

State of Michigan

State Workforce Investment Plan Modification

for

Title I of the Workforce Investment Act of 1998

And

The Wagner-Peyser Act

**Implementation of the American Recovery and
Reinvestment Act of 2009**

July 1, 2009, through June 30, 2010

State of Michigan Strategic Plan Modification – Recovery Act Implementation

IV. Economic And Labor Market Analysis

Provide a detailed analysis of the state’s economy, the labor pool, and the labor market context.

Michigan faces several challenges in economic and workforce development.

These include:

- Reducing unemployment
- Stimulating job creation
- Supporting the state’s base industries by enhancing the skills of incumbent workers
- Retraining dislocated workers to fill vacancies in growth occupations
- Anticipating the impact of an aging workforce
- Preparing the incumbent and future workforce for potential growth sectors such as alternative energy and other sectors of the green economy
- Creating a higher-skilled workforce through improvements in educational attainment and worker training

To address these challenges, a detailed understanding of the state’s labor market is critical. This includes information and analysis of the state’s industry structure, growth industries and occupations, high-demand critical sectors, the demographic changes occurring in the state labor pool, and the skill sets needed for jobs expected to drive future Michigan employment expansion.

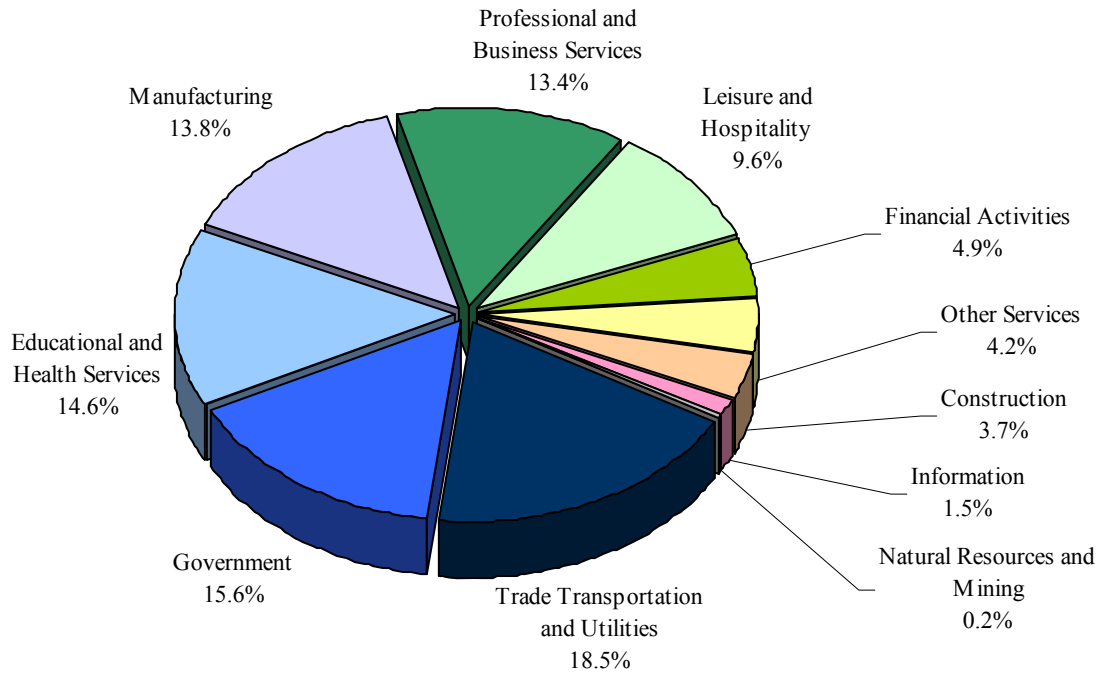
IV.A. What is the current makeup of the state’s economic base by industry?

Current Distribution of Michigan’s Payroll Jobs

At the end of 2008, five major industry sectors accounted for about three-quarters of total non-farm payroll jobs in Michigan. These included trade, transportation and utilities, government, educational and health services, manufacturing, and professional and business services. Trade, transportation and utilities represented the largest share with 18.5 percent or 769,400 jobs. Michigan had over 478,000 retail jobs in 2008, a figure that represented almost two-thirds of the broader industry sector and 11.5 percent of overall payroll jobs.

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Figure 1: Distribution of Total Non-farm Payroll Jobs in Michigan 2008



The government sector contributed almost 650,000 jobs to the Michigan economy, representing 15.6 percent of overall employment. This sector includes state, federal and local government administration, but large portions of jobs in government are education-related. Local education (237,500) and state government education (100,500) made up over half of government jobs statewide and 8.1 percent of total non-farm jobs in Michigan.

Private educational and health services, which accounted for over 600,000 jobs in the state in 2008, were dominated by the health care and social assistance component. Almost nine out of every 10 jobs in the broader sector (as depicted in Figure 1 above) were health-care related, and these 528,000 jobs accounted for almost 13 percent of Michigan employment.

