower than either gender as a whole.

Unemployment remained elevated for African Americans in 2014, despite improvements since the recession. The rate for African Americans (15.3 percent) in BCVB was over double the rate for all workers (6.9 percent). The rate for Native Americans was the highest among all groups at 16.3 percent.

For individuals of Hispanic or Latino ethnicity, jobless rates in 2014 were also above average (11.3 percent). The racial group with the lowest unemployment rate in 2014 was Whites at 6.2 percent, followed by Asians with a jobless rate of 6.3 percent.

BCVB Jobless Rates by Race/Ethnicity

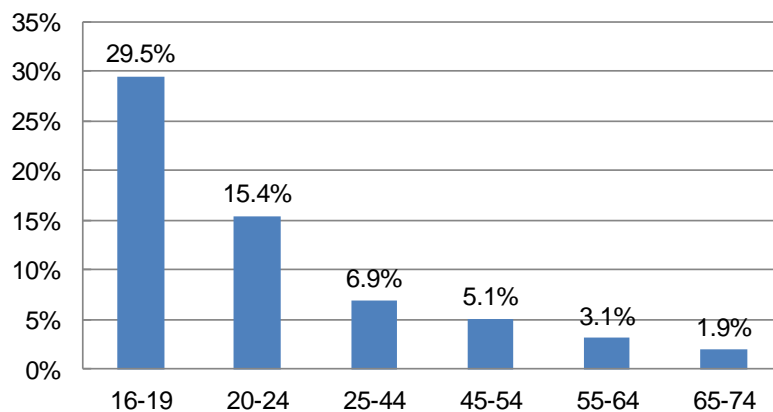


Source: American Community Survey 1-Year Estimates, 2014

Jobless rates were generally inversely related to age in BCVB, until individuals reached 65 years and over. Teens and young adults face the highest unemployment rates in the region, at 29.5 percent and 15.4 percent, respectively.

Competition with more experienced or skilled adults, and more frequent movement in and out of the workforce, partially explains these higher rates for younger workers. Jobless rates then tend to decrease with age down to a low of 3.1 percent for those aged 55 to 64 years old. For persons 65 years and older, labor force participation rates fall significantly, but unemployment rates go up as older workers at times face additional barriers to employment.

BCVB Jobless Rates by Age Category



Source: American Community Survey 1-Year Estimates, 2014

Full Versus Part-Time Employment

74 percent of all employed in BCVB work full-time (35+ hours worked per week). 58.6% of full time workers are male. Women make up a larger share of the BCVB part-time workforce than men. In BCVB in 2014, women comprised 63.4 percent of part-time workers, but accounted for only 41.3 percent of full-time workers.

Educational Attainment of the BCVB Workforce

Compared to national averages, BCVB had a slightly higher share of the adult population that had attained a high school degree, had some college but no degree, or had an Associate's degree in 2014. The state had a smaller proportion of persons with less than a ninth grade education level than the nation (3.3 percent vs. 5.8 percent). The region notably lagged behind the nation in the share of residents with Bachelor's degrees and Graduate or Professional degrees.

Education Level	BCVB	Michigan	United States
Less Than 9th Grade	5%	4%	7%
9th Grade to 12th Grade	8%	7%	8%
High School Diploma	34%	30%	28%
Some College	23%	24%	21%
Associate's Degree	9%	9%	8%
Bachelor's Degree	13%	16%	18%
Graduate Degree & Higher	8%	10%	11%

Source: US Census American Community Survey, 2014

BCVB's unemployment rates in 2014 were inversely related to education level. Individuals with a less than a high school graduate level of education had the highest jobless rate at 15.7 percent. Unemployment rates generally decline with higher educational attainment levels to a low of just 3.8 percent for individuals with a Bachelor's degree or higher.

ACS14:B23006. Educational Attainment By Employment Status For The Population 25 to 64 Years	Total	%		Total	%
Total	145,245				
Less Than High School Graduate	14,049		Some College or Associate's	53,545	
In Labor Force	8,100	57.7%	In Labor Force	42,176	78.8%
Employed	6,830	84.3%	Employed	40,677	96.4%
Unemployed	1,270	15.7%	Unemployed	1,499	3.6%
Not in Labor Force	5,949	42.3%	Not in Labor Force	11,369	27.0%
High School Graduate (GED)	41,207		Bachelor's Degree or Higher	36,444	
In Labor Force	28,636	69.5%	In Labor Force	30,325	83.2%
Employed	26,455	92.4%	Employed	29,184	96.2%
Unemployed	2,164	7.6%	Unemployed	1,141	3.8%
Not in Labor Force	12,571	30.5%	Not in Labor Force	6,119	16.8%

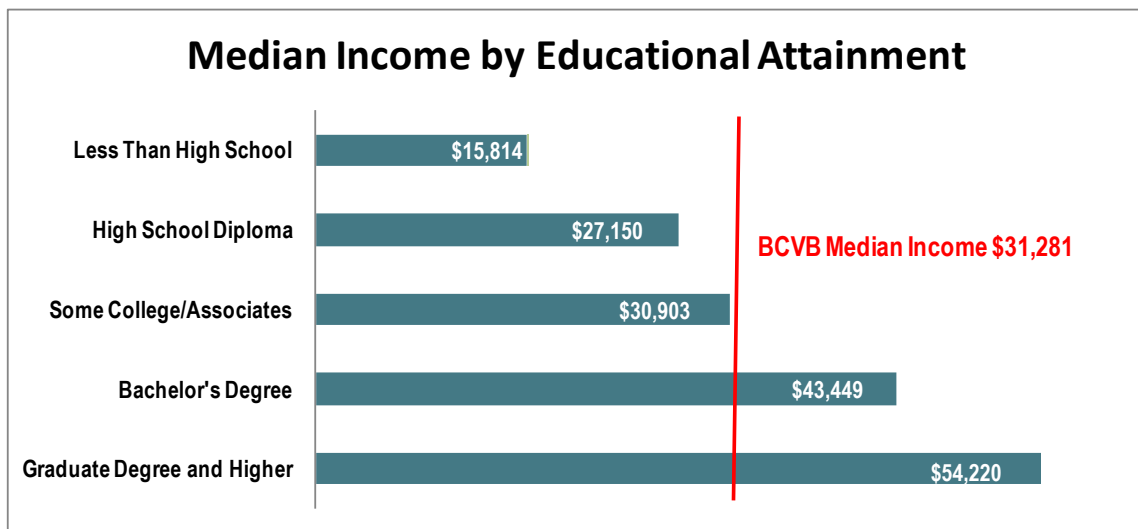
Source: US Census American Community Survey, 2014

Poverty rates were also inversely related to educational attainment in BCVB in 2014. Poverty rates in 2014 ranged from 40.2 percent for persons with less than a high school education to 6.4 percent for residents with a bachelor's degree or higher.

ACS14: Poverty Rate by Educational Attainment Level	%
Less Than High School Graduate	40.2%
High School Graduate (GED)	14.1%
Some College, Associate's Degree	10.0%
Bachelor's Degree or Higher	6.4%

Source: US Census American Community Survey, 2014

Higher education levels were clearly related to higher median earnings in BCVB. Individuals who were less than high school graduates had median earnings in the past 12 months of just \$15,814, which was far below the region’s median income of \$31,281. Income was highest for those with advanced education. Persons with a Bachelor’s degree in BCVB had 2014 median earnings of \$43,449, and people with a graduate or professional degree recorded median earnings of \$54,220.



Source: US Census American Community Survey, 2014

Individuals Living Below the Poverty Line

According to data from the U. S. Census Bureau’s American Community Survey (1-year estimates), 16.5 percent of BCVB’s population lived in poverty in 2014 (a little above the nation’s poverty rate of 15.5 percent and comparable to the state rate of 16.2%). About 52 percent of these individuals living under the poverty line in 2014 worked full-or part time in the past 12 months.

Older Individuals

The proposed rules define “older individuals” as persons within the age bracket of 55 years and over.

The U. S. Census Bureau estimated that in 2014, a little over 90,000 “older individuals” lived in BCVB (in households and group quarters), with about 41,104 between the age of 55 and 64, 28,485 between the age of 65 and 74 and 20,000 in the 75 years and over bracket.

An aging population and the recent Great Recession resulted in workers staying longer in the labor force. In 2014, the labor force participation rate of persons between the ages of 55 and 64 was estimated at 63.8 percent. On the other hand, the rate for all individuals in the working age (16 and more) was 60.4 percent.

About 22.5 percent of the 65-74 years old individuals still participated in the labor force in BCVB with an unemployment rate of 7.7 percent (nearly 1 percentage point above below the BCVB rate in 2014). 5.6 percent of those who were 75 years old and over continued to stay active in the labor force.

Eight percent of “older individuals,” 65 years of age and over, who lived in households in 2014 (excluding group quarters) were below the poverty line.

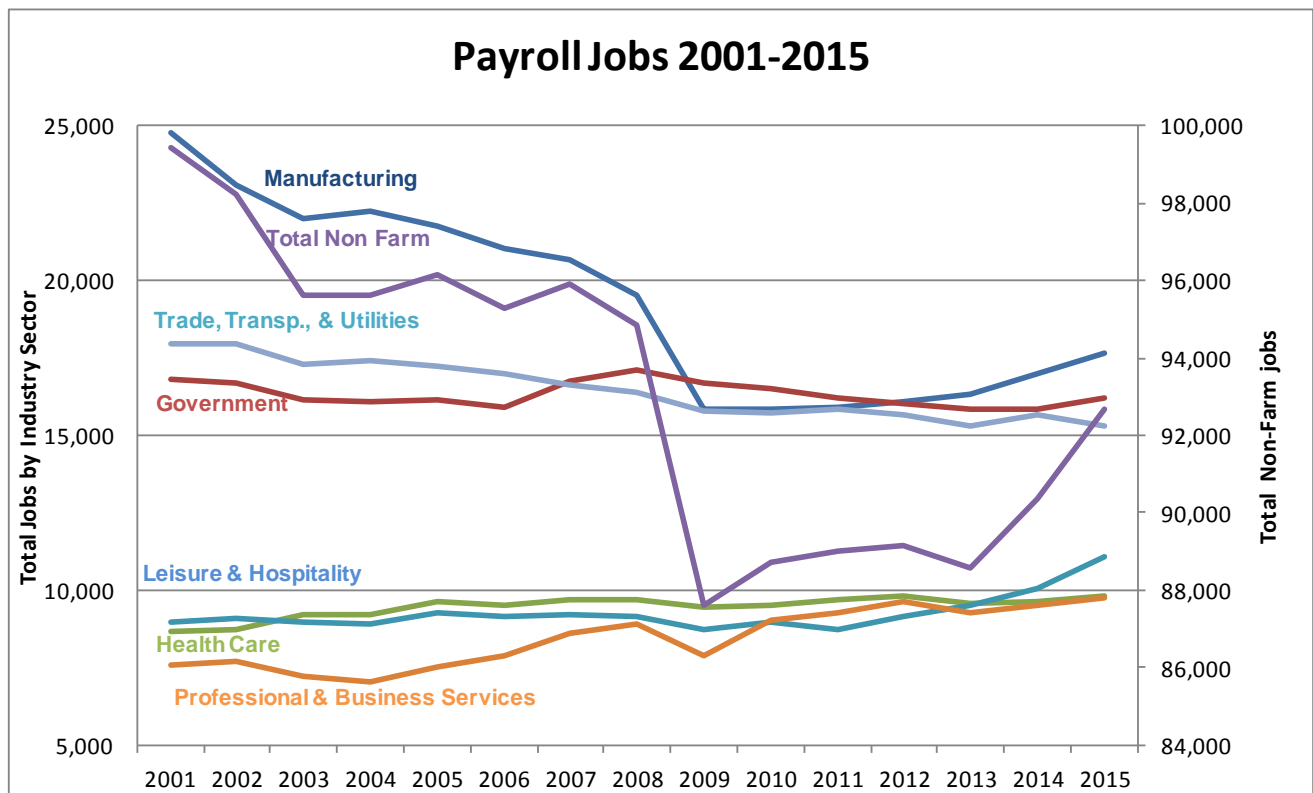
Individuals with a Disability

Nearly 10 percent of BCVB’s workforce population (age 16-64) identified having a disability. Only 3.8 percent of all full-time year round workers reported having a disability in 2014. In 2014, the participation rate for individuals with disabilities was estimated at 33.7 percent, considerably lower than that for those with no disability (80 percent).

