

**THE JOBS, EDUCATION, AND TRAINING (JET) PROGRAM PLAN  
FOR OAKLAND COUNTY'S  
SELF-SUFFICIENCY PILOT EXPANSION  
OCTOBER 1, 2006 - SEPTEMBER 30, 2007**

**RESPECTFULLY SUBMITTED BY:**

**THE OAKLAND COUNTY  
MICHIGAN WORKS! AGENCY,  
THE MICHIGAN DEPARTMENT OF HUMAN SERVICES – OAKLAND COUNTY  
AND  
MICHIGAN REHABILITATION SERVICES-THE OAKLAND COUNTY DISTRICT OFFICES**

**Submission Date:**

**October 30, 2006**

**SECTION IA - PLAN APPROVAL/MODIFICATION REQUEST**

**PLAN APPROVAL/MODIFICATION REQUEST**

1. Michigan Works! Agency (MWA)  Oakland County	2. MWA Number:  23
3. Plan Title(s):  Jobs, Education, and Training (JET) Program	
4. Plan/Modification Number  06-00	5. Plan Period:  10-01-06 through 09-30-07

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

AUTHORIZED CHIEF ELECTED OFFICIAL  L. Brooks Patterson, Oakland County Executive	DATE
AUTHORIZED CHIEF ELECTED OFFICIAL	DATE
AUTHORIZED CHIEF ELECTED OFFICIAL	DATE
WDB CHAIRPERSON  Rodney L. Coffey	DATE

(02/06)

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**SECTION IB – MWA/DHS/MRS PLAN DEVELOPMENT/MODIFICATION REQUEST**

**MICHIGAN WORKS! AGENCY - DEPARTMENT OF HUMAN SERVICES  
PLAN DEVELOPMENT/MODIFICATION REQUEST**

1. Michigan Works! Agency (MWA)  Oakland County	2. MWA Number:  23
3. Department of Human Services (DHS) Local Office  Oakland County	4. County and District Number:  County #63 – Dist. #2
5. Michigan Rehabilitation Services (MRS) District Office:	6. MRS Division:
5. Plan Title(s):  Jobs, Education, and Training (JET) Program	
6. Plan/Modification Number  07-00	7. Plan Period:  10-01-06 through 09-30-07

The MWA, DHS Local Office and MRS District Office Have Together Developed the Jet Program Plan and are in Agreement With the Contents of This Document.

MWA Director  John Almstadt	DATE
DHS Local Office Director  Margaret Warner	DATE
MRS District Office Director  Andrea Tolle	DATE

(10/06)

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**SECTION II – PLAN NARRATIVE**

**THE OAKLAND COUNTY MICHIGAN WORKS! AGENCY,  
THE MICHIGAN DEPARTMENT OF HUMAN SERVICES – OAKLAND COUNTY,  
AND  
MICHIGAN REHABILITATION SERVICES-THE OAKLAND COUNTY DISTRICT OFFICES**

**THE PLAN NARRATIVE FOR OAKLAND COUNTY’S  
JOBS, EDUCATION, AND TRAINING (JET)  
SELF-SUFFICIENCY PILOT EXPANSION**

**1. MWA/DHS/MRS Identification Information**

**JET Plan Contact Persons:** For purposes of discussing the Jobs, Education, and Training (JET) Plan contents, the following three individuals from the following three entities may be contacted:

The Oakland County Michigan Works! Agency (OCMWA):

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1200 North Telegraph Road, Dept. #437  
Pontiac, Michigan 48341-0437  
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The Michigan Department of Human Services – Oakland County (MDHS-OC):

Margaret Warner, Director  
Michigan Department of Human Services – Oakland County  
Stoneridge East, Suite 200  
41000 Woodward  
Bloomfield Hills, MI 48304  
Telephone Number: (248) 975-4801  
E-mail address: WarnerM4@michigan.gov

Michigan Rehabilitation Services-the Oakland County District Offices (MRS-OCDO):

Andrea Tolle, District Manager  
Michigan Rehabilitation Services – Oakland County District Offices  
25900 Greenfield Road, Suite #303  
Oak Park, Michigan 48237  
Telephone Number: (248) 968-5003  
E-mail address: TolleA@michigan.gov

**2. Description of Joint Planning and Service Delivery Coordination**

- a. As part of the process for creating a new relationship structure, the OCMWA, the MDHS-OC and the MRS-OCDO will do the following:
  - i. Engage Community Collaboratives – The OCMWA, MDHS-OC, and MRS-OCDO Directors are members of the Oakland County Human Services Community Collaborative Council (the local community collaborative), and Ms. Warner and Mr. Almstadt also serve on the Council’s Operations Committee. All three Directors will review this plan with -- and seek comments from --the Committee and the full Council during their meetings on November 17, 2006. At the end of each quarter, the Directors will apprise the Council and the Committee of the JET Pilot’s progress.

- ii. Link efforts with existing programs and efforts of Regional Skills Alliances and Workforce Development Boards (WDB) – The OCMWA and its JET service providers are active members of Automation Alley, which recently received a grant to convene a Michigan Regional Skills Alliance (MiRSA) for the health and homeland security industries. As a member of the MiRSA’s Advisory Committee, the OCMWA’s Director will actively promote JET participants for “career ladder” opportunities within these industries, and the OCMWA has already pledged \$225,000 of its workforce development program funds to train JET and other customers for these jobs.

Five of the OCMWA’s JET service providers are Michigan Works! Service Centers that operate all programs and services for which the Oakland County Workforce Development Board (WDB) is responsible. Thus, linkage between the JET Self-Sufficiency Pilot and the WDB’s other programs will be easily facilitated.

- iii. Involve community and faith-based partners in the delivery of services Oakland County has a comprehensive and rich variety of community partners, whose historical focus has been in serving the disadvantaged, and who stand as partners with the MDHS-OC and the OCMWA in meeting the needs of individuals and families who will be served by JET. These agencies are actively involved in meeting both emergency needs and supporting a long term focus on fostering independence for families living in disadvantaged communities and neighborhoods.

Thus far, the OCMWA, the MDHS-OC, and MRS-OCDO have enlisted the following community and faith-based partners in the following ways, some of which are described more fully in Sections 5 and 6 of this Plan:

Oakland Community College – assessment, life skills education and support, employment readiness training, skill training, and post-secondary education;

Oakland County Community Mental Health Authority – mental health treatment;

Oakland County Substance Abuse – substance abuse treatment;

the Oakland Livingston Human Service Agency (OLHSA) – family stability services, housing, asset building and financial support, workforce development assistance, tax preparation assistance and skill training;

Oakland Family Services – family stability services and employee assistance services;

Oakland County Community and Adult Educators – basic skills training, English as a second language training, and GED test preparation;

Lighthouse of Oakland County – emergency services (e.g., food, heat, housing, and health care);

the University of Detroit Mercy Law School – legal services;

Baker College – skill training and post-secondary education;

Jewish Family Services, JVS and Lutheran Social Services of Michigan - Culture and language gap services; and

The Faith-Based Community, including networks of Baptist and Methodist churches – services to homeless individuals and families.

- iv. Create teams to plan and provide services – Various teams, which are identified in Section 2.a.v. of this Plan, will plan and provide services. This process will be completed by using the Family Self-Sufficiency Plan (FSSP) as the starting point, but it will also include plans of other agencies that provide services. Since individual clients have different needs, various individuals and organizations will be involved in the planning process. As this happens, other means, including triage, will be used to revise or develop alternatives to the original plan.

This process will be led by the District JET Coordinators, MDHS-OC staff members who are assigned to facilitate team planning. Depending on the particular client and his/her situation, the MDHS-OC JET Coordinators will arrange for appropriate team members to update the client's plan periodically.