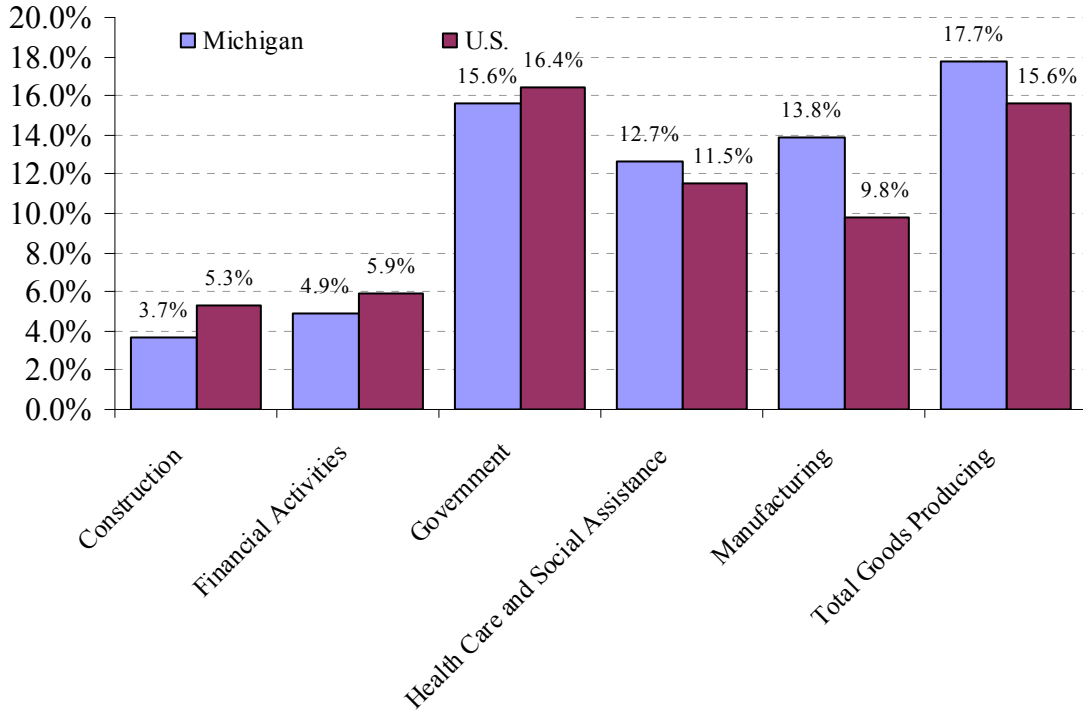
Once the largest sector statewide, manufacturing ranked fourth in jobs among broad industry sectors in Michigan at the end of 2008. This sector supplied roughly 575,000 payroll jobs in 2008 or 13.8 percent of the Michigan total.

Comparison to U.S. Distribution of Payroll Jobs

Michigan's industrial mix differs from the U.S. across several sectors. The most notable differences are highlighted in the chart below. Predictably, and in spite of suffering heavy job losses in auto manufacturing, the state holds a substantially larger proportion of manufacturing jobs than the nation (a gap of 4.0 percentage points). To put this into perspective, in order for the state's share of manufacturing jobs to equalize with the U.S. (i.e., 9.8 percent), Michigan would have to lose an additional 167,700 jobs in this sector.

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Figure 2: Share of Total Payroll Jobs in Michigan and U.S. for Selected Sectors 2008



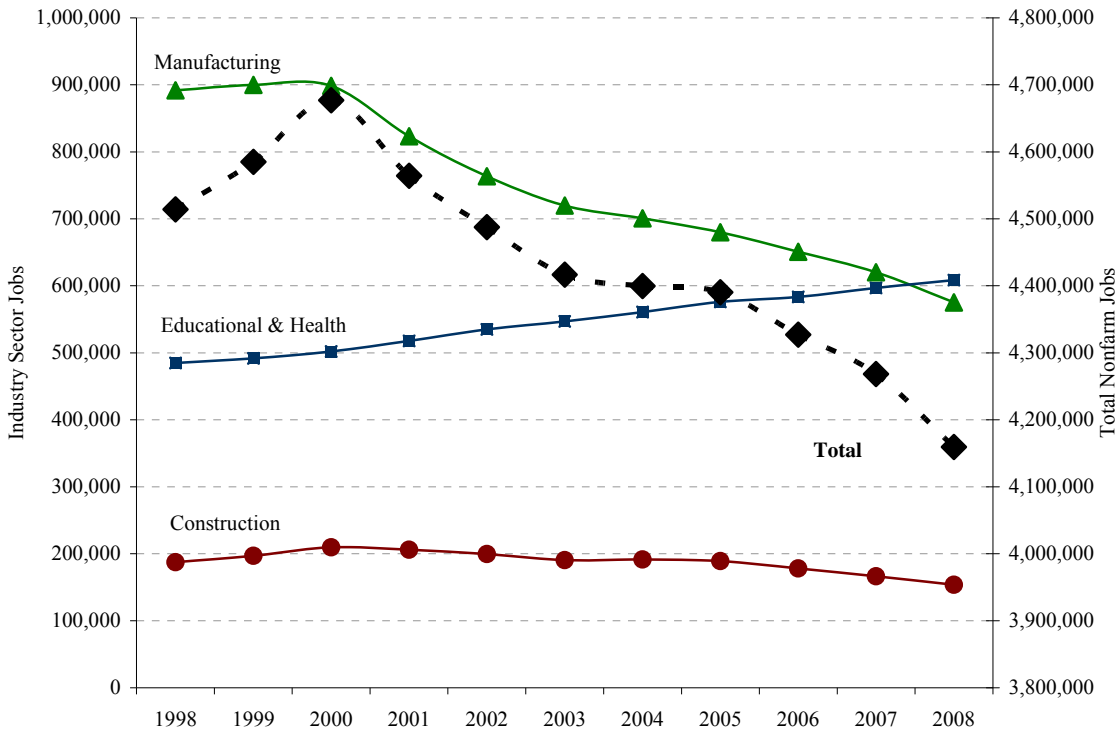
The state also holds a noticeably larger share of jobs in health care and social assistance, though this is less prominent than the difference observed in manufacturing. In several other sectors, such as financial activities, construction and government, the U.S. registers a larger share of jobs. This compensates for the imbalance among the state and national manufacturing sectors.

Long-term Michigan Payroll Job Trends

Due to the national recession and the troubled Michigan auto sector, job losses continue to be recorded among numerous industries in the Michigan economy. In 1998, a year that was marked by robust economic growth throughout the nation, Michigan registered over 4.5 million payroll jobs. By 2008, total payroll employment had fallen sharply by about 8 percent or 355,000 jobs.