Individuals with disabilities also faced higher unemployment rates measuring 13.4 percent, nearly double the 7.7 percent reported for those with no disability.

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Regional Payroll Jobs Trend



Source: EMSI 2016 Q1 Dataset

BCVB's economy never fully recovered from the massive *Manufacturing* layoffs that occurred at the turn of the Millennium in 2000, mostly blamed to outsourcing. In fact, by 2007, BCVB had lost 4,150 jobs in *Manufacturing* alone. The impact of the late 2008 financial crisis that came on the heels of the national housing crash forced even greater job reductions among most of the region's sectors. BCVB shed an additional 8300 jobs in the two-year period from 2007 to 2009 alone. As of 2015, BCVB's total nonfarm employment is close to 6,700 below the 2001 levels.

Since the official end of the recession in the second half of 2009, BCVBs payroll employment recovery has followed the nation. However, unlike the nation which had surpassed the 2007 pre-recessionary levels by 2014, industry jobs in BCVB were nearly 6 percentage points below the 2007 levels (or -5535). Since 2013, total non-farm jobs have grown 4.6 percent and manufacturing jobs have grown 8.1 percent.

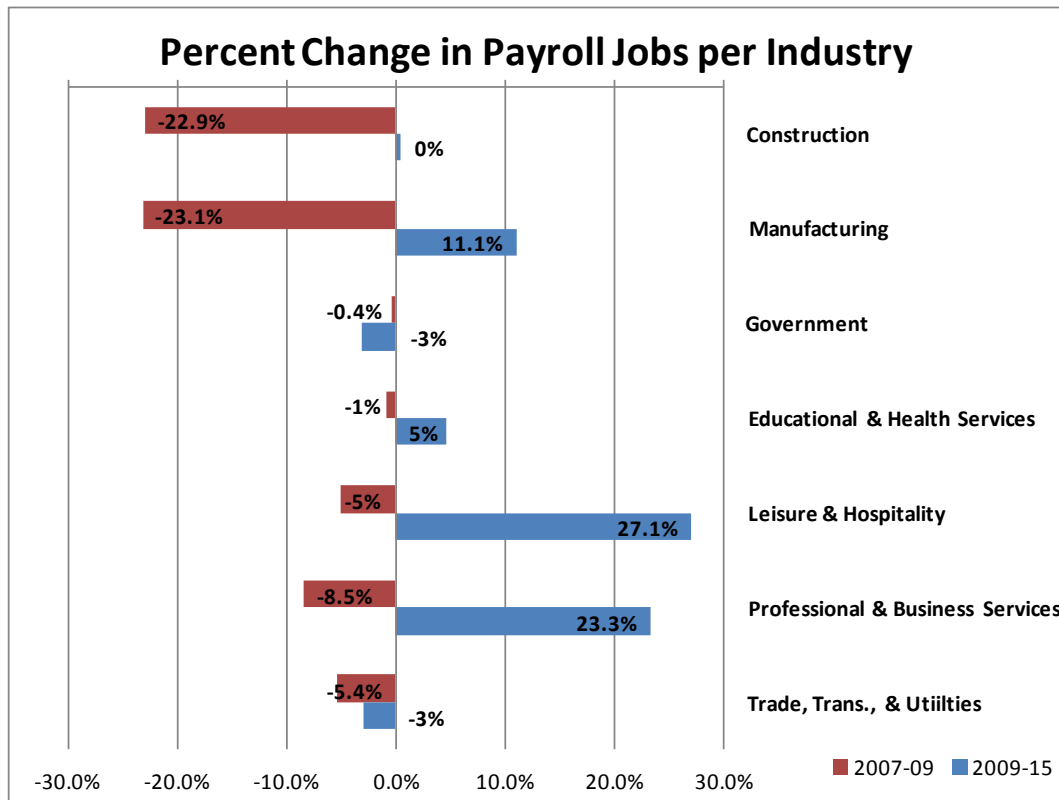
Impact of the Great Recession on Specific Sectors

Manufacturing was the hardest hit sector in BCVB during the recession, with a job reduction of 23.1 percent. However, the sector has rebounded with an 11.1 percent job growth since the end of the recession.

- Jobs in Professional and Business Services declined 8.5 percent during the recession. Employment has grown by 23.3 percent since then.
- One sector, private Education and Health Services, recorded slight job loss during the recession (-1 percent and

expanded 5% thereafter.

- Construction jobs fell 22.9 percent during the recession and housing crisis and employment has remained flat during the post-recession period.

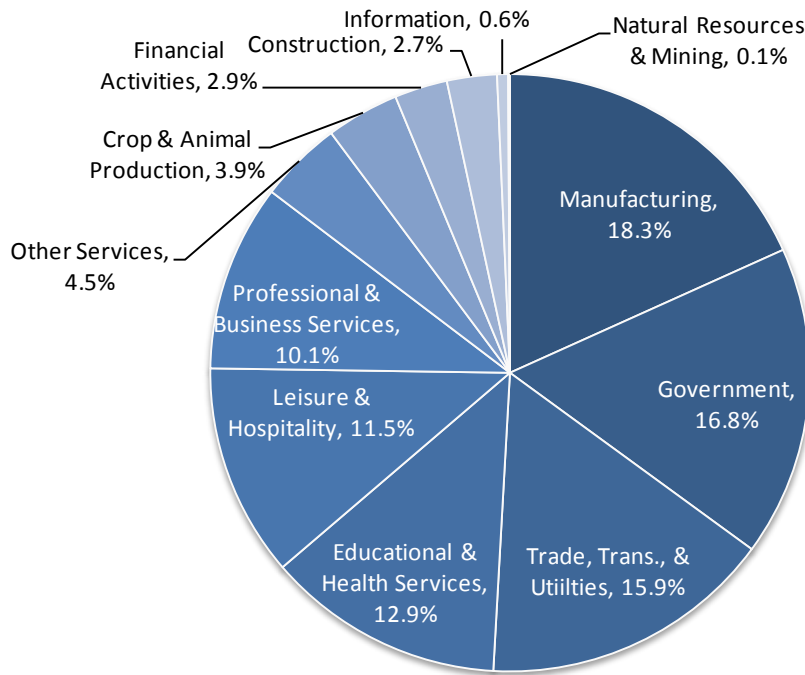


Source: EMSI, 2016 Q1 Dataset

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Current Distribution of BCVB's Payroll Jobs

Despite the recent job gains in goods producing sectors (particularly in Manufacturing), BCVB continued to display a shift toward a service-based economy. While Manufacturing remains the area's top employment sector, the next four broad industry sectors in terms of overall jobs were classified in the service-providing category.



Source: EMSI, 2016 Q1 Dataset

In-Demand Industry Sectors

The Michigan Bureau of Labor Market Information and Strategic Initiatives interpret the phrase “in-demand industry that leads to economic self-sufficiency” as a growth industry that pays a high wage (above the average for all occupations). “Opportunity for advancement” refers to career pathways within an industry cluster. In this plan, we define “existing” as industries that show a strong short-term rate of job expansion (over the past three years and/or in the next two years); and “emerging” as industries projected to show significant long-term job gains.

High-Demand and High-Wage Industries

These are industries that rank well in BCVB on a number of indicators, both in the short and long run. These sectors have displayed high recent employment growth (numeric and percent); have a strong long-term job outlook; provide above average wages; make a sizable contribution to the region's economic vitality.

- Employment growth rate over the past three years; projected long-term job growth for 2020
- Current employment
- Average annual earnings

Existing In-Demand Industries

Change in Payroll Jobs by Industry 2013-15

Industry	2013 - 2015 % Change	2013 - 2015 Change
Leisure & Hospitality	17%	1596
Manufacturing	8%	1318
Professional & Business Services	5%	472
Construction	3%	72
Other Services	3%	115
Government	2%	351
Education & Health Services	2%	267
Crop & Animal Production	2%	83
Trade, Transp., & Utilities	0%	4
Information	-1%	-6
Financial Activities	-3%	-76
Natural Resources & Mining	-8%	-8

Source: EMSI, 2016 Q1 Dataset

Emerging In-Demand Industries

Industry	2015 Jobs	2013-15 % Change	10 Year Growth	Avg. Annual Earnings	Location Quotient
Electrical Equipment, Appliance, and Component Manufacturing	3,966	11%	2%	\$156,684	15.84
Crop Production	2,846	-1%	18%	\$26,302	7.64
Primary Metal Manufacturing	1,405	18%	4%	\$55,504	5.51
Utilities	2,029	1%	1%	\$149,621	5.47
Beverage and Tobacco Product Manufacturing	431	21%	20%	\$40,675	2.92
Fabricated Metal Product Manufacturing	2,719	1%	11%	\$57,710	2.87
Machinery Manufacturing	1,998	-3%	6%	\$80,754	2.75
Transportation Equipment Manufacturing	1,636	23%	2%	\$60,733	1.54
Building Material and Garden Equipment and Supplies Dealers	1,122	-1%	6%	\$32,638	1.36
Animal Production and Aquaculture	197	9%	36%	\$36,496	1.19
Administrative and Support Services	5,677	10%	16%	\$36,136	1.02
Nursing and Residential Care Facilities	2,162	3%	20%	\$32,839	0.99
Repair and Maintenance	716	0%	2%	\$40,202	0.85
Merchant Wholesalers, Durable Goods	1,575	6%	16%	\$65,932	0.81

Source: EMSI, 2016 Q1 Dataset

In-Demand Occupations

Like in the case of industries, given the purpose of the Act, the Michigan Bureau of Labor Market Information and Strategic Initiatives believes that “existing” refers to current while “emerging” denotes future in-demand occupations.

Existing In-Demand Occupations

These are occupations that are showing high real-time demand today; are projected to continue to grow in the short run (until 2015); and offer a relatively high wage.