- v. Hold periodic team meetings to a.) conduct coordinated, ongoing assessments of progress; b.) celebrate successes; and c.) identify changes in the plan, services, and level of partner engagement that may improve or accelerate progress toward plan goals – The following JET teams will meet at the following time intervals or more frequently, as appropriate:

<u>Time Interval</u>	<u>JET Teams</u>
Monthly:	OCMWA, MDHS-OC, and MRS-OCDO administrative staff members
Monthly:	District MDHS-OC JET Staff, OCMWA administrative staff, MRS-OCDO JET Staff, and JET service provider staff
Monthly:	OCMWA administrative staff and JET service provider staff
Monthly:	District MDHS-OC JET Staff
Monthly:	MRS-OCDO JET Staff
Quarterly:	OCMWA, MDHS-OC, MRS-OCDO administrative staff, OCDHS and MRS-OCDO JET District staff, OCDHS child welfare staff, JET service provider staff, and community partner staff.

- vi. Co-locate DHS and MWA wherever possible to maximize teamwork, efficiency, and communication – The OCMWA and the MDHS-OC will explore ways they can co-locate their staffs. At present, for example, the two agencies are studying the feasibility of co-locating MDHS-OC staff at one or two of the JET service provider offices for limited, but regularly scheduled, periods of time.

- b. A description of the process/strategy for conducting ongoing planning and program management to establish a culture of continuous improvement focused on the customer  
 – Each of the foregoing teams will devote themselves to ongoing planning and management. Meeting agendas, for example, will include the following items:
- successes;
  - challenges;
  - plan revisions;
  - management strategies; and
  - improvement strategies.

Each of these agenda items will focus on the customer and his/her potential and actual successes (as opposed to the convenience and needs of management, staff, and community partners).

- c. A description of communication strategies for engaging local staff and key stakeholders in the ongoing program change and transformation work – The OCMWA, the MDHS-OC, and the MRS-OCDO will use the foregoing team meetings, along with periodic appearances before the Oakland County Human Services Community Collaborative and the Oakland County Workforce Development Board, to communicate program change and transformation.

If adequate funding can be secured, the MDHS-OC will also contract with a consultant to provide customized training for MDHS-OC JET staff, and, as appropriate, OCMWA JET service provider staff and MRS-OCDO JET staff. A brief and preliminary synopsis of this training follows:

Trainees	Session	Description	Time Frame
MDHS-OC, OCMWA, MRS-OCDO	Information/Concerns/Issues	Identify and address various issues (e.g., “is my job going away?”, “who gets credit for what outcomes?”) that could interfere with process change.	Two Hours
MDHS-OC, OCMWA, MRS-OCDO	Interagency rollout sessions	Provide basic information, including the background and history of the JET Pilot. Key staff and partners will also meet each other, and each Agency’s Director. Staff will be given “role play” opportunities to develop FSSPs , based on real case scenarios.	One Day
MDHS-OC, OCMWA, MRS-OCDO	Paradigm Shifting Session	Provide self-awareness training on 1.) personal attitudes and behaviors, 2.) dealing with others in making decisions, and 3.) how to think differently for a paradigm shift.	One Day
MDHS-OC, OCMWA, MRS-OCDO	Introductory Motivational Interviews	Introduce the concepts, principles, and stages of change and treatment matching.	One Day

Trainees	Session	Description	Time Frame
MDHS-OC (other staff optional)	Warm and Welcoming Transfer Process	Provides training on how to 1.) greet and gather information on customers and 2.) connect them to other agencies.	One Day
MDHS-OC, OCMWA, MRS-OCDO	Interagency Follow-up	Provides case study review, quality improvement strategies, and process clarification.	Monthly 1/2 day sessions
MDHS-OC (other staff optional)	Advanced Motivational Interviewing	Certifies trainees in the “Advanced Skills of the Evidence-Based Practice of Motivational Interviewing”.	Two Days
MDHS-OC (other staff optional)	Motivational Interviewing Follow-up	Reviews case studies and reinforces training skills.	Quarterly ½ day sessions

The MDHS-OC will seek from the MDHS a \$10,000 grant to fund the foregoing training.

**3. A Description of the Pilot’s Comprehensive Intake Process and JET Program Overview**

- a. Determination of Family Independence Program (FIP) applicants and recipients for the JET Pilot’s employment and training services – Only FIP recipients will be referred to the OCMWA’s JET Program. Using a standardized screening tool and interview techniques, the MDHS-OC will identify potential barriers to self-sufficiency, including the risk of child abuse and neglect. As needed, the MDHS-OC will refer applicants and recipients to appropriate resources for such issues as substance abuse, mental illness, domestic violence, and learning disabilities. Professional assessments should be used to determine the severity of the problem(s) as well as recommended treatment options.
- b. A description of how the MDHS/MDLEG screening tools will be used:
  - i. the JET Readiness Survey
    - a. During the MDHS-OC intake process, the FIP applicant will complete the DHS-1171 (Application for Public Assistance), the DHS-619 (JET Readiness Survey), and the DHS 1079 (Short Term Family Support Family Screen). The client will be assigned a MDHS-OC intake worker for assessment and eligibility determination.
    - b. The Intake worker will use the Short Term Family Support (STFS) screening tool to determine if the applicant would be eligible for the diversion program. The intake worker will discuss the diversion program with the applicant if he/she is eligible and determine if the client wants to participate. If he/she does, the client will be redirected to the Short Term Family Support process, and the JET process will end.

- c. If the client does not qualify or does not want STFS, the intake staff will assess the JET Readiness Survey and complete an individual orientation with the applicant. In addition, intake staff will consider the client's Work First history, relative to the number of referrals and employment longevity. The DHS-1538 (Work and Self-Sufficiency Activity Requirements for Cash Recipients) form will be used as the guide for the orientation, and the MDHS-OC staff will ask all adults applying for assistance to sign the DHS-1538.

At case opening, the applicant will either be assigned to the JET process through the OCMWA or to a MDHS-OC Self-Sufficiency Worker for barrier reduction and removal planning. In both cases, the actual case record will go to a MDHS-OC Self-Sufficiency Worker.

- d. Current open FIP cases (excluding ineligible grantees) that are assigned to FIS will be transferred to Self-Sufficiency Workers (SSW) at the time of redetermination.

- ii. the Automated Screening Tool will be completed within 30 days of the date that both deferred and referred clients have had their FIP case opened. The clients will answer identified mandatory fields/questions, and they will have the option of skipping non-mandatory questions. Clients who fail to complete the screening tool are subject to the sanction process.

The OCMWA JET service provider staff or the MDHS-OC Self-Sufficiency Worker is responsible for assisting the client in completing the Automated Screening Tool. This tool will be used to assess strengths and potential barriers to the participant's self-sufficiency and is the basis for completing the Family Self Sufficiency Plan.

As they complete the screening tool, deferred clients may obtain assistance from the OCMWA's JET service provider staff. MDHS-OC staff will monitor the completion of deferred clients' screening tools.

Clients who are referred to the OCMWA's JET service providers may complete the screening tool at home, the library, or at the service provider's office (preferably during the JET orientation). The OCMWA's JET service providers will monitor completion of referred clients' screening tools.

- iii. Shared Family Self-Sufficiency Plan (FSSP) – The process for completing the FSSP is described in Section 4 of this Plan.
- iv. Assessment Tools – The OCMWA's JET service providers will have available the Work Keys, Coping and Cops, and Pesco assessment tools, which will be administered, as resources and customer need permit and dictate. Additional assessment tools may include, but are not limited to, the following:
- the Adult Basic Learning Exam (ABLE), Levels I, II, and III;
  - Myers-Briggs Personality Type Indicators;
  - the Hollands Self-Directed Search;
  - the Strong Interest Inventory;

- the Campbell Interest Inventory;
- the Interest Determination, Exploration and Assessment System (IDEAS);
- the Tests of Adult Basic Education (TABE);
- the Differential Aptitude Test (DAT);
- Career Scope; and
- the Wide Range Achievement Test (WRAT).

All assessment tools will focus on entry-level occupations and jobs in high growth/high demand occupations.

- c. A description of how additional professional assessments and local resources will be used to address identified barriers – As appropriate, MRS-OCDO counselors who are funded with JET implementation dollars will assess JET participants whom the JET Systems Navigator and the JET service providers refer. (The Systems Navigator’s duties are described in Section 5 of this Plan.) These assessments may also be funded through a cash match agreement that may be executed between Oakland Community College and MRS-OCDO to conduct coordinated assessment services in a more precise and timely manner.