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Figure 3: Payroll Job Trends for Selected Michigan Sectors 1998 - 2008



Job losses were heavily concentrated in the goods-producing sector, mainly manufacturing and construction. These two sectors alone combined for job cuts totaling 350,000. Although the service-providing sector remained stable overall, some specific service industries posted large job losses. The trade, transportation and utilities sector shed over 84,000 jobs, mostly as a result of struggles in retail trade which accounted for three-quarters of the loss. Weak consumer confidence, losses of high-paying jobs in manufacturing and construction and general economic weakening all contributed to the contraction of Michigan’s retail sector. The professional and business service sector also displayed significant job declines over this period, falling by 40,000 positions.

Over the past 10 years, only two major industry sectors posted job gains: education and health services and leisure and hospitality. Education and health services grew by a healthy 25 percent between 1998 and 2008. The leisure and hospitality sector posted a job advance of just 5 percent, a modest rate of gain over a ten-year period.

Shifts in Michigan Jobs Distribution Since 1998

Overall, economic conditions had a modest impact on the distribution of jobs in the state. Between 1998 and 2008, the job shares in many Michigan industry sectors have remained relatively stable, with the exception of manufacturing, education and health services. Employment change in these industries was significant, resulting in major shifts in each sector’s share of total Michigan jobs.

Due to the dominance of the auto industry in Michigan, the manufacturing industry was the most affected by the recent downward trend in the national and state economies. In 1998, the manufacturing sector accounted for 19.8 percent of total Michigan payroll employment, or one in every five jobs. By 2008, however, the sector had lost over a third of the roughly 892,000 manufacturing jobs it held in 1998. The sector’s share of total jobs fell sharply to 13.8 percent in 2008.

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The education and health services sector has remained resilient throughout this period, gaining about 124,000 jobs. In 2008, it accounted for 14.6 percent of total payroll jobs in Michigan, compared to 10.7 percent ten years ago. It has overtaken the professional and business services and manufacturing sectors to become the third largest primary industry sector in Michigan.

Short-term Payroll Job Trends in Michigan

In the past couple of years, the Michigan economy continued to lose jobs with the collapse of the U.S. housing bubble and subsequent global financial crisis. The state economy saw total non-farm payroll jobs decline by 3.9 percent or 167,900 between 2006 and 2008. Predictably, the manufacturing sector guided the job cuts, accounting for almost half of the overall payroll job decline, as the auto industry restructured through employee buyouts and temporary and permanent layoffs. In the past two years, the manufacturing sector shed roughly 76,000 jobs, with two-thirds of that drop coming in auto-related manufacturing.

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Figure 4: Payroll Jobs in Michigan by Industry Sector 2006 and 2008

Industry Sector	Payroll Employment		Payroll Employment Change	
	2006	2008	Job Loss/Gain	Percent Change
Total Non-farm	4,327,100	4,159,200	-167,900	-3.9%
Total Private	3,661,800	3,511,300	-150,500	-4.1%
Goods Producing	836,900	736,800	-100,100	-12.0%
Service Providing	3,490,300	3,422,400	-67,900	-1.9%
Natural Resources and Mining	8,000	7,800	-200	-2.5%
Construction	178,000	153,700	-24,300	-13.7%
Manufacturing	650,800	575,300	-75,500	-11.6%
Transportation Equipment Manufacturing	221,400	172,100	-49,300	-22.3%
Trade Transportation and Utilities	795,000	769,400	-25,600	-3.2%
Wholesale Trade	170,600	166,700	-3,900	-2.3%
Retail Trade	496,000	478,400	-17,600	-3.5%
Information	66,100	61,800	-4,300	-6.5%
Financial Activities	215,800	204,400	-11,400	-5.3%
Professional and Business Services	581,600	557,000	-24,600	-4.2%
Educational and Health Services	583,300	608,300	25,000	4.3%
Leisure and Hospitality	405,600	398,100	-7,500	-1.8%
Other Services	177,500	175,600	-1,900	-1.1%
Government	665,300	647,900	-17,400	-2.6%

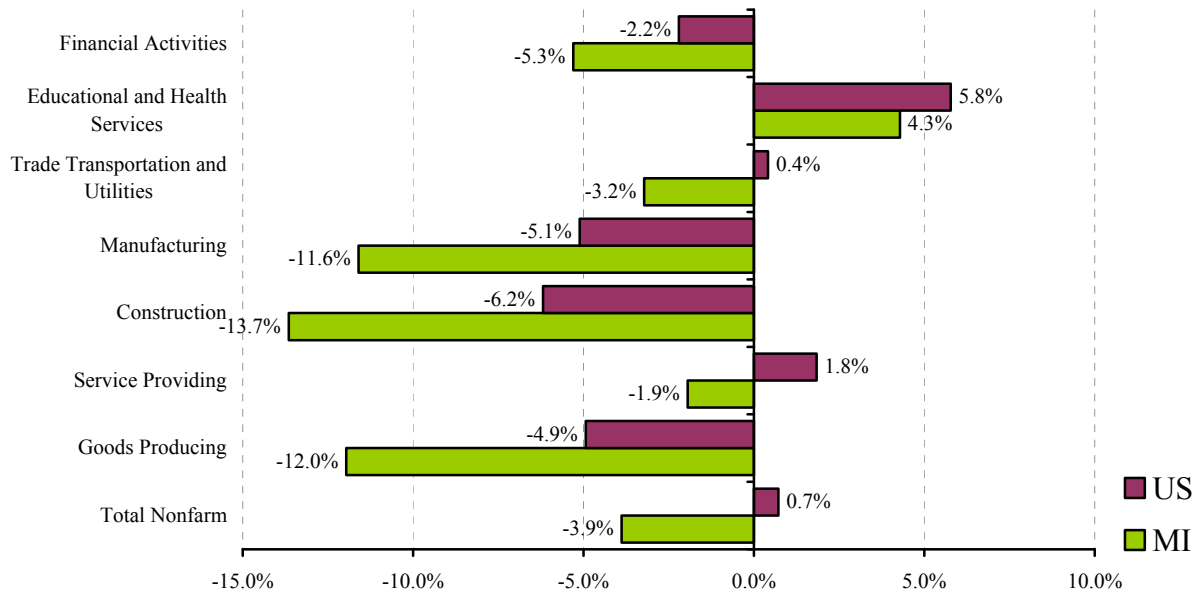
Other notable sectors significantly impacted by the recession included: construction, trade, transportation and utilities, and professional and business services. Although the construction sector accounts for less than 4 percent of total non-farm payroll jobs in Michigan, it has been one of the hardest hit sectors in the current economic climate due to plummeting demand for residential homes. Between 2006 and 2008, construction jobs fell by 24,300 or 13.7 percent. This percentage decline was actually larger than the loss experienced by the manufacturing sector (-11.6 percent). In addition, trade, transportation and utilities, and the professional and business sectors have also been adversely affected as consumers and businesses continue to look for ways to cut expenditures. Since 2006, the trade transportation and utilities sector cut 25,600 jobs (-3.2 percent), while professional and business services shed 24,600 jobs (-4.2 percent).