BCVB Top 25 Current In-Demand Occupations

Occupation	2015 Jobs	Short Term Growth	Openings	Median Hourly Earnings
Sales Representatives, Wholesale and Manufacturing	1,248	3%	129	\$22.02
Mechanical Engineers	823	7%	121	\$36.03
Insurance Sales Agents	363	36%	115	\$21.95
General and Operations Managers	1,296	4%	102	\$39.81
Registered Nurses	1,742	1%	100	\$29.46
Machinists	788	7%	98	\$19.44
First-Line Supervisors of Production and Operating Workers	620	6%	57	\$26.21
Heavy and Tractor Trailer Truck Driver	866	6%	50	\$26.61
Industrial Machinery Mechanics	283	8%	38	\$22.96
Market Research Analysts and Marketing Specialists	380	7%	36	\$29.41
Industrial Production Managers	310	8%	35	\$44.68
Industrial Engineers	222	7%	29	\$33.99
Licensed Practical and Licensed Vocational Nurses	271	6%	29	\$21.79
Cost Estimators	197	7%	29	\$26.20
Architectural and Engineering Managers	245	6%	27	\$52.07
Lodging Managers	99	25%	25	\$21.06
Sales Managers	270	5%	25	\$50.51
Food Service Managers	140	11%	20	\$21.75
Industrial Engineering Technicians	145	10%	19	\$23.85
Tool and Die Makers	179	9%	19	\$22.37
Marketing Managers	216	4%	19	\$48.89
Aerospace Engineers	62	19%	14	\$40.02
Mechanical Drafters	126	9%	14	\$21.94
Medical and Health Services Managers	203	2%	14	\$41.13
Purchasing Managers	125	6%	13	\$47.05

Source: EMSI, 2016 Q1 Dataset

Careers in-demand today in BCVB is a mix of occupations in terms of educational requirements. 8 of the top 25 occupations require less than an Associate's degree. These are occupations that display a high level of job postings, are projected to grow fastest in the short run, and pay a wage that is above the all-occupation average.

Emerging In-Demand Occupations

The following graph presents occupations that are projected to record solid job expansion over the long term (until 2020); along with high annual job openings and an above average wage. The criteria used were a combination of educational requirement, projected growth (numeric and percent) above the all-occupation average, sizable annual openings, and an above-average hourly wage.

BCVB Top 25 Future In-Demand Occupations

Occupation	2020 Jobs	Growth %	Annual Openings	Median Hourly Earnings
Registered Nurses	1,855	10%	60	\$29.46
Nursing Assistants	1,123	25%	47	\$13.26
Machinists	760	11%	34	\$19.44
Heavy and Tractor-Trailer Truck Drivers	875	5%	29	\$17.58
Mechanical Engineers	699	6%	28	\$36.03
Accountants and Auditors	542	5%	21	\$27.17
Emergency Medical Technicians and Paramedics	350	12%	16	\$15.54
Licensed Practical and Licensed Vocational Nurses	305	26%	14	\$21.79
Medical Assistants	559	9%	14	\$14.14
Industrial Machinery Mechanics	296	6%	12	\$22.96
Computer-Controlled Machine Tool Operators, Metal and Plastic	220	16%	11	\$12.61
Power Plant Operators	184	28%	10	\$23.65
Industrial Engineers	216	11%	10	\$33.99
Industrial Production Managers	276	2%	10	\$44.68
Cost Estimators	192	13%	10	\$26.20
Healthcare Social Workers	131	24%	9	\$23.88
Medical and Health Services Managers	215	11%	8	\$41.13
Physical Therapy Assistants	386	47%	6	\$24.75
Computer Systems Analysts	122	13%	4	\$31.89
Physical Therapists	81	29%	4	\$33.75
Software Developers, Systems Software	100	23%	4	\$29.75
Logisticians	84	27%	3	\$36.35
Cardiovascular Technologists and Technicians	94	11%	3	\$25.03
Meeting, Convention, and Event Planners	52	41%	2	\$19.51
Diagnostic Medical Sonographers	47	21%	2	\$26.10

Source: EMSI, 2016 Q1 Dataset. The next section presents an analysis of the knowledge, skills, and abilities needed in these occupations. The tools and technologies as well as the required certifications are presented where available. These

KSA profiles

Knowledge, Skills, and Abilities Needed in Industries and Occupations In-Demand

A close look at BCVB's existing and emerging high-demand, high-wage occupations reveals that these positions are concentrated in a handful of categories including: *Healthcare Practitioners and Technical, Information Technology, Architecture and Engineering, Businesses and financial, and Management* occupations. It is critical to understand what knowledge, skills, and abilities and what tools and technologies and certifications (if available) are expected of successful job candidates in these occupations.

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

Healthcare Practitioner and Technical Occupations

Knowledge, Skills, and Abilities

Knowledge of the information and techniques needed to diagnose and treat human injuries and diseases are important in all critical health care occupations. This includes knowledge of symptoms, treatment alternatives, drug properties and interactions, and preventive health care measures.

Knowledge

Medicine & Dentistry
Biology
Customer & Personal Service
English Language
Psychology

Skills

Active Listening
Reading Comprehension
Speaking
Critical Thinking
Monitoring

Abilities

Problem Sensitivity
Oral Comprehension
Oral Expression
Deductive Reasoning
Inductive Reasoning

Tools and Technologies and Certifications

Tools and technologies related to *Healthcare* occupations include several that ensure quality in the delivery of health services as well as increasing efficiencies in delivery of care, such as electronic medical records and time management. There are many certifications in healthcare occupations as many careers involve licensure. Beyond occupational-specific requirements, important certifications are concentrated in particular areas of patient care.

Tools and Technologies

Quality Assurance
Patient Electronic Medical Records
Microsoft Office
Time Management
Quality Control

Certifications

Basic Life Support
Certification in Cardiopulmonary Resuscitation
Advanced Cardiac Life Support
Pediatric Advanced Life Support
Nurse Administration

Information Technology Occupations

Knowledge, Skills, and Abilities

These positions require an important mix of technical, business, and problem solving skills. Information technology jobs require knowledge of circuit boards, processors, chips, electronic equipment, and computer hardware and software, including applications and programming. Design and systems analysis skills are also vital.

Abilities for these occupations are typically related to computer usage and programming. For example, job seekers should have the ability for mathematical reasoning, number facility, and deductive reasoning.

Knowledge

Computer & Electronics
Customer & Personal Service
Mathematics
English Language
Design

Skills

Active Learning
Reading Comprehension
Complex Problem Solving
Critical Thinking
Troubleshooting

Abilities

Mathematical Reasoning
Number Facility
Oral Comprehension
Problem Sensitivity
Deductive Reasoning

Tools and Technologies and Certifications

Computer occupations have a number of technologies associated with them. Depending on the occupation, individuals employed in these occupations will need to know everything from traditional software packages to advanced computer programming languages, like Structured Query Language (SQL), Java, and Linux.

•Similarly, there are numerous certifications associated with computer occupations. Often, certifications are specific to some software package or technology, like the Cisco Network Associate certification. In other instances, certifications are more general, like Project Management Professional. These and other certifications for Information Technology occupations are listed below.

Tools and Technologies

Project Management
Microsoft Office
Product development
Quality Assurance (QA)

Certifications

Accreditation Board for Engineering and Technology (ABET)
American National Standards (ANSI)
American Society for Quality (ASQ)
National Electrical Code (NEC)

Architecture and Engineering Occupations

Knowledge, Skills, and Abilities

Architecture and engineering occupations are both technical but also practical, so they require a mix of knowledge, skills, and abilities. Mechanical applications, mathematics, and the laws of physics are among the most important areas of knowledge for this category of occupations.

Skills needed involve making decisions after analyzing tremendous volumes of data and mathematical information.

Leading skills are complex problem solving, critical thinking, and judgment and decision making.

Knowledge

Engineering and Technology
Design
Mechanical
Mathematics
Physics

Skills

Complex Problem Solving
Critical Thinking
Active Listening
Judgment and Decision Making
Operations Analysis

Abilities

Information Ordering
Mathematical Reasoning
Deductive Reasoning
Visualization
Written Communication

Tools and Technologies and Certifications

Many architecture and engineering occupations are expected to employ tools and technologies targeted at improving quality and reducing defects or inefficiencies, like Quality Assurance and Six Sigma aimed at quality improvement. Similarly, certification for *Engineers* and other occupations in the category are also concentrated in quality improvement. In addition, some certifications deal with standards, like certifications in American National Standards (ANSI) or National Electrical Code (NEC) and Environmental Protection Agency (EPA) standards.

Tools and Technologies

Project Management
Microsoft Office
Product development
Quality Assurance (QA)
Six Sigma

Certifications

Accreditation Board for Engineering and Technology (ABET)
American National Standards (ANSI)
American Society for Quality (ASQ)
National Electrical Code (NEC)
Environmental Protection Agency standards (EPA)

Business and Financial Occupations*Knowledge, Skills, and Abilities*

Occupations found in this category will require workers to possess skills such as communication, critical thinking, and time management. These workers must also be able to establish and maintain cooperative working relationships with others, and have knowledge of economic and accounting principles and practices, the financial markets, banking and the analysis and reporting of financial data.

Knowledge

Mathematics
Economics and Accounting
Customer & Personal Service
English Language
Personal & Human Resources

Skills

Mathematics
Active Listening
Critical Thinking
Judgment & Decision Making
Reading Comprehension

Abilities

Oral Comprehension
Written Comprehension
Problem Sensitivity
Deductive Reasoning
Information Ordering

Tools and Technologies and Certifications

Most of the occupations in this category will need to use office productivity software like Microsoft Office for documents, spreadsheets, publications, and database administration.

In addition to productivity software, many tools and technologies for business and financial occupations involve risk management and even technical proficiencies like Generally Accepted Accounting Principles.

A large number of certifications in this area are occupation specific, like Certified Public Accountant (CPA) and Series 7, which allow an individual.

Tools and Technologies

Microsoft Office
 Business development
 Risk Management
 Project management
 Generally Accepted Accounting Principles

Certifications

Certified Public Accountant (CPA)
 Financial Industry Regulatory Authority (FIRA)
 Certified Internal Auditor (CIA)
 General Securities Representative Exam (Series 7)
 Chartered Financial Analyst (CFA)

Management and Supervisory Occupations*Knowledge, Skills, and Abilities*

Occupations found in this category will require workers to possess skills such as speaking, active listening, and critical thinking. Workers must also have knowledge of administration and management and of personnel and human resources. These workers ought to have the ability to express and comprehend oral and written communication.

Knowledge

Administration and Management
Customer and Personal Service
English Language
Personnel and Human Resources
Mathematics

Skills

Speaking
 Active Listening
 Critical Thinking
 Reading Comprehension
 Coordination

Abilities

Oral Expression
 Oral Comprehension
 Written Comprehension
 Problem Sensitivity
 Written Expression

Tools and Technologies

The use of personal computers has become a requirement for many professional occupations. Therefore, a high mastery of spreadsheet and word processing software is a must. Also, with the quickly changing communication technology, workers in this category must feel comfortable using electronic mail software as well as the delivery platforms such as smart phones, tablets, and others.