The OCMWA’s JET service providers will collaborate with MRS-OCDO and other local resources to address barriers that the participant’s assessment identifies. These resources are described to Sections 5 and 6 of this Plan.

- d. The MRS Referral Process – As JET customers and participants are referred to and from the MRS-OCDO, the MDHS-OC, the OCMWA, and the MRS-OCDO will follow -- and abide by -- the “MRS JET Pilots Procedures” that are included in Michigan Department of Labor and Economic Growth (MDLEG)/Bureau of Workforce Programs (BWP) Policy Issuance: 06-15.

- e. A description of how orientation for employment, training, and education related services will be completed – When an individual applies for FIP, his/her Intake or Ongoing Worker will provide a brief orientation that, at a minimum, describes support service opportunities, work requirements, penalties for non-compliance, transportation, child care, and domestic violence services. Form 1538 (“Work and Self-Sufficiency Activity Requirements for Cash Recipients”) will be provided during this brief orientation, and all adult members of the applicant’s household, along with youths who are 16 through 18, and who are not attending school, must sign this form.

When a client is referred to JET, the OCMWA’s JET service providers will provide their own orientation for employment, training, and education-related services. The service providers will schedule this orientation for the first day of the client’s JET assignment. The orientation will cover various topics, which will include, but which may not be limited to, the following:

- JET participation requirements;
- workforce development services;
- employment participation;
- reasons for noncompliance;

- day care back-up resources;
- supportive services; and
- short-term/long-term customer goals.

**4. A Description of the Family Self-Sufficiency Plan (FSSP) Development Process**

As part of the intake process, the MDHS-OC will initiate a FSSP for the families of deferred and referred clients. This plan will specifically outline services that will be provided, explicit action steps for the family and case manager(s), and expected timeframes for completing these and other self-sufficiency-related actions. The plan's development will result from the JET team's review of existing files/information, the team's interview(s) with applicants and recipients, and their screening and assessment results. The FSSP will be shared electronically among MDHS-OC, OCMWA, MRS-OCDO, MSHDA, and JET service provider staff, and the involved partners will update it as needed. Technical assistance issues will be directed to the MDHS' Department of Information and Technology Help Desk at (517) 241-9700.

The FSSP is a client centered tool used for coordinating all family, employment and training services that are provided at each point of the client's progress towards self-sufficiency. It is a fluid process and the plan is to be reviewed and modified if necessary at regular predetermined times and at the request of any party.

Clients with barriers may be referred to services at any point in the process by either the MDHS-OC or OCMWA JET specialists. The plan, including services provided, will be agreed to by, at a minimum, the OCMWA, MDHS-OC, and the client. Communication between the parties is crucial and continuous in nature. It will become more important, yet more difficult, as the number of clients in the program increases.

Specific features of the FSSP follow:

- Results of the JET readiness screening tool, the full automated screening tool, and the client's assessment tests will be "planted" on the FSSP;
  - Services that the MDHS-OC and/or the OCMWA's JET service providers and/or partners, including the MRS-OCDO, provide will be identified on the FSSP;
  - Flags/triggers for various event due dates will be built into the FSSP, to assure timeframes are met;
  - A link to stored supportive service data should be established;
  - For multiple recipients who have JET participation requirements in the same case, one FSSP, with subpages by individual, will be developed;
  - When the client's case closes, the system will generate an automatic data entry on the FSSP; and
  - To the maximum extent possible, the client will be responsible for entering on the FSSP the steps he/she has taken to meet his/her defined goals.
- a. A description of the local process for monitoring the joint development and maintenance of the FSSP – As noted above, MDHS-OC, OCMWA, MRS-OCDO, MSHDA, and JET service provider staffs will electronically develop, maintain,

update, and monitor the FSSP. These team members will also monitor whether the expected timeframes for completing action steps and receiving services are met.

- b. A description of how services will be individualized as part of the FSSP – As noted above, the services that are entered on the FSSP will be based on the client’s JET readiness screening tool, the full automated screening tool, and his/her assessment test results. These instruments will ensure that the client’s services are individualized.

## 5. A Description of the Family, Employment, and Training Service Delivery Process

Services identified prior to or after a client deferral will be arranged for and monitored by the MDHS-OC worker. Services arranged by MDHS-OC will be monitored by MDHS-OC throughout the duration of case activity. Services identified after the referral to the OCMWA will be arranged for and monitored by the OCMWA’s JET service provider, unless the services result in a deferral from the OCMWA’s JET program. If services identified by either the OCMWA or MDHS-OC are better arranged for and monitored by the other party, that can be accomplished through mutual agreement and written into the FSSP.

Training for OCMWA and MDHS-OC JET staff will cover all resources that may be used in the service delivery process. Depending on the client’s individual situations, treatment services may be available through the MDHS-OC Fair Market Rate Contracts, Community Mental Health, and numerous private agencies, with services available either at no cost or a sliding fee scale. The MDHS-OC will utilize the United Way 211 line to help locate and refer appropriate services for the client.

The FSSP will serve as the basic tool for coordinating all family, employment and training services that the JET participant receives. In addition, the JET participant will receive enhanced family support and employment and training-related services.

- a. A description of the components that will be provided for family, education, and employment and training services, including pre- and post-employment support services -
- treatment services – The Oakland County Community Mental Health Authority and its service providers and the Oakland County Health Division’s Substance Abuse Service and its service providers will provide mental health and substance abuse treatment services, including therapy, psychiatric evaluations, medications, evaluation, and drug testing. These services, along with MRS assessments and support and other agency services, will be coordinated by a JET “Systems Navigator”. The Systems Navigator serves the MDLEG-OC staff, the OCMWA’s JET service provider staff, and their customers, through funding from the Oakland County Community Mental Health Authority.
- Among his/her other tasks, the Systems Navigator:
- screens and meets Work First (JET) participants whom the OCMWA’s service providers and the MDHS-OC refer for services;
  - identifies appropriate services and service providers to address the participants’ needs and barriers;

- collaborates with the Work First (JET) service provider's case managers to develop a personalized services strategy;
- assists Work First (JET) participants in making appointments and arranging transportation for these appointments;
- follows-up to ensure that the participants successfully connect with the agencies (e.g., MRS, Community Mental Health, and Substance Abuse) to which they were referred;
- acts as a liaison between agencies that provide the participants' services and their Work First (JET) case manager; and
- acts as a clearinghouse for information on all supports and services in Oakland County.

During the second half of Fiscal Year 2005 and all of Fiscal Year 2006, the Systems Navigator has met with and screened the following numbers of Work First and JET participants, and he has referred them to the following services:

	# of Referrals	SSI	MRS	Mental Health	Substance Abuse	DHS
FY-05*	65	8	25	23	7	9
FY-06**	106	11	38	31	12	19

\*March 2005 through September 2005

\*\*October 2005 through September 2006

If the MDHS and the MDLEG approve, the OCMWA plans to use a portion of the MDHS-OC Work First Employment-Related Supportive Services funds it is allocated, via the MDLEG's Interagency Agreement with the MDHS, to fund a second Systems Navigator for the JET pilot. Accordingly, the OCMWA and the MDHS-OC respectfully request that the Interagency Agreement be revised and/or amended to permit this usage of these funds. Since the lack of a Systems Navigator constitutes a significant service gap, the OCMWA/MDHS-OC/MRS-OCDO also propose to use, if necessary, a portion of the OCMWA's JET allocation for this position.

- Supportive Services – If the MDHS and the MDLEG approve, the following enhanced supportive services and dollar limits will be available to JET participants:

1. Automobile Purchases

As the following paragraph reveals, the OCMWA, the MDHS-OC, and the MRS-OCDO propose to increase, from \$1,200 to \$2,000, the amount JET service providers can authorize for an automobile purchase. This increase is proposed for the following reasons: 1.) a car's reliability significantly improves at \$2,000; 2.) car purchase prices in Oakland County are significantly higher than elsewhere in the state; and 3.) public transportation is not always available (and long commutes are the norm) in Oakland County. In addition, the lack of reliable transportation is a major barrier individuals face as they seek, obtain, and retain employment.