The primary source of Michigan job growth over the past two years was the educational and health services sector, which expanded by 25,000 jobs (4.3 percent) despite the economic slowdown. Health care has also expanded nationally, although job gains in Michigan and the U.S. in this sector in the first quarter of 2009 showed signs of moderating. Much of the long-term demand in health care is driven by new technologies and an aging population.

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Short-term Payroll Job Trend Comparison with U.S.

Figure 5: Percent Change of Total Payroll Jobs in Michigan and US 2006 - 2008



Michigan’s economic and workforce trends have lagged behind national averages since 2006, as the restructuring of the state auto sector has limited job creation throughout the state’s economy. Between 2006 and 2008, jobs nationally remained relatively flat, increasing by less than one percent. On the other hand, Michigan’s payroll job count contracted by approximately four percent. Seven major industries posted job gains nationally; whereas, only one major industry expanded in Michigan. Michigan industry sectors recorded larger percentage job losses than the comparable sectors nationally.

This difference was most notable in the goods-producing sector which shed jobs in Michigan at a rapid pace. Since 2006, jobs in this sector declined by 12.0 percent in Michigan, over twice as fast as the national rate of reduction (-4.9 percent).

The state and nation displayed contrasting trends in the service-providing industries. In the U.S., these industries recorded an overall employment gain of 1.8 percent between 2006 and 2008. Three industry sectors were responsible for the majority of the national job gains: (1) education and health services, (2) government, and (3) leisure and hospitality. By comparison, jobs in the Michigan service sector fell by 1.9 percent as businesses and consumers cut back due to weak economic conditions. The trade, transportation and utilities sector, and the professional and business sector contributed significantly to these job losses. As mentioned above, the education and health services sector was the only major industry to post job additions since 2006; however, even these job gains were below the percentage gains displayed nationally.

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IV.B. What industries and occupations are projected to grow and/or decline in the short term and over the next decade?

Michigan industries that are expected to record above-average employment expansion over the next decade include the professional and business service, health care, leisure and hospitality, and transportation sectors.

With the current national recession and the troubled domestic auto industry, Michigan's growth sectors in the short-term are much more limited, focused primarily on detailed industries in health care, social assistance, and education.

Employment growth in these industries will translate into above average job prospects for related occupations over the short and long term. Registered nurses, nursing aides, home health aides, medical assistants, and pharmacy technicians are just a few occupations with a positive job outlook due to increased demand for medical services. Expected job gains in business services will generate job openings for information technology occupations such as computer software engineers and systems analysts, as well as job gains for accountants and business sales representatives. Michigan's substantial level of tourism activity is expected to generate jobs gains in leisure and hospitality occupations such as restaurant cooks, retail salespersons, and food preparation workers.

Figures 6 through 9 provide more detailed lists of both industries and occupations that are forecast to record above average job growth in the short and long-term.

Declines in employment levels are also expected in a number of industries within the state. In the manufacturing sector, job losses are expected in the short and long term as the transportation equipment sector continues to downsize. This will impact direct jobs in the auto industry as well as a number of manufacturing sectors related to the industry. Although manufacturing is not expected to generate any net job growth, there will be some demand for replacement of retiring workers in these industries. However, these new workers will be expected to have higher skill levels to help maintain the increased levels of productivity in the workplace.

Some occupations expected to register reduced employment levels are not necessarily concentrated in declining industries. Some occupations such as file clerks, secretaries, and order clerks are declining due to technologies that have reengineered processes in the workplace. Figures 6 through 9 also contain examples of specific industries and occupations expected to register job loss in Michigan over the short and long term.

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Figure 6: Michigan Short Term Industry Forecasts - 2nd Quarter 2007 - 2nd Quarter 2009

Growth Industries	Declining Industries
Hospitals	Motor Vehicle Parts Manufacturing
Offices of Physicians	Specialty Trade Contractors
Social Assistance	Motor Vehicle Manufacturing
Nursing and Residential Care Facilities	Construction of Buildings
Employment Services	Credit Intermediation and Related Activities
Home Health Care Services	Machinery Manufacturing
Other Amusement and Recreation Industries	Fabricated Metal Product Manufacturing
Offices of Dentists	Plastics & Rubber Products Manufacturing
Food Manufacturing	Motor Vehicle and Parts Dealers
Offices of Other Health Practitioners	Primary Metal Manufacturing
Accommodation	Heavy and Civil Engineering Construction
Colleges, Universities, and Professional Schools	Real Estate

Figure 7: Michigan Short Term Occupational Forecasts - 2nd Quarter 2007 - 2nd Quarter 2009