Tools and Technologies

Spreadsheet software
 Personal computers
 Electronic mail software
 Word processing software
 Notebook computers

1.1 Local Board Strategic Vision and Goals

The Michigan Works! Berrien-Cass-Van Buren WDB(Kinexus) promotes economic vitality in our region by creating integrated solutions for business, workforce, and community challenges and engages in ongoing community dialogue.

The WDB's strategic, economic, and workforce development goal for preparing an educated and skilled workforce, including youth and individuals with barriers to employment, is to increase the skills, employability, and employment of tri-county individuals. This workforce strategy aligns with key factors facing the SW Michigan Regional Prosperity Initiative as they work to increase the economic vitality of the region. The Economic, Talent and Investment committees will steer the services provided to our local workforce through outreach, information sharing and recruitment of tri-county

partners, with focus on the following:

- ✓ Educating students, parent job seekers, teachers, counselors and administrators about local in-demand careers and preparation of students for those careers.
- ✓ Expand awareness of and access to adult learning opportunities to qualify for local in-demand careers.
- ✓ Discuss training needs with employers that will meet the customers' need, address gaps and create a talent pipeline.

The WDB expects to achieve success through positive outcomes, both individually and programmatically, for all eligible individuals through On-the-Job training, traditional classroom training, job placement and retention, high school completion, and post-secondary enrollment. Furthermore, the WDB is engaged with a variety of strategy planning groups across the region, working to align efforts into the full Prosperity Region with emphasis on career awareness, career ladders, career pathway, and employer resource networks.

The WDB plans to achieve these goals through new and existing partnerships with local K-12 education partners, the private sector, post-secondary institutions, community-based organizations, foundations, and other grant-funded programs administered by Michigan Works! Berrien-Cass-Van Buren. With the following goals:

- ✓ Prioritize training funds to prepare youth for local in-demand jobs.
- ✓ Improve work-based learning opportunities for youth age sixteen and older.
- ✓ Partner with local high school and community college administrators and educators to align curriculums with a focus on producing career-ready graduates.
- ✓ Development of Career Pathways

These goals will have tri-county-wide impacts on emerging workforce employment rates. Retaining talent in the region will continue to be a major priority for Michigan Works! Berrien-Cass-Van Buren and the private sector, as plans continue.

1.2 Local Performance

Michigan Works! Berrien-Cass-Van Buren will implement WIOA Local performance goals for Adult, Dislocated Worker, Youth, Adult Education and Literacy, Wagner-Peyser, and Vocational Rehabilitation as described in the WIOA Section 116(b)(2)(A)

Michigan Works! Berrien-Cass-Van Buren will implement all required performance measures as directed by Federal and State policy through WDA and will continue to employ additional local performance measures as approved by the Workforce Improvement Committee of the WDB.

1.3 Local Board strategy to align resources, partners, and entities

Kinexus will continue to align local resources and required partners carrying out core programs by improving existing services and partnerships, enhance employer engagement, community partner collaborations, enhancing academic training and workplace literacy programs. The WDB will oversee its programs in a way that embrace and support WIOA with a goal to increase educational attainment levels and preparation for high demand industries meeting the needs of employers and job seekers. With utilization of LMI data to adjust, drive, and anticipate shifts; as well as appropriate support from educational institutions, the board will ensure maximum success in serving workers with low skill attainment and other barriers to employment. Appropriate support from K-12 and post-secondary education system, Career and Technical Education partners, community partners and employers, the Michigan Works! Berrien-Cass-Van Buren WDB ensures a better alignment of our local workforce to high demand occupations.

2. Workforce Development System

2.1 Core Programs

Beyond WIOA and TANF, Michigan Works! Berrien-Cass-Van Buren Service Centers offer Wagner-Peyser Employment Services, Veteran Services, Migrant Seasonal Farm workers, Title II and Section 107 Adult Education, MRS and Michigan Talent Connect (MTC) access, at no cost to employers and job seekers. MW BCVB provides these services at 2.5 full service centers in Southwest Michigan. The locations are barrier free for individuals with disabilities. Services include the provision of labor exchange for employers. Resume assistance, labor market information, job search planning, and job development services are available to job seekers. The State School Aid Act 107 Adult Education and WIOA Title II providers are collated within two Michigan Works! Service Centers are under the process of integrating services delivery in a seamless fashion. Enabling workers to acquire the necessary resources to succeed in today's economy is central to Michigan's strategy for economic transformation. The following core and additional programs can be found at each service center:

- ✓ Workforce Innovation and Opportunity Act (WIOA) Program Services- Relating to youth workforce investment activities and Adult and Dislocated Worker employment and training.
- ✓ Welfare Reform Program Services (Partnership. Accountability. Training. Hope (PATH) and Food Assistance Employment & Training)
- ✓ Trade Adjustment Assistance (TAA) Services
- ✓ Senior Community Service Employment Program Services -provided via referral to coordinating agencies, such as the Region IV Area Agency on Aging and AARP.
- ✓ Veterans Employment Services are available at each service center; 2 (two) representatives are available tri-county with permanent stations in Paw Paw and Benton Harbor One-Stops.
- ✓ Migrant Seasonal Farm Worker representatives are presently located in the service centers to ensure the migrant population receives services in an equitable manner.

- ✓ Vocational Rehabilitation Services are provided at each service center or via referral to vocational rehabilitation agencies.
- ✓ Vocational Education is provided via referral to vocational educational institutions.
- ✓ Adult Basic Education, GED preparation, and Career Online High School are provided at Michigan Works! Berrien-Cass-Van Buren in partnership with Heartland Alliance at 499 West Main Street, Benton Harbor. Potential partnership is in progress with Paw Paw Area schools for co-location at the One Stop serving Paw Paw, Michigan. Potential students are also referred to other community adult education institutions and programs across the tri-county area.

Kinexus brings together, in strategic coordination, the core programs focusing on skills development. Services for preparing an educated and skilled workforce, including youth and individuals with barriers to employment will be further streamlined by improving existing services and community collaborations, enhancing academic and workplace literacy programs, and implementing innovative services and activities. With appropriate support from area school systems, the JAG-Michigan program promises to raise Michigan's high school graduation rate by expanding mentoring, job readiness, leadership development, and other academic support, reaching hundreds of in-school youth on a daily basis. Closer coordination with K-12, area Career & Technical Education Programs, alternative schools and post secondary education system is underway with the Business Development Department and Talent Team, ensuring better alignment of talent and educators to high demand occupations in our region.

2.2 Expanding Access to Employment, Training, Education and Support Services

In efforts to expand access to employment, training, education and support services, the WDB depends heavily on Economic/Business Development Division (BDD) to meet the needs of local employers and improve the coordination of services to job seekers. The goals of the BDD include:

- Building relationships with employers
- Identifying high-demand occupations and industry sectors
- Identifying skill requirements for high-demand occupations and sectors
- Providing a single point of access and seamless services for all area employers and eligible individuals with barriers to employment

The labor market intelligence generated by the Business Development Division is used by the Economic Committee and the Talent Committee of the WDB to determine job-seeker training priorities and guide the development of relevant curriculum at local training providers. Kinexus will continue to work with a sufficient number and types of providers of career services and training services (including eligible providers with expertise in assisting individuals with disabilities and eligible providers with expertise in assisting adults in need of adult education and literacy activities) serving the local area and providing the services involved in a manner that maximizes consumer choice, as well as providing opportunities that lead to competitive integrated employment for individuals with disabilities.

Through its Economic Committee, the Board reviews labor market intelligence identifying key in-demand employment sectors and metrics against those benchmarks. With this information, the Talent Committee of the WDB sets the training priorities for the organization and communicates those priorities to training providers; ensuring training activities lead to a recognized postsecondary credential, inclusive of industry-recognized certificates or certifications, are portable, and stackable. This information is relayed through collaborative partnerships between Kinexus Business Services Team and training institutions as well as social media releases and news alerts.

The information is also used to facilitate promotion and viability of the Regional Industry Clusters that align with the Michigan Industry Cluster Approach (MICA) readiness assessment system. Currently, Kinexus Business Development staff coordinates Health Care, Hospitality, Agriculture and Advanced Manufacturing Regional Industry Clusters. As well, in alignment with the Regional Prosperity Initiative(RPI)Plans, the local Workforce Development partners have been concentrating on career ladders, and Employer Resource Networks to provide more opportunity for self sustaining careers.

To further enhance the coordination of services, the WDB has a waiver in place allowing direct delivery of services. This assures reduction of overhead, overall elimination of costs, improved direct customer services, lean processes implementation, productivity gains and improved demand driven operation model. Reviews of the effectiveness of direct customer service are conducted and reviewed on an annual basis. Currently, the Board performs the role of the One Stop Operator, but has issued an RFP for those services in anticipation of the WIOA Final Regulations expected to be release on June 30, 2016.

2.3 Career Pathways & Co-enrollment

Michigan Works! Berrien-Cass-Van Buren recognizes the critical nature of preparing for careers and competing in the 21st Century. This means individuals and industry must have career pathways for building a highly skilled workforce. Creating career pathways that lead to sustainable careers through combinations of secondary and postsecondary education, including apprenticeship programs, is one of the best ways to prepare eligible individuals for a successful long-term career and ensure local industry has access to a highly skilled workforce.

The WDB, with representatives of secondary and postsecondary education programs, are leading efforts to develop and implement career pathways within the local BCVB area by aligning the employment, training, education, and supportive services that are needed by adults and youth, particularly individuals with barriers to employment. These rigorous and high-quality education and training services will align the skill needs of industries in the local and regional economy.

In addition, these career pathways will prepare individuals to be successful in any range of secondary or postsecondary education, including apprenticeships. When appropriate, education and workforce preparation activities/training for a specific occupation or occupation cluster will be offered concurrently and through co-enrollment. Michigan Works! Berrien-Cass-Van Buren commits to assist in fostering partnerships between pre-apprentice programs, registered

apprentice and community colleges to identify in demand career pathways. In addition, the local boards is engaged with The Talent District Career Council's (TDCC's) strategic activities that range from career awareness to career technical education to adult education to better inform and educate our talent pipeline.

3. Business Strategies and Services

3.1 Employer Engagement

Michigan Works! Service Centers are business customer focused and outcome based, with the ultimate placement of job candidates to meet businesses' hiring needs being of the highest priority. The local WDB ensures that systems are in place so that a quality connection is made between businesses looking for qualified workers and individuals seeking gainful employment.

With this in mind, it is critical that current or future workers in need of skill upgrades or retraining will be enrolled into training areas of high demand that will result in higher wage earnings based upon eligibility and suitability requirements. Michigan Works! BCVB WDB supports the need to recruit the full spectrum of jobseekers from the highly professional through less-skilled job candidates for their inventory to meet the broad demand and needs of the business community. Our Economic/ Business Development Solutions team takes a proactive approach by understanding the human resources needs of business, by continuously outreaching, recruiting, and equipping the talent supply pipeline with the knowledge, skills and abilities to meet employer needs. The acceleration of change in the global economy has put a premium on the ability of the Michigan Works! Service Center system to retool the skills of the workforce to meet the ever changing needs of the work place. With an annual goal to work with 635 stage 2 employers (10-99 employees) across Berrien, Cass and Van Buren County. Site visits performed include an employer assessment to understand companies' financial health, hiring projections, training needs, retention, and growth strategies. We have identified our high demand industries as Advanced Manufacturing, Healthcare, Hospitality and Agriculture. All of these factors, identified through industry surveys and individual retention visits, is supplied to our Workforce team to provide guidance on training and placement needs.