The OCMWA's JET Contractors (i.e., service providers) may authorize up to \$2,000 toward the purchase of an automobile, if the vehicle will be used as the participant's primary means of transportation for employment-related activities, even if public transportation is available. In a two-parent family, each parent may be eligible to receive up to \$2,000 toward the purchase of an automobile. Automobile purchase is limited to once in a client's lifetime and must be approved in advance.

Case notes must reflect that the participant and case manager explored the possibility of public transportation before considering the purchase of an automobile. Additionally, automobile purchases are to be authorized for vehicles not currently owned or just purchased by the participant.

As it purchases vehicles for JET participants, the Contractor shall adhere to the following guidelines:

- Unless the Contractor receives permission in advance from the MWA, the participant must have worked in unsubsidized employment at least 30 days before a vehicle purchase may be authorized.
- The participant must be meeting all JET minimum work participation requirements.
- The proposed vehicle must be inspected by a certified mechanic. Proof of this inspection must be maintained in the participant's file. The payment for this inspection may be in addition to the \$2,000 automobile purchase authorization.
- The participant must have a valid Michigan driver's license. Proof of this license must be maintained in the participant's file.
- The vehicle must be registered and insured in the participant's name. Transfer of ownership for the vehicle must be directly between the seller and the participant. The Oakland County MWA and the Contractor cannot be in the chain of ownership.
- The participant must sign a Waiver of Liability, which indicates that the MWA is not liable for the condition of the vehicle purchased, and is not responsible for the ownership and usage of any vehicle purchased with funds provided through the JET program.
- The \$2,000 must be paid to the seller, not to the participant.
- The Contractor must not express an opinion as to the vehicle's roadworthiness or safety factor.
- The participant may contribute funds to purchase a vehicle that costs more than \$2,000. If the participant does contribute, the Contractor should counsel him/her on money management to ensure he/she can afford the vehicle payments and insurance as he/she meets other living expenses.
- The Contractor must exercise caution and follow all policies and procedures when it purchases a vehicle for a participant from the participant's relative.

## 2. Public Transportation Allowances

The OCMWA's JET Contractors may provide transportation allowances to enable participants to participate in employment/training activities, or to engage in work. Allowable activities include traveling to and from the participant's home to a child care provider, a job club, an education or training facility, a Community Services program site, or to a job interview or job site.

Allowances for public transportation may be provided for all allowable activities in JET, up to and until the participant completes a 180-day retention, even if his/her FIP case has been closed. Transportation allowances may be provided after the 180 day retention, if the participant is also enrolled in a post-employment activity, or his/her FIP case has not yet been closed.

Compensation for transportation is the actual cost for public transportation (e.g., bus tokens, taxi fares, etc.). In a two-parent family, each parent is eligible to receive a transportation allowance if each is meeting his/her JET requirements and has the need for separate transportation.

The Contractors will develop the payment method or combination of methods that best meet local needs and resources. The following are examples of how the Contractor will provide transportation coverage:

- Payment directly to the participant;
- Payment to a provider for a specific participant;
- Payment to a provider for a number of participants; or
- Bulk purchase of bus tickets or tokens to be issued to individual participants but paid for or redeemed as a group.

If more than one of these methods is used by the Contractor, care will be taken to assure that duplicate assistance is not given. The Contractor will assure accountability for the security of vouchers, bus tickets, or tokens.

## 3. Automobile-Related Expenses

### a. Private Vehicle Mileage Reimbursement

The OCMWA's JET Contractors may provide private vehicle mileage reimbursement to enable participants to participate in employment/training activities, or to engage in work. Allowable transportation activities include traveling to and from the participant's home to a child care provider, a job club, an education or training facility, a Community Services program site, or to a job interview or job site.

Private vehicle mileage reimbursement may be provided for all allowable activities under JET, up to and until the participant completes a 180 day retention, even if his/her FIP has been closed. Private vehicle mileage reimbursement may be provided

after the 180 day retention, if the participant is also enrolled in a post-employment activity, or if his/her FIP case has not yet been closed.

Compensation for transportation is 20 cents per mile for the use of a private vehicle. Payment of a flat rate is allowed, but the rate must be based on public transit costs or actual miles. In two-parent families, both parents are eligible to receive a transportation allowance, if they are meeting their JET requirements and have the need for separate transportation.

MWA and DHS volunteer drivers may be reimbursed up to 27.1 cents per mile (the current rate DHS volunteer drivers are reimbursed). Reimbursement for volunteer mileage cannot exceed the DHS maximum allowable rate.

b. Automobile Repair

As the following paragraph reveals, the OCMWA, the MDHS-OC, and the MRS-OCDO propose to increase, from \$900 to \$1,200, the amount JET service providers can authorize for automobile repairs. This increase is proposed for the following reasons: 1.) typical car repairs (e.g., on transmissions and engines) exceed \$900; and 2.) public transportation is not always available (and long commutes are the norm) in Oakland County. Moreover, the lack of reliable transportation is a major barrier individuals face as they seek, obtain, and retain employment.

The OCMWA's JET Contractors may authorize automobile repairs up to \$1,200 per participant in any 12-month period for an automobile that is his or her primary means of transportation for employment-related activities, even if public transportation is available. In a two-parent family, each parent may be eligible to receive up to \$1,200 toward the repair of the automobiles.

To prevent a misappropriation of funds, the automobile must be registered and insured in the name of a member of the eligible family. For purposes of this policy, a member of the eligible family is defined as any adult (usually the spouse) who is receiving assistance and included in the FIP grant. Payment may be authorized for a licensed mechanic's repair estimate in addition to the \$1,200 automobile repair authorization.

Automotive repair work must be authorized in advance and approved by the Contractor. Prior to authorizing major automotive repair, the Contractor must determine that:

- the participant is in active JET status (for JET, this could be up to 180 days, even if his/her FIP case has been closed, after beginning employment, or beyond 180 days, if his/her FIP case has not yet been closed; and
- the participant has not exceeded the \$1,200 auto repair limit in the previous 12-month period, including repairs authorized by the DHS; and

- at least two estimates for the repair are obtained, unless the repair results from an emergency (it is recommended that licensed mechanics be used so that the work can be warranted); and
- the estimated repair will not exceed the retail value of the vehicle, as quoted in the latest issue of the N.A.D.A. Appraisal Guide; and
- there is a reasonable expectation that the repair will make the vehicle safe and roadworthy.

c. Automobile License and Registration Fees

To enable JET participants to participate in activities, or to seek, obtain, and retain employment, the OCMWA's JET Contractors may pay for automobile license and/or registration fees.

d. Automobile Insurance

Automobile insurance for a six month period within a calendar year can be purchased for JET participants. The OCMWA, the MDHS-OC, and the MRS-OCDO propose to extend the time period JET service providers can purchase insurance for participants from 3 months to 6 months for the following reasons: 1.) insurance for a longer period is more cost effective; 2.) the job retention period for JET participants has been extended to 180 days (or six months); and 3.) employers frequently require six months' worth of insurance as a condition of employment.

Please note: JET dollars cannot fund a participant's driver's license reinstatement fee.

4. Other Supportive Services

a. Clothing

The OCMWA's JET Contractors may provide clothing as required for participants who are assigned to work projects and as needed for employment. Allowable items include clothing for interviews, work gloves, work boots, work shoes, hard hats, personal safety items, protective/special clothing, uniforms and other clothing as needed to participate in training, and/or clothing that is considered to be "job appropriate."