Growth Occupations	Declining Occupations
Registered Nurses	Laborers and Freight, Stock, and Material Movers, Hand
Home Health Aides	Stock Clerks and Order Fillers
Nursing Aides, Orderlies, and Attendants	Cashiers
Medical Assistants	Team Assemblers
Child Care Workers	Electricians
Pharmacy Technicians	Cutting, Punching, and Press Machine Setters, Operators
Personal and Home Care Aides	Inspectors, Testers, Sorters, Samplers, and Weighers
Dental Assistants	Machinists
Network Systems & Data Communications Analysts	Construction Laborers
Dental Hygienists	Industrial Truck and Tractor Operators
Farm, Ranch, and Other Agricultural Managers	Carpenters
Social and Human Service Assistants	Tool and Die Makers
Physicians and Surgeons, All Other	First-Line Supervisors/Managers of Production Workers
Computer Software Engineers, Applications	Secretaries, Except Legal, Medical, and Executive
Post-secondary Teachers, All Other	General and Operations Managers

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Figure 8: Michigan Long Term Industry Forecasts - 2006 - 2016

Growth Industries	Declining Industries
Employment Services	Motor Vehicle Parts Manufacturing
Hospitals	Motor Vehicle Manufacturing
Full-Service Restaurants	Machinery Manufacturing
Nursing and Residential Care Facilities	Fabricated Metal Product Manufacturing
Offices of Physicians	Special Food Services
Architectural, Engineering, and Related Services	Oilseed and Grain Farming
Colleges, Universities, and Professional Schools	State Government, Excluding Education & Hospital
Social Assistance	Food and Beverage Stores
Merchant Wholesalers, Durable Goods	Printing and Related Support Activities
Limited-Service Eating Places	Electrical Equipment, Appliance Manufacturing
Religious, Grantmaking, Civic, Professional Organizations	Primary Metal Manufacturing
Services to Buildings and Dwellings	Gasoline Stations
Specialty Trade Contractors	Chemical Manufacturing
Home Health Care Services	Paper Manufacturing
Management, Scientific, & Technical Consulting Services	Motor Vehicle Body and Trailer Manufacturing

Figure 9: Michigan Long Term Occupational Forecasts 2006 – 2016

Growth Occupations	Declining Occupations
Retail Salespersons	Stock Clerks and Order Fillers
Registered Nurses	Assemblers and Fabricators, All Other
Customer Service Representatives	Cashiers
Combined Food Preparation and Serving Workers	Packers and Packagers, Hand
Home Health Aides	Secretaries, Except Legal, Medical, and Executive
Janitors and Cleaners, Except Maids	Cutting, Punching, and Press Machine Setters
Business Operations Specialists	File Clerks
Nursing Aides, Orderlies, and Attendants	Industrial Truck and Tractor Operators
Truck Drivers, Heavy and Tractor-Trailer	Order Clerks
Medical Assistants	Inspectors, Testers, Sorters, Samplers, and Weighers
Child Care Workers	Electrical and Electronic Equipment Assemblers
Landscaping and Groundskeeping Workers	Farmers and Ranchers
Industrial Engineers	Telemarketers
Maids and Housekeeping Cleaners	Tool and Die Makers
Accountants and Auditors	General and Operations Managers
Receptionists and Information Clerks	Computer Programmers
Computer Software Engineers, Applications	Computer Operators
Computer Systems Analysts	Forging Machine Setters, Operators
Personal and Home Care Aides	Driver/Sales Workers
Food Preparation Workers	Machine Feeders and Offbearers
Cooks, Restaurant	Grinding, Polishing, and Buffing Machine Tool Setters
Automotive Service Technicians and Mechanics	Switchboard Operators, Including Answering Service
Pharmacy Technicians	Lathe and Turning Machine Tool Setters
Network Systems & Data Analysts	Mail Sorters and Processing Machine Operators
Sales Representatives, Services, All Other	Drilling and Boring Machine Tool Setters

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IV.C. In what industries and occupations is there a demand for skilled workers and available jobs, both today and projected over the next decade?

Many of the expected high-growth industries in Michigan will generate numerous job opportunities for skilled workers. As defined here, a “skilled industry” is one in which at least 55 percent of the workforce is in jobs requiring at least one year or more of on-the-job training, post-secondary training, or an associate’s degree or above.

“Skilled” industry sectors are vital to the Michigan economy. These sectors generate many of the “knowledge jobs” coveted by the state, and provide many high-wage jobs for workers with advanced education and training. The following table lists some of Michigan’s skilled industries and the expected growth in employment levels from 2006 – 2016.

Figure 10: Michigan Industries with Above-Average Share of Skilled Jobs

Skilled Industry	Job Growth 2006-2016
Hospitals	23,775
Architectural, Engineering, and Related Services	13,700
Colleges, Universities, and Professional Schools	12,500
Elementary and Secondary Schools	11,800
Specialty Trade Contractors	9,078
Management, Scientific, and Technical Consulting Services	6,444
Computer Systems Design and Related Services	5,898
Insurance Carriers and Related Activities	4,000
Accounting, Tax Preparation, Bookkeeping, and Payroll Services	2,975
Management of Companies and Enterprises	2,900
Repair and Maintenance	2,791
Securities, Commodity Contracts, & Other Financial Investments	2,470
Junior Colleges	2,086
Legal Services	2,000
Office Administrative Services	1,874
Specialized Design Services	1,773
Outpatient Care Centers	1,444
Construction of Buildings	1,288
Air Transportation	959
Computer and Electronic Product Manufacturing	794

These industries encompass a wide range of activities, including medical, engineering, business, educational, technical, and construction sectors. The common thread among these industries is that they will generate many job openings for highly skilled and highly paid Michigan workers. It is expected that these industries together will create over 110,000 new jobs between 2006 and 2016.

Job expansion among these sectors will generate job openings for a variety of skilled occupations. These occupations include medical staff such as nurses and doctors, teachers in the education community, engineers among technical service firms, and a variety of business-related occupations.

The following table shows a sample of high-demand Michigan skilled occupations and their expected annual number of job openings from 2006 and 2016. Together, this set of job titles should produce over 17,600 job openings on an annual basis. These openings represent both new job growth and openings generated from the need to replace workers retiring or permanently leaving an occupation.