3.2 Services

Michigan Works! Berrien- Cass- Van Buren is a one stop shop to assist prospective and existing employers with business development services through an integrated Business Retention and Expansion program(BRE.) Michigan Works! Kinexus has strengthened relationships with local area community colleges, Economic development organizations, planning commissions and MEDC with monthly partnership meetings to discuss best practices, current projects and resource reviews ensuring everyone is speaking the same language and eliminating non value added services. Kinexus has formed a formal partnership with Berrien County Manufacturing Council and Van Buren County Economic Development Corporation to strengthen the collaboration of talent pipeline strategies and business retention and expansion services. Cornerstone Alliance of Berrien County, partners with Kinexus in all attraction, retention and

expansion projects, ensuring that a talent pipeline is in place, that training institutions are ready to meet just in time standards and that other community resources are lined up to ensure business needs are met. The BCVB Workforce Development Board's ultimate goal is to have all economic and workforce development partners working together in a non-siloed manner to enhance services to our business and job seeker customers.

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

Michigan Works! BCVB Business Solutions meets routinely with companies to understand current recruitment and training needs by utilizing the unemployment insurance participants' seeking employment and proving referrals immediately. MW BCVB promotes UIA participants with on the job training incentives to help with outdated skills and to help reduce the financial burden of training for the employers.

Unemployment Insurance (UI) Work Test:

Two requirements of Michigan's UI Work Test will be met:

- i. **WDASOM-Unemployment Insurance Agency (UIA) requires unemployment insurance claimants to complete an ES registration....**

Claimants may enter the registration at any location that can access the MTC. If a claimant chooses to enter the ES registration at a location other than at MW BCVB Service Centers, the claimant must still come to a location designated in the MW BCVB approved ES Plan and have the registration verified. The MW BCVB's Board ES provider will view and verify that the claimant's resume is in the MTC before certifying claimant's registration.

If the claimant(s) did not create a resume in the MW BCVB Service Center and/or have not yet completed the MTC Confidential Information page, they will be required to fill in the required confidential information to access their resume on the MTC. When the MTC Confidential Information page is completed, a mediated services registration will be created for the claimants in the OSMIS. This will ensure that any subsequent services that the claimants receive can be reported correctly in OSMIS. The MW BCVB ES provider is responsible for verifying that the resume is in the MTC. After verifying the MS registration, MW BCVB ES provider will apply a unique stamp and initial each claimant's verification card and electronically log the name and social security number of each claimant after ES registration has been verified.

WDASOM-BWT will ensure that WDASOM-UIA receives a timely certification that the claimant has completed the required ES registration. WDASOM-UIA will then authorize payment of the claim, if all other requirements are met. Registration verification of UI claimants is further discussed in ES manual section 201. ES registration of UI Claimants: The UIA will require UI claimants to complete an ES registration at locations designated in a MW BCVB approved ES Plan through the use of the MTC. Such registration may be completed remotely. The UIA will provide claimants with forms instructing them to

register for work and listing the locations where they may register for work. MW BCVB Service Centers must apply a unique stamp, initial each claimant's verification card, and electronically log the name and social security number of each claimant after he or she has completed the ES registration program.

OSMIS data entry will ensure that the UIA receives a timely certification that the claimant has completed the required ES registration. The UIA will then authorize payment of the claim, if all other requirements are met. Beyond registration, UIA claimants may also receive assistance in filling out FASFA forms as well as assisting customers with a triage process aimed at determining need and intensity of career services.

ii. Reporting Claimant Non-Compliance with the "Availability and Seeking Work" Requirement:

Any specific evidence of a claimant's unavailability for or lack of seeking work that comes to the attention of an individual assigned to deliver ES through MW BCVB Service Center(s) will report to WDASOM-UIA by completing and providing a copy of Form WDASOM-BWT 303, Claimant Advice Slip to the WDASOM-UIA. Reporting non-compliance is further described in ES Manual, Section 201-B. The ES Manual may be accessed on-line at: <http://web.michworks.org/ESA/index.htm>.

Reemployment Services and Eligibility Assessment (RESEA) Program

RESEA focuses on providing career services that directly relate to the specific needs of participating claimants. Claimants referred to the one stop via UIA have a variety of needs based on their specific circumstances, and the appropriate reemployment services should be provided to lead to successful employment outcomes, including referrals to education and training, to further actual reemployment goals. Because the same reemployment service types are not appropriate for all claimants, the individual needs of each claimant should be determined through various assessments and the appropriate services provided. Guidance on RESEA is obtained through WDA PI: 15-22.

Process at BCVB Michigan Works! Service Centers

- I. Claimant receives letter instructing them to call MWA within 14 days of date of the letter.
- II. Claimant calls us.
 1. TDS checks OSMIS Monday lists to verify Letter Sent Date is within 14 days.
 - a. If not within the 14 days – Claimant receives the following message, “The timeframe to schedule a RESEA appointment has exceeded the allowed 14 days by UIA. At this time, Michigan Works is unable to take action. UIA is automatically notified of “No Contact” 24 days after your letter sent date. You are encouraged to contact UIA at 1-800-638-3995. Also, please pay close attention to your mail and/or log in to your miwam account for notifications.”
 - b. If it is within the 14 days we schedule – TDS will schedule claimant using the calendar on the HUB to track all scheduled RESEA appointments. Each respective site has access to their own site calendar. No more than 15 should be scheduled and only schedule a maximum of three weeks from the “Letter Sent Date”

out to accommodate a claimant's schedule. Wednesday afternoons and Friday mornings are the times for all three sites. Messaging to claimant, "Be at respective center on given time and day of appointment. Bring letter, items to complete the ISS and proof of ID."

- c. While still on the phone staff check to verify WP registration
 - i. If they have a registration, remind them of their scheduled date
 - ii. If they do not have a registration, TDS creates one with them and reminds them of scheduled date and time

III. Claimant reports.

1. In the computer lab, claimant completes the following with staff assistance.
 - Orientation to MWA Services
 - Labor Market Information
 - Key Train – 2.5 hours of reemployment services
2. Once above is completed, the claimant meets one-on-one with a TDS to complete the following.
 - UI Eligibility Assessment
 - Confirmation of an Active Profile on the PMTC
 - Verification of the Monthly Work Search Form (#1583)
 - ISS should be completed according to the following:
 - ✓ **Client Characteristics**
 - ✓ **Employment Goal**
 - ✓ **Assessment**
 - ✓ **Action Plan**

While a TDS may only meet with a claimant once, the participant is encouraged to return to the respective service center and work with a TDS on an ongoing basis.

IV. OSMIS data entry completed by TDS according to the RESEA Activity Training Manual

1. Meticulous detailed case notes will be entered into the system giving a full explanation of all interactions with the claimant throughout the process.

Fidelity Bonding Program

MW BCVB assists job seekers and employers in instances where employment is conditioned on the job applicant maintaining a fidelity bond. Fidelity bonding mitigates risk for employers when hiring and reduces barriers to employment often faced by job seekers. The Fidelity Bonding program is further described in the PI: 10-29, Change 2.

3.3 Promotion of Entrepreneurial skills training and microenterprise services

Michigan Works! BCVB offers monthly workshops and partners with other local agencies to provide general knowledge and guidance of how to start your own business and promote entrepreneurial training. On site, MW BCVB has a financial consultant that works with startup companies preparing them with business plan writing, access to capital and getting financials prepared for loans.

4. One-Stop Delivery System

4.1 Service Provider

Michigan Works! Berrien- Cass- Van Buren WDB applied for and was granted a waiver which allows for direct services to be rendered by the WDB. Providing direct services assures reduction of overhead, overall elimination of costs, improved direct customer services, lean processes implementation, productivity gains and improved demand driven operation model. Michigan Works! BCVB d.b.a Kinexus holds local designation based on meeting and/or exceeding performance and maintaining fiscal integrity.

Michigan Works leadership staff is charged with the identification and development of training-related grant proposals. Federal and State opportunities for training dollars are aggressively pursued, with the goal of leveraging existing WIOA Title I, Adult, Dislocated worker and youth, TAA, and Welfare Reform resources for area job seekers, students and employers. The framework of youth services is delivered through the Michigan Works! Berrien Cass Van Buren Talent Specialist with all remaining components accessed through procured vendors or at no charge. The Kinexus Bridge Academy is also available to at risk youth who are out of school to access GED, Career On Line High School, job training, work experience and job placement services.

4.2 Access to Services

Michigan Works! Berrien- Cass-Van Buren Service Center's is the primary access to core programs and partners, and is the primary vehicle for seamless delivery of services to employers, job seekers, persons with disabilities, public assistance recipients, veterans, migrant and seasonal farm workers, ex-offenders, persons eligible for Adult Education, Friend of the Court referrals, juvenile justice, corrections, employed, unemployed and underemployed individuals. With two full service centers and one satellite location located across the tri-county area, Michigan Works! BCVB guarantees access to all core programs and partner agencies.

Michigan Works! Berrien-Cass-Van Buren System

Service Centers

Benton Harbor Service Center
499 W. Main St.
Benton Harbor, MI 49022
(269) 927-1799
Square footage: 30,000

Dowagiac Service Center (Satellite Office)
601-D Front St.
Dowagiac, MI 49047
(269) 782-9864
Square footage: 6,050

Paw Paw Service Center
32849 Red Arrow Hwy.
Paw Paw, MI 49079
(269) 657-7014
Square footage: 10,346

Service Center Hours:
Monday through Friday - 8:00 a.m. - 5:00 p.m.

4.3 Compliance with Nondiscrimination Provision

Michigan Works! Berrien-Cass-Van Buren will provide delivery of services to all customers equally by adopting a universally accessible system that meets the diverse customer needs existing in our local delivery area, including individuals with disabilities, cultural background and individuals with barriers to employment.

As a recipient of federal funds, Michigan Works! Berrien- Cass- Van Buren will comply with regulations relating to non-discrimination, equal opportunity, and inclusion. Adhering to the provisions as mandated by:

- ✓ Section 188 of the WIOA
- ✓ Section 504 of Rehabilitation Act of 1998, as amended
- ✓ Titles I and II of Americans with Disabilities Act (ADA)
- ✓ The Americans with Disability Act Accessibility Guidelines

In addition, Michigan Works! BCVB will assure that throughout the local system, persons with physical, mental, cognitive, and sensory disabilities will have programmatic and physical access to all services and activities, including accommodations as requested.

4.4 Roles and resource contributions of one-stop partners

All one-stop partners contribute by working in a collaborative spirit to serve job seekers and employers that access our services through the one-stop centers. An emphasis is placed on information sharing, cross referral to core programs and contributing to intelligence to business services. Through collaborative efforts one- stop partners enhance opportunities for sustainable employment and career development ensuring economic vitality to Southwest Michigan. The Berrien Cass Van Buren Workforce board is working with core and other partners in the development of Memorandums of Understanding that will also include financial support to the one stop (AJC/Michigan Works! Service Center system).