There is a \$500 clothing allowance limit per participant in a 12-month period. Both parents in a two-parent family are eligible if they both have a need. The Contractor may also determine the need for the replacement of previously authorized clothing.

b. Additional One-Time Work-Related Expenses

At the discretion of the OCMWA's JET Contractors, one-time/non-continuing, work-related expenses may be provided to enable individuals to participate in activities, or to seek, obtain and retain

employment. Examples of one-time work-related expenses include payments for license fees (auto trade certification, etc.), the purchase of professional tools, and business start-up expenses.

c. Housing/Apartment Allowances

As the following paragraphs reveal, the OCMWA, the MDHS-OC, and the MRS-OCDO propose to provide JET participants housing/apartment allowances in the amount of \$1,500. These allowances will be provided for the following reasons: 1.) the lack of stable and adequate housing is a major barrier participants face as they seek, obtain, and retain employment; and 2.) housing allowances from other sources are generally unavailable until an individual has received an eviction notice, which results in costly (and time-consuming) legal fees.

Accordingly, the OCMWA's JET Contractors will seek housing/apartment allowances from the following three MDHS sources: State Emergency Relief (SER) funds, Emergency Services (ES) funds, and Family Reunification (RF) funds. If none of these funds are available, which the MDHS-OC will document by completing DHS Form 1419, or if these sources combined can provide only a portion of the \$1,500 allowance, the OCMWA's JET Contractors will use their JET supportive service funds to provide all or the balance of the allowance.

If they use JET supportive service dollars for housing/apartment allowances, the Contractors may provide participants in the same household (including two parent families) up to two months' rent to help them remain in their current location. This rental allowance cannot exceed a total of \$1,500, per FIP case, inclusive of any funds the participant receives from the foregoing three MDHS sources.

The Contractor may also provide participants in the same household (including two parent families) a security deposit and payment of the first month's rent at a new location. This deposit-rental allowance cannot exceed a total of \$1,500 per FIP case, inclusive of any funds the participant receives from the foregoing three MDHS sources.

To qualify for either of these JET supportive services allowances, a participant must have obtained full time employment that will close his/her FIP grant. Employment does not include self-employment and commission-only jobs. In addition, employment must be verified by the Contractor, and the participant and Contractor must work on a budget in order to determine if the participant(s) can maintain the monthly housing payments based on his/her/their current income(s). If the participant moves to a new location, this location must be within Oakland County. JET Housing/Apartment Allowances will be limited to \$1,500 in a participant's lifetime (including a two parent family), inclusive of assistance he/she receives from the foregoing three MDHS sources.

d. Non-DHS Employment-Related Medical Expenses

Certain services that the DHS does not define as medical services may be needed to overcome employment or training barriers. These allowable supportive services may include the following:

1. Employment-related photo-static copies.
2. Based on previous medical records or a recent medical examination, the completion of a DHS Medical Needs Form by a Medical Doctor (MD) or Doctor of Osteopathic Medicine (DO) certifying a.) that the client is able (or unable) to participate in employment-related activities and b.) whether or not there are limitations or restrictions on the types of activities in which the participant may be engaged. DHS will not use Direct Supportive Services funds for anything that would be covered by Medicaid.
3. An employment- or training-related general medical or physical examination by an MD or DO (including the completion of a DHS Medical Needs Form).
4. Employment-related immunizations and tests that are required as an employment or training condition (i.e., drug testing or vaccinations).

e. Appropriate Employment-Related Dental Services

JET employment supportive services may be used for dental services that are not covered under Medicaid, another health insurance plan, or by a community public health agency that normally covers medical and/or dental services for the diagnosis, prevention, and treatment of physical or mental diseases.

The OCMWA's JET Contractors have the discretion to determine the types of dental services that are necessary and appropriate for employment. To access information about the types of dental services that are covered under Medicaid, the Contractor will either contact a local Medicaid provider or E-mail Chris Farrell, the Medicaid Dental Policy Specialist at the Michigan Department of Community Health, at [farrellc@state.mi.us](mailto:farrellc@state.mi.us).

5. Supportive Service Policies - In addition to the foregoing supportive service expenditure categories, the OCMWA has instituted the following policies for JET supportive services:

a. Child Day Care

Child day care services are available to JET participants through the DHS Child Day Care Services Program. The OCMWA's JET Contractors will work closely with the MDHS-OC to assure that a smooth referral procedure is implemented. Clients will be encouraged to seek licensed day care with an educational component.

The OCMWA's JET Contractors will make forms available to JET participants immediately after they report to a JET Contractor. The Contractor will complete the "Work First Participation Assignment Information for Child Day Care Purposes", for all participants who require assistance with day care. The Contractor will also instruct the participant to complete the FIA-4583 Child Day Care Services Application. Both of these forms will be mailed directly to the JET Coordinator at the appropriate MDHS-OC District Office.

b. Method of Payment

The OCMWA's JET Contractors will make payments directly to the provider of services whenever possible, except for transportation. The Contractor may wish to establish accounts with a local retail store and/or uniform store. Documentation of the need, as certified by the participant and verified by the Contractor, the cost of all supportive services for a participant and verified by the Contractor, and the cost of all supportive services for each participant must be maintained.

c. Employed Participants Moving Between MWAs

When a participant moves between MWAs while he/she is still eligible for supportive services, he/she will receive those services from the MWA that covers the area into which he/she has moved. The MWA that originally placed the participant into employment would provide documentation through a locally, agreed-upon manner to the new MWA, which would allow the new MWA to serve the participant consistent with program guidelines.

d. Duration of Services

As the following paragraph reveals, the OCMWA, the MDHS-OC and the MRS-OCDO propose to expand, from 90 days to 180 days, the duration that supportive services can be provided after JET participants begin their employment. This time frame is consistent with the 180 day period that JET participants will receive post-employment services. The OCMWA, the MDHS-OC, and MRS-OCDO also propose to provide JET participants all supportive services, including transportation, beyond 180 days if their FIP case has not yet closed. The OCMWA, MDHS-OC, and MRS-OCDO have learned that inadequate transportation is a major barrier participants face as they attempt to retain employment.

The OCMWA's JET Contractors can provide all supportive services, except child day care, for up to 180 days after the participant's employment begins, even if his/her FIP case has closed, if the Contractor believes them necessary for the participant to maintain employment. The Contractor can provide the participant all supportive services, except child day care, beyond his/her 180 day employment retention period, if his/her FIP case has not yet closed. Except for child day care, the Contractor can provide the participant all supportive services,

including transportation allowances, after his/her 180 day employment retention period, even if his/her FIP case has closed, if he/she needs them to accommodate his/her satisfactory participation in Post-Employment Training. Any child day care services must be handled by the MDHS-OC.

e. Supportive Services Reporting

The OCMWA's JET Contractors will report and record all supportive service payments and one-time work-related expenses on the MWA's Management Information System (MIS). These payments and expenses include the following:

- Automobile Purchase (\$2,000/lifetime limit);
- Automobile Repair (\$1,200/12 month limit);
- Clothing Allowance (\$500/12 month limit);
- Housing/Apartment Allowances (\$1,500/lifetime limit); and
- Automobile Insurance (for a six month period within a calendar year).

The Contractor's procedures for these payments and expenses must be in accordance with general accounting and internal control practices. Written documentation of the process used, along with appropriate source documentation, will be maintained by the Contractor for MWA review during the course of on-site compliance reviews.

f. Non-Duplication of Supportive Services

The OCMWA's JET Contractors will ensure that supportive services payments or charges are not duplicated between the JET and other programs. The Contractors will also ensure that JET funds will not be substituted for services that are available or already provided through other sources.

g. Prohibited Supportive Services

The OCMWA's JET Contractors **cannot** use JET funds to pay for the following:

- Fines or penalties (e.g., a participant's driver's license reinstatement fee); and
- medical services (except those that are identified elsewhere in this Plan).

Please note: The OCMWA, the MDHS-OC, and the MRS-OCDD propose to use a portion of the MWA's JET allocation to fund enhanced supportive services at the amounts described in this Plan.