Registered Nurses have the largest number of expected annual openings of the skilled occupations. As the population ages and requires more medical services, new treatments and technological advances will help fuel the job expansion in health care occupations.

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Figure 11: High-Demand Michigan Skilled Occupations

Skilled Occupation	Annual Job Openings
Registered Nurses	3,005
Sales Representatives, Except Technical & Scientific Products	1,529
Business Operations Specialists, All Other	1,264
Nursing Aides, Orderlies, and Attendants	1,115
Cooks, Restaurant	1,018
Executive Secretaries and Administrative Assistants	1,018
Accountants and Auditors	996
Industrial Engineers	955
Automotive Service Technicians and Mechanics	791
Computer Systems Analysts	777
Licensed Practical and Licensed Vocational Nurses	665
Computer Support Specialists	619
Middle School Teachers, Except Special & Vocational Education	577
Sales Representatives, Services, All Other	566
Lawyers	526
Computer Software Engineers, Applications	517
Hairdressers, Hairstylists, and Cosmetologists	504
Network Systems and Data Communications Analysts	428
Insurance Sales Agents	409
Sales Representatives, Technical and Scientific Products	370

Skilled Jobs in the Michigan Green Economy

Michigan published in May 2009, a comprehensive report on jobs in the Michigan green economy. The research report included information from an extensive employer survey, as well as, data on green-related industries and occupations. The report highlighted the fact that green jobs exist today in Michigan among a variety of skilled positions requiring the entire spectrum of educational and training requirements. The report indicated:

- Production, engineering, and construction occupations comprise a large share of Michigan green jobs
- Examples of green jobs requiring advanced education in Michigan include mechanical engineers, electrical engineers, environmental scientists and specialists, construction managers, and environmental engineers
- Many skilled green jobs require less formal education but significant levels of job training, such as heating, air conditioning, and refrigeration mechanics, electricians, machinists, carpenters, and inspectors.
- Employers indicate that despite the need for some specialized green skills, most green workers need a good foundation in science, technology, and math. Many green jobs are current jobs with an additional green focus; far fewer green jobs utilize a full new set of knowledge and skills.

IV.D. What jobs/occupations are most critical to the state’s economy?

To be successful, Michigan’s economy will need to support high-demand, high-wage jobs in key state sectors. These jobs are critical because of their long-term growth potential and the income they generate.

Figure 12 outlines some examples of key occupations with a positive long-term job outlook, a significant number of annual job openings, and high wage rates. Many are skilled positions requiring a significant investment in education or training.

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The 25 occupations listed earn a minimum of \$54,000 and include a variety of health care jobs, including registered nurses, pharmacists, and physical therapists. Also reflected among the high-demand, high-wage jobs in Figure 12 are jobs in information technology, business and finance, engineering, technical sales, education, and management.

Between 2006 and 2016, these occupations are expected to add nearly 60,000 jobs to the Michigan economy.

The occupations listed require a considerable effort by workers to improve their skills through a combination of higher education or significant on-the-job training. Over 80 percent of the occupations require at least a bachelor's degree.

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Figure 12: Michigan High-Demand, High-Wage Occupations

Occupational Titles	Jobs 2006	Jobs 2016	Num. Chg	Pct. Chg	Annual Job Openings	Hourly Wage
Registered Nurses	84,350	100,480	16,130	19.1	3,005	\$29.34
Business Operations Specialists	49,910	57,210	7,300	14.6	1,264	\$34.62
Industrial Engineers	22,290	26,480	4,190	18.8	955	\$36.99
Accountants and Auditors	34,290	38,230	3,940	11.5	996	\$29.34
Computer Software Engineers, Applications	11,580	15,060	3,480	30	517	\$36.67
Computer Systems Analysts	17,220	20,430	3,210	18.6	777	\$37.54
Network Systems/Data Analysts	7,300	10,090	2,790	38.2	428	\$32.91
Dental Hygienists	8,600	10,380	1,780	20.7	342	\$28.65
Insurance Sales Agents	11,990	13,470	1,480	12.4	409	\$31.67
Pharmacists	8,580	10,010	1,430	16.7	292	\$46.94
Physical Therapists	6,200	7,590	1,390	22.4	214	\$34.00
Management Analysts	12,640	14,000	1,360	10.8	352	\$42.26
Personal Financial Advisors	4,800	6,130	1,330	27.7	176	\$38.82
Sales Representatives, Technical, Scientific Products	11,280	12,490	1,210	10.7	370	\$37.61
Cost Estimators	8,600	9,790	1,190	13.8	295	\$30.64
Medical & Health Service Managers	8,310	9,320	1,010	12.1	256	\$39.61
Financial Analysts	6,580	7,470	890	13.7	128	\$35.65
Engineering Managers	9,720	10,570	850	8.7	282	\$52.93
Construction Managers	8,680	9,480	800	9.2	215	\$44.21
Special Education Teachers	4,880	5,680	800	16.5	189	*
Logisticians	5,770	6,560	790	13.8	165	\$33.86
Market Research Analysts	6,740	7,530	790	11.8	125	\$35.90
Environmental Engineers	1,860	2,100	240	13.2	79	\$36.21
Training & Development Specialists	5,750	6,520	770	13.4	201	\$27.00
Civil Engineers	6,190	6,870	680	11	231	\$33.25

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IV.E. What are the skill needs for the available, critical and projected jobs?