4.5 Availability and Type of Adult and Dislocated Worker Employment and Training

A full range of self assisted basic career services are available at each service center. Additionally, full service centers offer a variety of workshops designed to enhance job search skills and outcomes. Basic career services and workshops are facilitated by Talent Development Specialists (TDS). All job seekers and customers are encouraged to register on

Michigan Talent Connect. In alignment with the Worker Innovation and Opportunity Act, our Michigan Works!

Workforce System will:

1. Increase access to and opportunities for employment, education, training, and support services for individuals, particularly those with barriers to employment.
2. Support the alignment of workforce investment, education, and economic development systems in support of a comprehensive, accessible, and high-quality workforce development system.
3. Improve the quality and labor market relevance of workforce investment, education and economic development efforts.
4. Promote improvement in the structure and delivery of service through integration and enhanced collaborations.
5. Increase the prosperity of workers and employers.
6. Provide workforce development activities that increase employment, retention, and earnings of participants and that increase post-secondary credential attainment and as a result, improve the quality of the workforce, reduce welfare dependency, increases economic self-sufficiency, meets skills requirement of employers, and enhances productivity and competitiveness of the nation.

Our Basic career services may include the following components:

- Program information and basic assessment
- General information; which may include employment statistics, training provider performance, one-stop system performance, available support services, unemployment compensation claims filing, and service center usage.
- Group activities; which include workshop referral, job searching networks or peer support groups.
- Job search, which may include Michigan Talent Connect (MTC) browsing, MTC use training, talent referrals, job referrals, workshops and individual job development.

Followed by Individualized Career Services

Career Services are provided when eligible individuals seek more than minimal assistance in taking the next step toward self-sufficient employment. Individualized Career Services are intended to identify and overcome obstacles to employment through a comprehensive assessment and Individual Service Strategy (ISS). Program eligibility determination and enrollment will precede the rendering of Individualized Career Services. Individualized, training, and follow-up services are provided by the TDS.

Individualized Career Services include the following components:

- Comprehensive and specialized assessments of the skill levels and service needs of the participant, which may include diagnostic testing and the use of other assessment tools, such as the Test of Adult Basic Education (TABE), and in-depth interviewing and evaluation to identify employment barriers and appropriate employment goals.
- Development of an IEP which identifies employment goals, appropriate achievement objectives, and the appropriate combination of services needed to achieve the goals.
- Individual or group counseling / career planning.
- Case management for participants seeking training services.

- Short-term prevocational services, including development of learning skills, communication, interviewing skills, punctuality, personal maintenance skills, and professional conduct, to prepare individuals for unsubsidized employment or training.
- Financial literacy training
- Literacy activities.
- Out of area job search and /or relocation assistance.
- Internship and work experience activities.

Training Services

Participants who have received at least one individualized career service, and who are determined by their Talent Development Specialist to be unable to obtain or retain employment through such services, are potential candidates for training services.

Before engaging a participant in a training program, a TDS will:

- Determine if the participant has skills and qualifications necessary to complete the program.
- Ensure that the program of training services is directly linked to the employment opportunities either in the local area or in another area to which the individual is willing to relocate.
- Ensure that the participant is unable to obtain assistance from other sources to pay the costs of training. This helps to ensure the maximizing of resources.
- Ensure that the participant exercises an informed consumer choice when selecting an eligible provider of training services.

Training Services may include the following:

- Occupational skills training, skill upgrading and retraining, or entrepreneurial training utilizing individual training accounts (ITAs) through a wide variety of public and private occupational / technical training vendors and educational institutions.
- On-the-Job Training with area employers.
- Job Readiness / Work Experience training activities.
- Community programs which combine workplace training with related instruction.
- Adult education and literacy activities provided in combination with the services described above.
- Customized training conducted with a commitment by an employer or group of employers to employ an individual upon successful completion of the training.

4.6 Rapid Response

Michigan Works! Berrien-Cass-Van Buren monitors media reports and uses a network of local contacts, including the Business and Talent Development Teams to identify downsizings and plant closings that warrant a Rapid Response. The

Business Division also works closely with regional economic development agencies and other partners as part of its early warning system. Working closely with WIOA section staff assigned to a geographic territory and coordination of Rapid Response activities between the state and the local area is a key component of Rapid Response activities. A Worker Adjustment Retraining Notification (WARN) Act notice typically activates the intervention in plant closings and mass layoffs. The WARN Act requires employers with more than 100 employees to provide at least 60 days advance notice of a covered plant closing or mass layoff at a site where the plant closing/mass layoff will affect at least one-third of the workforce and a minimum of 50 employees.

Services included as part of the Rapid Response process include:

1. Initial Rapid Response meeting with the company and union officers (if applicable).
2. Worker orientation meetings for employees. These meetings include presentations by Michigan Works! Berrien-Cass-Van Buren and provide information on employment services; WIA-funded core, intensive, and training services; TAA, if applicable, special population services (MRS, Veterans' services); and local/community services (United Way, local community colleges, credit union counseling, etc.). Collaboration with other state agencies (e.g., Office of Retirement Services, Friend of the Court), are planned as needed. UIA representatives may also participate in worker orientation meetings and provide information on how to file/claim unemployment insurance benefits.
3. Establishment and organization of a Joint Adjustment Committee (JAC) when indicated.
4. The provision of Layoff Aversion Incumbent Worker Training (IWT), which includes an assessment of the potential for averting layoff in consultation with the State or local economic development agencies, including private sector economic development entities and other key partners, up to a year in advance of an actual or potential dislocation.
5. Application for State Adjustment Grants (SAGs) as an additional increment to a local area's DW funding award to meet documented funding deficits.
6. Application to WDA for a National Emergency Grants (NEG's), another form of assistance provided to DW's. NEG's are discretionary grants awarded by the Secretary of Labor to provide employment-related services for DW's in specific circumstances.
7. MW BCVB has developed a local Rapid Response Policy that can be viewed upon request. Contact for NEG, SAG, or Rapid Response Joshua Cosner, Chief Operating Officer, at cosnerj@kinexus.org.

5. Youth Workforce Investment

5.1 Activities inclusive of individuals with disabilities

Michigan Works! Berrien-Cass-Van Buren One-Stop system, is the link between workforce development, education, juvenile justice and social service agencies, as well as coordinating with local employers to provide “at-risk” youth entry-level jobs, internships, mentoring, on-the-job training, and work experience in high-demand occupations. The Michigan Works! Berrien-Cass-Van Buren’s youth services have successfully integrated classroom training services with the Michigan Rehabilitation Services, targeting at risk youth with disabilities as well as the Michigan Career Technical Training Institute through MRS that has trained youth with disabilities in CNA. This career pathway initiative will be broadened in the future to include other high demand training areas.

Services provided by Michigan Works! BCVB One-Stop system include intensive case management, mentoring, advocacy, referrals to shelter and housing, health care, supportive services, childcare, transportation, job training and education. At-risk youth’s employment and life barriers are identified and addressed in Individual Service Strategies, which lay out plans for overcoming identified barriers and lead to self-sufficiency, including continuing education and employment.

Michigan Works! BCVB defines “requires additional assistance” for In-School and Out-of-School Youth eligibility criteria, if youth requires additional assistance to complete an educational program or to secure and hold employment is defined locally as a youth who:

- a) faces one or more of the following barriers: referred to or being treated for a substance abuse problem, has frequent suspensions from school (5 or more times) or has been expelled from school, poor academic performance (GPA < 1.5), repeated at least one secondary grade or is one year over age for their grade, behind in school credits, an emancipated youth, have court/agency referrals mandating school attendance, have experienced recent traumatic events, is a victim of abuse or lives in an abusive environment as documented by school official or other qualified professional or lacks a significant work history (not held any one job more than 3 months and/or less than 1 year total work history);
- b) Has an active IEP or Plan 504
- c) Alternative Education Student
- d) Resides or attends school in a rural area lacking reliable and consistent public transportation;
- e) Resides or attends school in a rural area defined as high poverty.
- f) Intake staff will document the barrier(s) that identify the youth as “needs special assistance” based on information gathered during the intake process.

Career Jump Start:

Michigan Works! Berrien Cass Van Buren Michigan Works! system is actively engaged in Career Jump Start, a state led initiative that works closely with education partners, workforce and training partners to promote career technical training in demand industries. This service is provided by the MW BCVB Board and has been successful in outreach to engage youth, including those with disabilities to learn more about training options and careers in high demand industries.

YouthBuild Program:

Michigan Works! BCVB currently operates a YouthBuild Program in Benton Harbor. Operation of this program in conjunction with other WIOA youth services, allows additional opportunities for out-of-school youth to combat poverty, homelessness, and illiteracy. The program provides a means for job training by gaining leadership and other skills needed to become gainfully employed, while overcoming negative habits and attitudes.

Summer Youth Employment Program for Foster Youth:

The Michigan Department of Health and Human Services Chafee-funded Summer Youth Employment Program provides meaningful summer employment opportunities for youth in foster care. The program may include any combination of allowable WIOA youth services that occur during the summer period, as long as it includes a work experience component. Eligibility for the program is restricted to Chafee-eligible foster youth, ages 14 and older, without a goal of reunification, or likely to remain in care until age 18 or older. The Summer Youth Employment Program participants are provided work experience and employment development for a minimum of six weeks, at least 20 hours per week at no less than minimum wage. This program will be expanded in the near future to assist those youth aging out of foster care with career guidance and training when applicable.

The Bridge Academy

The Bridge Academy run by Kinexus is a training center that focuses on disadvantage, disenfranchised high school drop outs (ages 16-24) in need of GED or career on line high school diplomas. The Bridge also provides occupational skill training, work based learning, civic volunteer opportunities, work experience, transitional work experience, career guidance, job placement and job retention. It is also home to the Job for Michigan's Graduates program that offers not only stay in school services but provides more intensive and structured career planning, leadership and counseling services that compliment the Michigan Works! Service Center system. The BCVB workforce board is now concentrating on blending and braiding resources to assist the youth into career pathways and career ladders to build more income self sustaining wages.

5.2 BCVB Jobs for Michigan's Graduates

The Berrien Cass Van Buren workforce board is the franchise holder for Jobs for Michigan's Graduates (JMG), the state-based affiliate of the national Jobs for America's Graduates (JAG) program. JMG programming emphasizes drop-out prevention, drop-out recovery, and school-to-career/college services for at-risk, low income youth. JMG has been in operation in Southwest Michigan since 2008 and has expanded statewide through partnerships with other Michigan Works! organizations. This year, JMG served 1,567 youth across the state of Michigan.

The Jobs for Michigan's Graduates program started in Benton Harbor in 2008. After successfully serving Southwest Michigan for three years, Jobs for Michigan's Graduates started growing the program statewide. Local efforts remain

strong, with performance outcomes and the number of students served continuing to increase each year. JMG currently serves five schools and 237 students in Berrien, Cass, and Van Buren counties.

JMG focuses on supporting students in an in-school or out-of-school context, utilizing the nationally-recognized JAG Model. Core model components of programming include: a competency-based curriculum, classroom instruction, adult mentoring, advisement and support, employment training, leadership development, job placement services, postsecondary education placement services, work experiences and follow-up services. Aggressive performance targets are in close alignment with WIOA programming, targeting a 90% or above graduation rate and 60% or above employment rate for program graduates.