- Timely SSI assessments – The JET Systems Navigator (whose job description is provided above) will screen and refer JET participants for SSI assessments at the Oakland County Community Mental Health Authority. In the absence of a SSI Coordinator who may be assigned to Oakland County’s JET Pilot, the Navigator will ensure that the participant’s SSI assessment appointments are made and kept, and he/she will follow-up with MRS and Mental Health to verify assessment results. As appropriate, the Navigator will also help the participant make subsequent appointments with Social Security, and he/she will follow-up to a.) ensure that the participant keeps these appointments and b.) verify Social Security’s decision.
- Family stability services (including marriage and fatherhood services) – The OCMWA and the MDHS-OC will refer JET participants to faith-based and community-based partners for family stability services. Two community-based partners who offer such services are Oakland Family Services (OFS) and the Oakland Livingston Human Service Agency (OLHSA).

Some of the family services and programs that OFS offers follow:

- “The Fathers’ Resource Center” provides structured education, support and advocacy to fathers who learn to value their role in the lives of their children.
- “Infant Mental Health” is a professional counseling service for families experiencing a variety of difficulties from pregnancy through a child’s third year.
- “Ready...Let’s Grow” is a parent-child interaction group for families with children ages 18 months through four years. The program aims to increase the quality of parent-child interaction.
- “Families Count” is a voluntary program offered to families referred to OFS by Children’s Protective Services. Together with the family, support staff develop a home-based, family-centered plan that addresses the family’s unique strengths, needs, and goals.

OLHSA’s Child and Family Services Division’s early intervention programs (i.e., Maternal Child Health, Healthy Start, and WIC) focus on supporting families through proper nutrition, child development, and parenting skills. In addition, OLHSA’s Head Start Program has a fatherhood initiative and generally focuses on family services. Finally, two OLSHA programs that operate at the Oakland County Jail -- Connections and Skillman -- serve incarcerated parents and their children, ages 0-18. These programs aim to strengthen the parent-child bond, and to reunify the family.

- Life skills education and support – The OCMWA’s JET service providers will provide these services, which Oakland Community College’s “Essential Workplace Skills Training Program” may supplement. This program screens customers for learning disabilities and provides intervention for those who can potentially benefit. Major features of the subsequent training components follow:

- The Program includes seven workplace skills courses, including “Time Management”, “Problem Solving for Personal Growth” and “Conflict Resolution”;
- The courses have been developed through a national standardized instructional system to ensure consistency and competency measurement. They are taught on one or more of the college’s campuses by instructors who have credentials to teach in a post-secondary environment.
- Student performance is evaluated and marked with pass/no pass indicators.
- Courses are registered, and the student’s achievement is recorded, in the College’s Student Record System. College transcripts are then issued as a credential for the student’s job search portfolio.
- Successful program completers receive a “Certificate of Achievement” that connotes competency achievement.
- Asset-building and financial support – The OCMWA’s JET service providers will provide these services, which may be supplemented by the following Oakland Livingston Human Service Agency (OLHSA) programs:
  - Individual Development Accounts (IDAs) are matched savings accounts that allow individuals to save a.) toward a down payment on a home or post-secondary education, or b.) for starting or expanding a small business. The individual’s savings are matched 3 to 1 for home ownership and 2 to 1 for post-secondary education and business, up to \$1,000.
  - Savings for Education, Entrepreneurship and Downpayment (SEED) is a matched savings program in the name of a Head Start or Michigan School Readiness Program (MSRP) child. The child may use the funds, which are invested with the State of Michigan’s 524 Plan, for post-secondary education or training.
  - the Tax Credit Initiative Coalition provides participants free-income tax preparation to ensure that eligible participants receive all their tax credits.
  - Financial Management Education Classes cover credit and budgeting, managing debt, avoiding money traps, using financial institutions, choosing insurance, and understanding taxes.
- Remedial education – The OCMWA’s JET service providers and Oakland County’s adult education providers will provide JET participants remedial education, which includes, as appropriate, adult basic education, English as a Second Language instruction, and GED test preparation. The OCMWA’s director recently met with the Oakland County Community and Adult Educators’ Association (OCCAE), which

expressed its eagerness to collaborate on the JET Pilot. The seeds for such collaboration were planted during the MWA's and OCCAE's participation in the Partnership for Adult Learning (PAL) Program.

Given the extent to which Work First and adult education funding has been reduced during the past several years, a huge gap in this service exists. Thus, the OCMWA, the MDHS-OC, and the MRS-OCDO propose to use a portion of the MWA's JET allocation for additional remedial education services.

- Skill Training and Post Secondary Education – The OCMWA's JET service providers (i.e., contractors) will negotiate contracts with vocational training and educational institutions to provide occupational skills training. To negotiate these contracts, the service provider will be contractually bound by provisions in the MWA's classroom training tuition purchase policies and procedures. Participants who successfully complete Oakland Community College's "Essential Workplace Skills Program" will receive the benefit of intensive career planning and may be subsequently enrolled in the College's occupational training programs, including information technology, welding, automotive repair, heating and cooling, and culinary arts.

Skill training and post-secondary education includes organized educational programs that are directly related to the preparation of individuals for employment in current or emerging occupations. These occupations require training other than a baccalaureate or advanced degree. Vocational educational training programs should be limited to activities that give individuals the knowledge and skills to perform a specific trade, occupation, or other particular vocation.

Given the extent to which Work First resources have been reduced the past several years, few dollars are available for occupational training. Thus, the OCMWA, the MDHS-OC and the MRS-OCDO propose to use a portion of the JET allocation for job skill training and post-secondary education.

- Employment readiness training and structured employment search assistance – The OCMWA's JET service providers will provide these services, which may be supplemented by Oakland Community College's "Essential Workplace Skills Program". (A description of this program and its innovative features appears above.) A more generic description of employment readiness training/structured employment search assistance and their requirements follows:

This activity involves the act of seeking or obtaining employment; preparation to seek or obtain employment, including life skills training; substance abuse treatment, mental health treatment; or rehabilitation activities for those who are otherwise employable. Job search and job readiness activities must be supervised on an ongoing basis with participation records documented daily.

- b. A description of how successful former participants will be involved in the delivery of orientation or services – As part of the original plan, former MDHS-OC clients who have been successful will be identified and asked to pass on their experiences to those involved in the JET program. These former clients will provide encouragement and support for those who are

just beginning the process of moving from welfare to self-sufficiency. In time, successful JET participants will be similarly engaged for the same purpose.

Successful former participants will also be enrolled as volunteers in the VISTA Program, which is supported by Oakland Community College. Currently, 15 former participants are in the program, and they are assigned to numerous agencies, including the MDHS-OC.

- c. A description of the strategies for serving long-term recipients and others  
All clients who have been on public assistance for 48 months or more will be transferred to the MDHS-OC case managers upon the pilot's implementation. The case manager will start the process, including screening and orientation, and will handle the case in the same manner as a new applicant, excluding the availability of Short-Term Family Support (STFS). Long term applicants will be assessed and FSSPs will be developed while caseloads are small. This will give the case manager more time to work one on one with the client, and to make serious efforts to engage him/her. A major part of this process will include a "Preemptive Triage" with the client, the DHS case manager and other individuals and/or organizations that have had past involvement with the client. This would include, but is not limited to:

- Children's Protective Services and other Family Welfare Providers (e.g., Lighthouse, OLHSA, Oakland Family Services, Catholic Social Services, etc.);
- JET service providers;
- MRS;
- Oakland County Community Mental Health;
- Domestic Violence Programs;
- Substance Abuse Programs;
- Oakland County 4C's; and
- Others as needed, including persons whom the client identifies (and who can provide support to the client).

The purpose of Preemptive Triage is to re-address the barriers that have kept a 48-month client on assistance for so long and also to come to an initial agreement on what steps toward self-sufficiency should be taken next. The triage meeting will serve primarily as a starting point for the client, the MDHS-OC case manager, and other providers to establish a relationship for all future interaction, and to gain a better understanding of the client's situation.

The OCMWA's, the MDHS-OC's, and the MRS-OCDO's specific strategies for serving long-term recipients and other participants are described in Section 5.a. of this document.