An analysis of the important knowledge, skills, and abilities (KSAs) associated with Michigan’s high-demand occupations indicates there will be a number of likely high growth job titles in a variety of broad career areas, including:

- Healthcare Practitioners and Technical Occupations
- Business and Financial Occupations
- Computer and Mathematical Occupations
- Healthcare Support Occupations
- Community and Social Services Occupations

All of these occupations require a solid foundation in the basic skills, such as reading, communication, math, and cognitive abilities that influence the acquisition and application of knowledge in problem solving. Most will 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. While required KSAs levels and the duration of education and training related to high-demand jobs vary, the following detailed KSAs were found to be highly important in each of the occupational clusters highlighted below:

Healthcare Practitioners and Technical Occupations

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. In addition to the skills and abilities common to all of Michigan’s high-demand jobs, health care workers must possess the ability to tell when something is wrong or is likely to go wrong. Significant KSAs common to these jobs are:

Top Knowledge Areas	Top Skill Areas	Top Ability Activities
Medicine & Dentistry	Active Listening	Problem Sensitivity
Biology	Reading Comprehension	Oral Comprehension
Customer & Personal Service	Speaking	Oral Expression
English Language	Critical Thinking	Deductive Reasoning
Psychology	Monitoring	Inductive Reasoning

Business and Financial Occupations

Non-managerial demand occupations found in this cluster will require workers to possess many of the skills found in professional occupations, such as communication, critical thinking, and time management skills. 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.

Top Knowledge Areas	Top Skill Areas	Top Ability Activities
Mathematics	Mathematics	Oral Comprehension
Economics and Accounting	Active Listening	Written Comprehension
Customer & Personal Service	Critical Thinking	Problem Sensitivity
English Language	Judgment & Decision Making	Deductive Reasoning
Personal & Human Resources	Reading Comprehension	Information Ordering

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Computer and Mathematical Occupations

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.

Top Knowledge Areas	Top Skill Areas	Top Ability Activities
Computer & Electronics	Active Learning	Mathematical Reasoning
Customer & Personal Service	Reading Comprehension	Number Facility
Mathematics	Complex Problem Solving	Oral Comprehension
English Language	Critical Thinking	Problem Sensitivity
Design	Troubleshooting	Deductive Reasoning

Healthcare Support Occupations

Similar to the healthcare practitioner occupations, healthcare support jobs require technical knowledge in an area of specialty. However, many of these jobs involve extensive one-on-one contact with patients, and require excellent communication and customer service skills.

Top Knowledge Areas	Top Skill Areas	Top Ability Activities
Customer & Personal Service	Active Listening	Oral Comprehension
English Language	Speaking	Oral Expression
Psychology	Social Perceptiveness	Problem Sensitivity
Medicine & Dentistry	Critical Thinking	Speech Clarity
Therapy & Counseling	Reading Comprehension	Deductive Reasoning

Community and Social Service Occupations

These occupations include social workers, social and human service workers, counselors, therapists, and a number of community service workers. These jobs require a variety of educational and training credentials, as well as, excellent communication and social skills.

Top Knowledge Areas	Top Skill Areas	Top Ability Activities
Customer & Personal Service	Active Listening	Oral Comprehension
Therapy & Counseling	Speaking	Oral Expression
Psychology	Reading Comprehension	Problem Sensitivity
Administration & Management	Social Perceptiveness	Speech Clarity
Clerical	Critical Thinking	Speech Recognition

IV.F. What are the current and projected demographics of the available labor pool (including the incumbent workforce) both now and over the next decade?

The Michigan workforce is not static. There are major variations by gender, race, and age in workforce indicators, such as, the labor force status, industry and occupational distribution, full and part-time employment trends. These variations are important because they have implications for successful targeting of workforce strategies.

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Labor Force Status

- Jobless rates in Michigan are consistently higher for men (9.1%) than women (7.4%) (2008 averages).
- The national recession and problems in the domestic auto industry caused a much bigger spike in unemployment in 2008 in Michigan among men (+2.1 percentage points) than women (+0.3 percentage points).
- Jobless rates for African Americans (13.5%) and Hispanics (10.3%) are well above average.
- Unemployment rates in Michigan are directly correlated with age. The younger the age group, the higher the jobless rate. Jobless rates ranged from 22.9 percent for youth (16-19), and 13.1 percent for young adults 20-24 years of age, to 4.1 percent for persons 65 years and older.
- African American men experience the most persistent and widespread high rates of joblessness. Jobless rates for African American men hit 15.2 percent in 2008.
- Jobless rates tend to be lower for persons with higher levels of educational attainment. Jobless rates were high in Michigan in 2007 for persons 25-64 without a high school diploma (18.8 percent) and for persons with just a high school degree (10.4 percent). Lower unemployment rates were recorded by persons with some college or an associate's degree (7.3 percent), or a bachelor's degree and above (3.4 percent).

Industry and Occupational Distribution

- The manufacturing sector is male-dominated, with men employed in nearly 75 percent of Michigan manufacturing jobs.
- Nearly 60 percent of women work in three industry sectors; and these sectors employ less than 30 percent of men:
 - Educational and health care services
 - Retail trade
 - Accommodation & food services and recreational services.
- A higher share of women (35%) in Michigan work in managerial and professional occupations than do men (31%).
- The top occupations in Michigan for women are management & professional, office & administrative support, and sales and service jobs. Men are concentrated in management & professional, construction & maintenance, and production jobs.

Full versus Part-time Employment

- Women remain more likely to work part-time than men. During 2008, 24 percent of females in Michigan were part-time workers, versus 12 percent of males.
- 66 percent of all Michigan part-time workers were women.

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- 17 percent of Michigan women in 2008 who work part-time would prefer to work full-time. This share has risen as the economy has worsened. In 2004, only 8 percent of women working part-time indicated they preferred full-time work.

Disability

- According to the U.S. Bureau of Labor Statistics, in March 2009, the U.S. unemployment rate for persons with a disability was 13.1 percent, compared with 8.9 percent for persons with no disability, not seasonally adjusted. The employment-population ratio for persons with a disability was 19.8 percent, compared with 64.6 percent for persons with no disability.