Local JMG “specialists” are dedicated to the identification and enrollment of students who have barriers to success, including deficiencies in basic skills, transportation, income, and economic status and helping them to overcome identified barriers. The program’s ultimate goal is helping southwest Michigan’s young people who are at risk of dropping out of high school, or who have already dropped out, graduate and make successful transitions to post-secondary education or meaningful employment.

6. Secondary and Post-Secondary Education Programs

Michigan Works! Berrien-Cass- Van Buren demand-driven approach, focuses on alignment of efforts, initiatives, programs, and funding around key industry clusters. Our collaboration with community agencies, employers, economic developers, career technical education, secondary and post-secondary education providers, and other partners with shared interests provide an opportunity to leverage funds for services not funded under the WIOA. Furthermore, old and new collaboration are being formed or renewed and ultimately improve service delivery, to avoid duplication of services. Michigan Works! Berrien-Cass-Van Buren currently engages with secondary schools through Jobs for Michigan’s Graduates providing vital curriculum and education on soft skills and in-demand career industries. Other collaborations involve Area Vocational / Occupational Training Resources.

Currently, our local region has three formal career technical training facilities, including the Van Buren County Vocational Technical Center, the LMC MTEC (Berrien County) and the SMC MTEC (Cass County). These technical educational centers offer specific training to meet the needs of employers in those high-demand industry sectors. Under the WIOA, these strategies will be advanced in to career ladders systems that will offer continued income growth for the youth and adult workers in our region.

In addition to the technical training facilities, LMC, SMC, Western Michigan University Southwest Extension and Ferris State University at Dowagiac/Niles offer a multitude of Michigan Training Connect registered certificate and degree programs in high demand occupations. Through our business demand driven strategy, Kinexus and local Post Secondary education training providers, notably, Michigan Technical Education Centers(MTECs) have outreached, recruited and

trained 20+ graduating seniors in advanced manufacturing through a USDOL recognized apprenticeship training programs.

7. WIOA Title I Transportation and Support Services

The MW Workforce board is the paymaster for all support services and needs related payments to ensure compliance and maximization of resources. Its MW Service Center System provides support services to eligible job seekers, when such services are reasonable and necessary to remove barriers to ensure entry into employment, provide job retention assistance in order to participate in services related to career pathways, and as a training-related item as required by the course curriculum. All support service purchases follow the Board's established procurement policy.

These services may only be provided when all outside resources have been exhausted and documented on the ISS, and when documentation has been made that the job seekers lack the resources to remove the barrier(s) without the assistance of MW BCVB. The Michigan Works! One Stops have developed partnerships with local community based organization that can provide wrap around services. Under its partnership approach, the Michigan Works! Talent team works closely with MOSAIC, a provide nonprofit faith based organization that supplies, support services, job transition programs and job retention programs to disadvantaged local residents. Through this unique job retention program more multi-barriered residents will have a wealth of valued partnerships that are assist these residents and their journey to self sufficiency. Best practices such as this will be built upon as part of the long term strategy moving forward. Support services are available upon enrollment through exit and dollar amounts are established within the Board's support service policy. Needs related payments area allowed but only through prior approval by the Board.

The MWBCVB Business Team meets routinely with the local Transit Authorities and the Southwest Michigan Planning Commission to address public transportation barriers that make it difficult for our eligible job seekers to get to work or other services aimed at self sufficiency. Efforts are also underway for collaboration with a faith based not for profit that repairs cars for distribution to local residents who are in need of transportation support. This partnership will further assist our low income residents to obtain reliable transportation to meet their employment needs. Support for transporatation assistance ranges from bus tokens, car repairs and car purchases. These funds are reserved as the means of last resorts and will be coordinated with other service providers. Other supportive services ranges from housing assistance, counseling, health and medical as well as work clothes and tools and are provided to those in need on a case by case basis.

8. Strategies for Improvement

8.1 Plans, assurances and strategies

The strategy for providing comprehensive services to prepare an educated and skilled workforce, including youth and individuals with barriers to employment involves soliciting cooperation between all community agencies. Strong linkages will be established so that core programs and activities are in place without duplicating services; every linked agency will

be able to refer eligible participants to appropriate services. Michigan Works! BCVB will develop ongoing partnerships to ensure that services are coordinated throughout the tri-county area.

Through communication and coordination, **core service providers** will avoid duplication whenever possible and strengthen cross referrals between agencies. They will also use a layered approach, with several activities being available concurrently to any individual in need of multiple services. Use of ISS, IEP and/or employment plans, as tools, will be an effective vehicle for identifying multiple needs and integrating services to meet individual needs.

Parole officers, probation officers, and other **juvenile justice and law enforcement** representatives will be linked to WDB programs and service centers through a referral system which encourages youth offenders to access MW BCVB services, integrated programming, and alternative education as quickly as possible after leaving the justice system. Judges are encouraged to use probation requiring participation in MW BCVB programs as a condition of maintaining probation and avoiding incarceration.

Linkages are in place with the DHHS and other groups which provide **TANF, SNAP, Foster Care** to identify and refer individuals to MW BCVB.

Educational linkages are in place and made through the creation of new or the expansion of existing partnerships with educational institutions. Both short and long term programs, offering portable and stackable certifications will be identified in order to serve a variety of individual needs. Bringing workforce development needs into the classroom is emphasized with utilization of JAG curriculum. Local school districts will be encouraged to create alternative education opportunities and to link programming with existing alternative schools and community partners.

Career Pathways: The BCVB WDB(Kinexus) emphasizes career pathways as a framework through which learners can connect their skills and interest with viable career options. Using strategies prompted by the USDOL and drawn from successful models that been implemented across the nation. Through collaborative efforts with area educators/institutions and the WDB's Talent Committee more outreach to pre and post secondary schools will be made with the provision of aligning the skill needs of industry in our local and regional economy. Efforts will be made in organizing education, training, and other services to meet the particular needs of an individual in a manner that accelerates the educational and career advancement of the individual. Enabling individuals to attain a secondary diploma or its equivalent, concurrently with a post secondary credential thus assisting an individual to enter the workforce or advance in a specific high demand occupation or sector, including the utilization and promotion of Middle College Programs.

Social service linkages with DHHS and the PATH program will refer individuals into programs that will give them employability skills, work experience, and information and guidance on completing the next level of education (GED, high school completion, or post-secondary studies).

Public housing linkages will be made through the local housing commissions in various communities to outreach individuals, including youth and individuals with barriers to employment. All agencies providing services will be required to identify requirements and activities to assist individuals who have special needs or barriers to employment, including those who are pregnant, parenting, or have disabilities.

Currently, there is no **Job Corps** program located in the area; however, a Job Corps representative conducts outreach, intake and orientation on an itinerant basis in the Benton Harbor Service Center.

Michigan Rehabilitation Services (MRS) partners with individuals and employers to achieve quality employment outcomes and independence for individuals with disabilities. MRS achieves their mission through excellent customer service and a strong fortified partnership with Michigan Works! Berrien- Cass-Van Buren. Michigan Works! BCVB goal is to assist MRS by increasing positive relationships between individuals with disabilities, public employment services, and employers. This collaboration will assist in the utilization and leveraging of resources available across the area. This includes educating partners on assessing persons with disabilities, and providing appropriate employment and training opportunities to those individuals. Referrals to services provided by MRS will be a prioritized by Michigan Works! BCVB staff.

Future plans include expansion of services to Van Buren and Cass County utilizing vocational facilities in the local area. Certified Nursing Assistant (CNA) program implemented in Berrien County with the support of MCTI, have yielded great impact and high success rate among youth. Future collaboration efforts will focus on programming inclusive of youth and adults and include addition of culinary program and manufacturing/ welding certifications.

Disability Awareness Training

In partnership with Michigan Rehabilitation Business Services Unit and other community partners, MWBCVB will provide education to staff on how to effectively work with individuals with disabilities. Ensuring BCVB provides complete accessibility to individuals with disabilities.

Other training topics:

- Employee Accommodations
- Disability Disclosure
- Disability Language and etiquette
- Disability as a diversity issue
- Resources to inform and support disability/ business services practice

In efforts to strengthen MRS and MW BCVB partnership, both agencies commit to meeting on a scheduled weekly and monthly basis. These meeting will focus on warm hand offs of individuals with disabilities and connection to high

demand sector training and employment. Additionally, in order to understand and address the current workforce demands, hiring practices and advancement strategies of businesses for persons with disabilities, MRS has the opportunity to serve as a critical member of the Kinexus Workforce Development Board's Talent and Economic Committees. This expands and enhances business solutions for employers and individuals with disabilities and barriers to employment.

In a continuous effort to prepare an educated and skilled workforce, including youth and individuals with barriers to employment, services will be augmented by appeals to foundations, charitable agencies, and private donors. So far, this effort has generated tens of thousands of dollars for JMG and Youth Build programming, as well as summer employment opportunities.

9. Adult Education and Literacy

Adult Education and Literacy Activities are available through MW BCVB in partnership with Heartland Alliance at the Benton Harbor Michigan Works! Service Center. Partnership and referral system are in place for Niles Community Schools, Pathfinders Adult Education and Learning, and Red Brick Adult Education in Cassopolis. Adult education, high school completion and GED prep services are funded through WIOA Title II funding from Niles Community Schools and Section 107 funding from Benton Harbor Area Schools and serve participants through the MW BCVB Bridge Academy located in Benton Harbor. MW BCVB provides adult learners flexible learning opportunities using self-paced online courseware in a proctored open classroom / learning lab designed for convenient drop-in. In response to strengthening adult education services and impact, MW BCVB has integrated its WIOA Title II and its 107 Michigan State School Aid services in alignment with increasing career pathways in demand industries. This pilot project integrates and braids funding to maximize resources to participant as well. Improving the transition from basic education to postsecondary education, training or employment is the foundation of the integration of Adult Education and literacy services into the Michigan Works! Service Center system. The next step with our external adult education providers is to break down barriers/silos so that we can demonstrate increasing the number of potential workers being trained and ready for placement into demand industries and occupations through an aligned career pathways approach to service delivery.

10. Executed Cooperative Agreements

As Michigan Works! Agencies await further guidance from WDA, MOU's will be developed. These executed cooperative agreements will 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. With official guidance cooperative agreements will include (as defined in the WIOA Section 107(d)(11)) between the local board or other local entities described in the WIOA Section 101(a)(11)(B) of the Rehabilitation Act of 1973 and the local office of 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.

11. Funding

Entity responsible for the disbursement of grant funds (Grant Recipient)

Michigan Works! Berrien- Cass- Van Buren (MWBCVB) is an affiliate of Kinexus, a dynamic nonprofit dedicated to supporting our southwest Michigan region with business, workforce and community development. MW BCVB focuses on developing the talent and skills of regional job seekers. MW BCVB meets the needs of SW Michigan employers by creating and delivering exceptional workforce solutions.