## **6. A Description of Post-Employment Services and Support**

Enhanced post-employment services will be offered JET participants for a minimum of 180 days after their initial placement in employment. Participants will receive services to increase job retention and long-term compliance with the self-sufficiency plan.

a. A description of how the following services will be provided:

- Expand the retention period from 90 to 180 days – When a JET participant is placed in unsubsidized employment, the service provider will conduct a post placement retention follow-up contact at 30, 60, 90, 120, 150, and 180 day intervals, whether or not the participant’s FIP case is closed. The service provider will also conduct a job retention follow-up with JET participants every 60 days after the participant has been reported as completing a 180 day retention, if his/her FIP case has not yet been closed. The service provider will document these follow-up contacts on the participant’s FSSP, which will be electronically shared with MDHS-OC staff.
- Expand the employer-based case management model – The OCMWA and the MDHS-OC will explore ways to implement and expand this model, as employer funding/support is available.
- Case management contact – The OCMWA’s JET service providers will provide a case management follow-up at least 30, 60, 90, 120, 150, and 180 days after the participant’s employment, and not less than once every 60 days thereafter, for the duration of the participant’s enrollment in JET. The service provider will 1.) document these contacts on the participant’s FSSP and 2.) coordinate follow-up efforts with the MDHS-OC, through consultations with the participant’s FIS.

The service provider will record the following in a timely manner: all appropriate case note information, including identified barriers and the steps the service provider and the participant have taken to remove them; supportive services records; and employment information that the service provider has gleaned from each follow-up. The service provider will record this case note information on the Management Information System, or, with the exception of the participant’s 180 day job retention, on other appropriate documents.

- Family crisis intervention – Programs and services to which the OCMWA’s JET service providers (and the JET Systems Navigator) will refer JET participants whose families are in crisis are described in Section 5 of this Plan.
- Employment retention assistance – JET participants will receive employment retention assistance through a partnership with Oakland Family Services, which currently offers employee assistance services for local employers. The JET employee assistance model would consist of the following three components:
  - A 1-800 hotline number, which would be available to JET participants on a 24/7 basis to address situational life issues (e.g., child care and transportation) that prevent punctuality and attendance. Employers could also use the hotline for consultation and support as they supervise JET employees.

- Job Coaches, who would be assigned to a JET participant at his/her job site, and who could a.) coach the participant and b.) train a designated employee at the job site to assume the duties of the job coach. Specific responsibilities of the job coach follow:
  - Provide counseling for individuals as needed at the job site;
  - Provide support with life issues that prevent attendance at work (e.g. child care and car problems);
  - Communicate regularly to the participant's JET case manager about the individual's progress in the job;
  - Assess the participant for mental health or substance abuse issues that may have been undetected previously and consult the participant's JET case manager;
  - Observe the productivity level of co-workers so that the participant is not held to impossible standards;
  - Observe the corporate culture of the environment so the participant is helped to relate well with co-workers;
  - Help the participant develop his/her own system for organizing and remembering the job so the job coach can reduce support as appropriate; and
  - Mediate any differences between the participant and his/her co-workers or employer, while providing the individual the tools he/she needs to resolve his/her own difficulties.
- Manager Training, which would provide workshops for managers and supervisors whom the employer identifies. Workshop topics may include, but may not be limited to, the following:
  - Diversity training;
  - Supervising and managing difficult employees;
  - Basic communication skills;
  - Managing escalating situations or violence in the workplace;

- Recognizing and addressing substance abuse at work; and
- Using motivational strategies.

The JET employee assistance model would be implemented by Oakland Family Services, and it would be funded primarily with one or more grants that Oakland Family Services would seek from one or more foundations. Because potential grantors are more likely to fund the model if the MWA provides “seed money”, the MDHS-OC sought and received from the MDHS a \$10,000 grant to fund a pilot version of the manager training component described above.

Oakland Family Services conducted the training during three full days in September, with 34 managers and supervisors from the following employers participating: Sonitrol Tri-County, Kelly Services, Garden Fresh Salsa, Botsford Commons, and the City of Oak Park. Significantly, 34 of the 36 participants (or 94 percent) evaluated the training as “outstanding” (the highest rating).

On November 1, the United Way for Southeastern Michigan’s staff recommended to its Volunteer Panel that the JET Employee Assistance model be funded for \$100,000, because it is consistent with the United Way’s economic self-sufficiency initiative. If it is awarded, Oakland Family Services plans to use the \$100,000 grant as leverage to secure funding from other foundations.

If the MDHS and the MDLEG approve, the OCMWA plans to use a portion of the MDHS-OC Work First Employment-Related Supportive Services funds it is allocated, via the MDLEG’s Interagency Agreement with the MDHS, for a \$40,000 match to the United Way’s grant. Accordingly, the OCMWA and the MDHS-OC respectfully request that the Interagency Agreement be revised and/or amended to permit this usage of these funds. The MWA may also use a portion of its JET allocation for the match.

If the MDLEG and the MDHS approve, the OCMWA will offer additional employment retention assistance by extending the time periods JET service providers can provide all supportive services, including transportation. These extensions are described in Section 5 of this Plan.

- Career Advancement Planning – The OCMWA’s JET service providers will offer JET participants career advancement planning while they are employed. Staff members from Oakland Community College’s Essential Workplace Skills Training Program will also be available to assist participants with career advancement planning.
- Transitional Support Services – As an incentive for JET participants to obtain and retain employment, the OCMWA will offer them Transitional Support Grants. These Transitional Support Grants may be provided to cover a variety of miscellaneous employment related

expenses that are not normally covered by regular supportive services funding. Transitional Support Grants are available to participants who have unsubsidized employment for not less than a minimum of 30 hours per week.

Jet service providers will adhere to the following Transitional Support Grant policies:

- a. a JET participant who receives a Transitional Support Grant payment must have obtained a job at which he/she is working before he/she receives the payment.
- b. Items that are covered in the Transitional Support Grant payment must be considered as necessary for JET participants who have jobs.
- c. Members of JET two parent families will be given priority when Transitional Support Grant payments are made.
- d. Transitional Support Grant payments will be made to reimburse JET participants for the allowable expenses they have incurred.
- e. Transitional Support Grant payments may be made only at the following intervals:
  - Initial Reimbursement – JET participants may be reimbursed up to \$100, at any time during the first 90 days after they obtained employment. Such reimbursement may be made for the allowable Transitional Support Grant expenditures the JET participants incurred during this time period.
  - Second Reimbursement – At any time after 90 days of employment, JET participants may be reimbursed up to an additional \$100. Such reimbursement may be made for the allowable Transitional Support Grant expenditures the JET participants incurred during this time period.
- f. Transitional Support Grant payment reimbursements for each JET participant may be less than, but cannot exceed, \$200 in total for a 12-month period.
- g. The extent to which Transitional Support Grant payments can be made will be based upon availability of the MWA's Transitional Support Grant funding.
- h. JET participants will be responsible for purchasing allowable services and/or goods with Transitional Support Grant funds. These allowable services and/or goods will include, but are not limited to, the following:
  - Personal care/appearance enhancement (i.e., cosmetology/barber services);

- Nutritional supplements (i.e., lunch provisions);
  - Job related publications, manuals, etc.;
  - Wardrobe enhancement (not uniforms, safety shoes, and equipment that are available under regular JET supportive services);
  - Regular car maintenance (i.e., oil change, fluid refills);
  - Medical costs beyond those covered by employer-provided medical/dental insurance (e.g., employee paid portions of insurance co-pays, prescriptions, eyeglasses, and contact lenses); and
  - Other services and/or goods, with the MWA's pre-approval.
- i. The DHS will disregard the JET Transitional Support Grant payments when budgeting a client's income.
  - j. The JET participant and the service provider's staff person must complete and sign the "JET Transitional Support Grant Form", which verifies the participant's receipt of actual reimbursement.
  - k. The need for, and the determination of, the Transitional Support Grant must be documented in the JET participant's case notes and/or FSSP and/or other appropriate documents.
  - l. Documentation that verifies the Transitional Support Grant payments will be retained in individual JET participant files. This documentation will include the JET Transitional Support Grant Receipt Form" and the documentation that the service provider uses to support regular JET supportive services.
  - m. As it issues Transitional Support Grant payments, the JET service provider will adhere to these JET Transitional Support Grant policies.