Mr. Todd Gustafson, Executive Director
Michigan Works! Berrien • Cass • Van Buren
330 W. Main Street
Benton Harbor, MI 49022
Phone Number: 269-927-1064
tgustafson@kinexus.org

12. Awarding sub-grants and contracts

Michigan Works! BCVB will follow WDA Policy Issuance 15-12 last issued July 16, 2015. All procurements utilizing funds received from the Workforce Development Agency, State of Michigan must comply with applicable Code of Federal Regulations and Workforce Development Agency, State of Michigan guidelines for procurement/ request for proposal. All procurement/ RFP transactions will be conducted in a manner that provides full and open competition.

13. Performance Negotiations with Governor and chief elected officials- Measure of Local Performance

When made available by WDA guidance, the local levels of performance will be negotiated with the Governor and chief elected official and will be used to measure performance of BCVB.

14. High Performing Board

14.1 Effectiveness and Continuous Improvement

Michigan Works! Berrien-Cass-Van Buren WDB is diligent and committed to developing strategies for continuous improvement of our local workforce system. The board has staff who are master black belts and green belts in six sigma and have implemented the Kinexus Kaizen Continuous Improvement system. As part of this effort, the Michigan Works! Berrien-Cass-Van Buren WDB has a purpose to:

- Continue its ongoing strategic planning process with community workforce stakeholders to build the overall economic, business and workforce competitiveness of the region.
- Encourage the highest level of quality service to Businesses and job seekers across the tri-county area.

- Build the capacity of the local and regional workforce system to respond to the changing needs of employers and job seekers; and
- Foster closer relationships and solid integration between business, education, workforce and community leaders to drive workforce innovation.
- Maintain fiscal integrity and build upon leveraging and growing resources beyond traditional fund sources
- Continue to communicate progress to stakeholders and partners on the achievement of strategic objectives.
- Maintain the focus on accountability and measurement of results and impact to the community.
- Maintain focus on benchmarking metrics and six sigma continuous improvement through Kinexus Kaizen
- Continue fostering the active engagement of board members and their contribution and support to our regional economic competitiveness.

14.2 Allocation of One-Stop Infrastructure Funds

Michigan Works! BCVB will maintain the current One-Stop mandatory partners. An agreement, in the form of an MOU, on shared costs to fund infrastructure of the One-Stops will be implemented with each partner co-located in the One-stop as well as those core partners who access services but not co-located.

14.3 Roles and Contributions of One-Stop partners

The development of an MOU between partners and One-Stop service center will be developed and provide a description of roles and contributions concerning the operation of the One-stop. It will define clear guidance for effective coordination and collaboration of programs, services, and shared costs.

15. WIOA Section 134 Adult and Dislocated Training Services

15.1 Individual Training Accounts

Individual Training Accounts are available to those eligible for training services. The ITA is established on behalf of an eligible individual, who selects training services from eligible providers in consultation with Michigan Works! Berrien-Cass-Van Buren Talent Development staff.

The maximum training amount is determined by the WDB based on the funding available for Adult / Dislocated Worker services and the specific training and skill enhancement needed to meet local employer needs. Eligibility limits may be waived for specific participants if sufficient merit exists.

The selection of training programs will be linked to the four industry sectors identified as high demand by Michigan Works! Berrien-Cass-Van Buren. For training related to these high-demand occupations, Michigan Works! Berrien-Cass-Van Buren actively encourages prospective training vendors to register programs on Michigan's Training Connect (MiTC).

16. Technology-enabled intake and Case Management System

Michigan Works! Berrien-Cass-Van Buren has a technology-enabled intake program that will recognize participation across various programs for reporting systems. Michigan Works! Berrien-Cass-Van Buren recognizes this will improve the efficiencies of our business processes and drive superior operating performance of case management. In conjunction with OSMIS, both databases will lead to high impact, high performance case management and has the ability to track integrated services across programs.

17. Local Priority of Service

Michigan Works! Berrien-Cass-Van Buren will employ a priority system where a tier of determination for services will be followed if a local priority system is needed, training and training related expenditures would be limited to those applicants who:

- 1st Priority- Covered Eligible individuals (veterans and eligible spouses) who are: low income, fall below the minimum self sufficiency level as identified by Michigan Works! Berrien-Cass-Van Buren, recipients of public assistance, who are basic skills deficient, or have significant barriers to employment.
- 2nd Priority- Non-covered individuals who are: low income, fall below the minimum self sufficiency level as identified by Michigan Works! Berrien-Cass-Van Buren, recipient of public assistance, who are basic skills deficient, or have significant barriers to employment.
- 3rd Priority- Veterans and eligible spouses who are: not low income, and not recipients of public assistance, not basic skills deficient or lack barriers to employment.
- 4th Priority- Non-covered individuals who do not meet the above priorities may be enrolled on a case by case basis with documented managerial approval. Local policy will limit the number of adults enrolled in WIOA who are not low income, public assistance recipients, are basic skills deficient or lack significant barriers to employment.

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SECTION II: Negotiated Local Levels of Performance

Until further guidance from USDOL on performance metrics is received, PY 15 will be followed.

**TABLE 1
WIA TITLE I- ADULT PERFORMANCE
Program Year 2015 (July1, 2015-June 30, 2016)**

Michigan Works! Agency	Entered Employment Rate	Employment Retention Rate	Average Earnings	Employment and Credential Rate
Berrien/Cass/Van Buren	83%	87%	\$15,200	79%
Capital Area	90%	92%	\$15,000	83%
DESC	83%	89%	\$11,400	82%
Great Lakes Bay	90%	93%	\$14,500	83%
GST Michigan Works!	81%	88%	\$12,267	78%
Macomb/St. Clair	90%	92%	\$15,800	79%
Michigan Works!	91%	92%	\$13,500	80%
Northeast	92%	93%	\$15,000	82%
Northwest	90%	92%	\$15,200	81%
Oakland County	91%	93%	\$16,500	83%
Region 7B	90%	92%	\$13,900	81%
SEMCA	91%	92%	\$16,500	82%
Southeast MI Consortium	90%	93%	\$16,500	82%
UPWARD Talent Council	89%	91%	\$14,000	80%
West Central	88%	92%	\$12,450	82%
West Michigan Works!	89%	93%	\$13,340	82%
State Contract	89%	92%	\$18,000	82%
Statewide	89%	92%	\$16,000	82%

TABLE 2
WIA TITLE I- DISLOCATED WORKER PERFORMANCE
Program Year 2015 (July1, 2015-June 30, 2016)

Michigan Works! Agency	Entered Employment Rate	Employment Retention Rate	Average Earnings	Employment and Credential Rate
Berrien/Cass/Van Buren	93%	93%	\$16,200	81%
Capital Area	94%	95%	\$16,000	84%
DESC	95%	91%	\$15,800	84%
Great Lakes Bay	94%	93%	\$14,767	83%
GST Michigan Works!	90%	92%	\$13,767	81%
Macomb/St. Clair	94%	93%	\$17,300	80%
Michigan Works! Southwest	95%	93%	\$16,300	84%
Northeast	95%	95%	\$13,200	84%
Northwest	95%	92%	\$14,000	83%
Oakland County	95%	93%	\$17,900	84%
Region 7B	92%	93%	\$13,500	81%
SEMCA	94%	93%	\$16,900	84%
Southeast MI Consortium	94%	94%	\$17,300	84%
UPWARD Talent Council	94%	93%	\$13,810	84%
West Central	95%	94%	\$15,100	83%
West Michigan Works!	94%	93%	\$14,900	83%
State Contract	94%	94%	\$17,300	83%
Statewide	94%	94%	\$17,300	83%

TABLE 3
WIA TITLE I- OLDER YOUTH PERFORMANCE
Program Year 2015 (July1, 2015-June 30, 2016)

Michigan Works! Agency	Entered Employment Rate	Employment Retention Rate	Earnings Change	Employment and Credential Rate
Berrien/Cass/Van Buren	84%	90%	\$4,300	65%
Capital Area	83%	89%	\$4,200	79%
DESC	83%	89%	\$4,500	72%
Great Lakes Bay	83%	88%	\$4,333	67%
GST Michigan Works!	82%	85%	\$4,033	74%
Macomb/St. Clair	83%	87%	\$4,000	72%
Michigan Works! Southwest	83%	89%	\$4,300	79%
Northeast	83%	90%	\$4,100	80%
Northwest	84%	90%	\$4,800	80%
Oakland County	84%	90%	\$4,800	79%
Region 7B	78%	88%	\$4,100	80%
SEMCA	83%	89%	\$4,300	75%
Southeast MI Consortium	84%	89%	\$4,180	80%
UPWARD Talent Council	80%	87%	\$4,470	74%
West Central	84%	90%	\$4,200	75%
West Michigan Works!	83%	90%	\$4,360	72%
State Funded Youth	83%	89%	\$4,900	78%
Statewide	85%	90%	\$4,900	78%

TABLE 4
WIA TITLE I- YOUNGER YOUTH PERFORMANCE
Program Year 2015 (July1, 2015-June 30, 2016)

Michigan Works! Agency	Skill Attainment Rate	Diploma or Equivalent Attainment Rate	Retention Rate
Berrien/Cass/Van Buren	92%	86%	78%
Capital Area	95%	89%	85%
DESC	96%	91%	78%
Great Lakes Bay	94%	89%	81%
GST Michigan Works!	92%	91%	80%
Macomb/St. Clair	92%	89%	85%
Michigan Works! Southwest	92%	90%	85%
Northeast	96%	91%	86%
Northwest	96%	91%	86%
Oakland County	96%	91%	86%
Region 7B	95%	91%	83%
SEMCA	95%	90%	85%
Southeast MI Consortium	95%	91%	86%
UPWARD Talent Council	96%	88%	81%
West Central	95%	90%	86%
West Michigan Works!	95%	89%	83%
State Funded Youth	94%	90%	85%
Statewide	94%	90%	85%

TABLE 5
CUSTOMER SATISFACTION PERFORMANCE
Program Year 2015 (July1, 2015-June 30, 2016)

Michigan Works! Agency	Participant Score	Employer Score
Berrien/Cass/Van Buren	93	86
Capital Area	93	86
DESC	93	86
Great Lakes Bay	93	86
GST Michigan Works!	93	86
Macomb/St. Clair	93	86
Michigan Works! Southwest	93	86
Northeast	93	86
Northwest	93	86
Oakland County	93	86
Region 7B	93	86
SEMCA	93	86
Southeast MI Consortium	93	86
UPWARD Talent Council	93	86
West Central	93	86
West Michigan Works!	93	86
Statewide	93	86

SECTION III: Public Review and Comment

1. Review, Comment, and Publication Documentation

The proposed plan will be published and such plans will be made available for review and comment by business, labor organizations, and education.

The local plan will be available in PDF format on www.miworks.org; printed copies of the plan may be obtained by emailing Joshua Cosner, Chief Operating Officer, Kinexus/ Michigan Works! Berrien-Cass-Van Buren, at cosnerj@kinexus.org.

In accordance with the ADA availability of the final local WIOA Local Plan for Program Years (PYs) 2016 thru 2020 will include accommodations or special requests of the plan in alternate formats, such as large print, audiotape, etc. In addition, a public meeting concerning the plan will comply with physical access requirements of the ADA.