Given the extent to which Work First resources have been reduced the past several years, the OCMWA will use a portion of its JET allocation for Transitional Support Grant payments.

- b. A brief description of the MWA's approach for engaging large/small employers in developing strategies to increase employee retention and advancement – The OCMWA has met several times with CVS Pharmacies, an employer that has successfully employed, retained, and promoted welfare-to-work participants throughout the nation. The OCMWA will continue these meetings, and will work with CVS to establish within Oakland County a training center for JET participants.

The OCMWA also plans to engage employers for whom it has provided incumbent worker training, employee recruitment, and the Manager training that is described above. In addition, the OCMWA will participate actively with the Low-Wage Worker Advancement Strategy Committee of the Governor's Council for Labor and Economic Growth (CLEG), as the Committee supports the JET Pilots Expansion. The OCMWA and MDHS-OC directors, for example, attended the Committee's recent meeting to discuss the best practices around employer engagement, and to share current and planned employer engagement strategies. One such strategy will be to educate employers about -- and to encourage them to participate in -- the Work Opportunity and Welfare-to-Work Tax Credit Program. The employee assistance model that is described above is another strategy.

**7. A Description of New and Creative Ways for Making “Work Pay”, and for Increasing the Financial Stability of Family**

**a. Short-Term Family Support:** Short Term Family Support (STFS) is Michigan's Diversion from on-going FIP for a target population of FIP applicants. Families who are normally self-sufficient and facing temporary obstacles to continued self-sufficiency may be better served by a one-time, lump sum payment. An STFS payment may resolve barriers quickly and prevent families from becoming dependent upon public assistance. Key aspects of this program include:

- The STFS amount would be three times the group's monthly FIP grant.
- The family would agree to repayment in the event on-going FIP is issued before the end of four months.
- The family agrees to no cash assistance for four months.

The MDHS-OC intake worker will use the Short Term Family Support screening tool to determine if an applicant would be eligible for the diversion program. The intake worker will discuss this diversion program with the applicant if he/she is eligible and determine if the client wants to participate. If so, the client will be redirected to the Short Term Family Support process, and the JET process will end.

**b. Earned Income Tax Credit:** JET service provider staff and MDHS-OC staff will inform FIP recipients about the Earned Income Tax Credit and the Home Heating Credit. (If these staff members need training on processing either credit, they will receive it.) FIP recipients will also be informed about free tax preparation assistance, which, as noted above, is available through -- and provided by -- the Oakland Livingston Human Service Agency (OLHSA). MDHS-OC and JET service provider staff will receive flyers that indicate the date, time, and other relevant information about OLSHA's tax preparation assistance. These flyers will be posted at the JET sites.

**8. A Description of the Sanctioning Process**

JET, FSSP, MRS, MSHDA and FIP participants will not be terminated from a program without first scheduling a “triage” meeting with the client to discuss his/her non-compliance and the good cause reasons he/she might have. Since the ultimate result of

non-compliance without good cause is case closure, if a triage meeting is scheduled, the MDHS-OC will assume responsibility for notifying the client and all the partners concerned.

### Triage Meetings

While triage meetings may be called for various reasons, they **must** be held before an already active participant (e.g., active with the MWA) can be terminated from the JET Program or any other activity to which he/she has been assigned. This will give the client an opportunity to explain why he/she is non-compliant and to provide good cause reasons for the non-compliance. At the same time, the different agencies that have been involved with the client will explain why the client should or should not be terminated.

In order to insure that a client receives proper notice, the following procedures will apply:

- When a client is found to be “non-compliant”, the individual or organization who cites the non-compliance will notify the appropriate MDHS-OC staff to request that a triage meeting be held. The DHS-2444, Notice of Employment Related Non-Compliance form, will be used to notify the client and to schedule a triage.
- The MDHS-OC contact person will then notify all the involved parties, including the originating party and the client, via letter or DHS form, to coordinate a date and time that is open for everyone.
- A triage meeting is then held to discuss the client’s situation, and to determine why he/she has not complied with his/her assigned activities. This will allow the client to explain to MDHS-OC and other staff why he/she has been unable to work toward completion of the Family Self-Sufficiency Plan (FSSP).

If the client is terminated, the following procedures will apply:

- The Family Independence Specialist (FIS) must document on the DHS-71 form that the client had no good cause. The client will be notified of the non-compliance, via the DHS-176, Benefits Notice form.
- Since a 10 day notice period no longer exists, as soon as the DHS-71 is sent, the case should be pended for closure, using negative action code N405. Note: N must be used to suppress the CIMS client notice. The DHS-176 form is used to close the FIP. Notification of this case action will be sent by the DHS worker, using the following language:

*You or a group member failed to comply with employment or family related activities without good cause. Your Family Independence Program (FIP) case will be closed for at least 3 months. You will remain ineligible for FIP from \_\_\_/\_\_\_/\_\_\_ through \_\_\_/\_\_\_/\_\_\_. You may reapply before the penalty period ends.*

- **Closure penalties must be fully served, even if the non-cooperating person leaves the group, becomes deferred or begins meeting work participant requirements.**
- **Pilot penalties will continue, even if the family moves from the pilot county or splits into separate groups. Therefore, case records must be clearly identified. The FIS will document JET Pilot policy in the case record.**

i. Activities for FIP Clients Referred to JET

FIP clients who are referred to the JET Program must comply with program rules and stay involved in the activities to which they are assigned. This means that the self-sufficiency program that the client developed in the FSSP in cooperation with the MWA's JET service provider will determine the scope of his/her involvement as well as list and define the activities appropriate for him/her. The FSSP becomes the client's agreement to remain actively involved with the JET Program and is his/her blueprint for success. By extension, this also means that, if a FIP client is referred to JET, and JET, in turn, refers him/her to activities other than job search, as part of the FSSP, the client must follow through with the assignment or risk being non-compliant.

ii. Activities for FIP Clients NOT Referred to JET

FIP clients who do not attend JET must nonetheless be involved in an activity to promote self-sufficiency and self-support. The purpose of involving these clients in a work related self-sufficiency activity is to prepare them for work. When clients do not comply with the policy and cannot provide a good cause reason for the non-compliance, their cases are closed after a triage or attempted triage meeting. Specific work related activities for these clients will be determined on a case by case basis. As appropriate, the OCMWA will assist the MDHS-OC in developing work-related activities for all FIP clients.

**SECTION III – BUDGET INFORMATION SUMMARY**

**JOBS, EDUCATION, AND TRAINING PROGRAM (JET)  
TEMPORARY ASSISTANCE FOR NEEDY FAMILIES  
BUDGET INFORMATION SUMMARY**

**SECTION I - IDENTIFICATION INFORMATION**

1. Michigan Works! Agency (MWA) Oakland County	2. MWA Number: 23
3. Policy Issuance Number. 07-00	4. Plan Period 10-01-06 through 08-31-07

**SECTION II - TOTAL FUNDS AVAILABLE**

Funding Source: Temporary Assistance for Needy Families	<i>Amount</i>
1. Allocation	\$ 192,034

**SECTION III - CURRENT PLANNED EXPENDITURES BY COST CATEGORY**

Cost Category	Amounts
1. Direct Participant Services (incl. Direct Administrative Costs)	\$ 121,034
2. Supportive Services	48,000
a. Auto Purchase	\$ 14,000
b. Public Transportation Allowances	\$ 2,000
c. Auto Related Expenses	\$ 20,000
d. Other Supportive Services	\$ 12,000
3. Administration	23,000
a. General Administrative Costs (12% limitations apply)	\$ 23,000
b. Information Technology/Computerization	\$ -0-
4. Total Planned Expenditures	\$ 192,034

(11/06)

The Michigan Department of Labor & Economic Growth does not discriminate in employment or in the provision of services based on race, religion, color, national origin, sex, age, height, weight, marital status, arrest without conviction, disability, political affiliation or belief in programs funded under the Personal Responsibility and Work Opportunity Reconciliation Act (PRWORA) of 1996.

The Budget Information Summary must be in compliance with PRWORA of 1996. Non-compliance penalty results in withholding of funds.