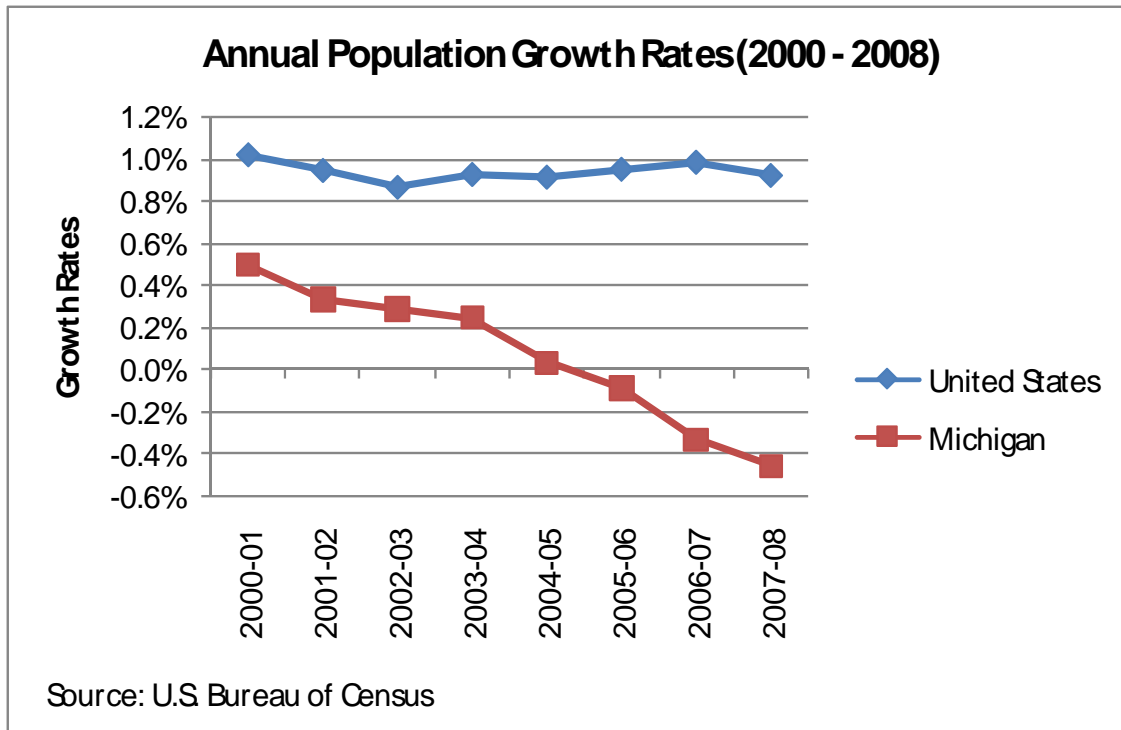
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IV.G. Is the state experiencing any “in migration” or “out migration” of workers that impact the labor pool?

The U.S. Bureau of Census estimated Michigan’s population at around 10 million as of July 2008. That represents a net increase of only 0.5 percent since July 2000. This is in contrast with the U.S. robust population growth of 7.8 percent over the same period.

Michigan’s rate of population gain since 2000 ranked fifth from the bottom. It outpaced only West Virginia, North Dakota, Rhode Island, and Louisiana. The fastest growing states in the nation included Nevada, Arizona, Utah, Georgia, Idaho, and Texas.

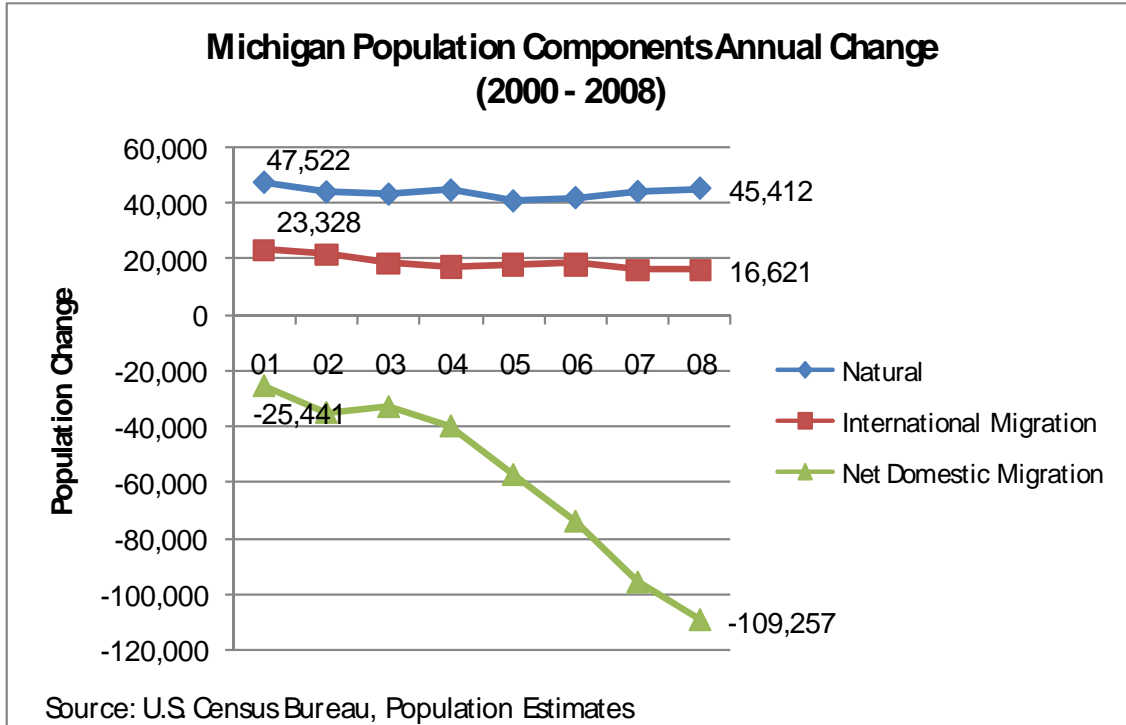
Figure 13: Annual Michigan Population Growth Rates



Michigan’s annual rates of population change have, in fact, been on a decline since 2000, becoming negative from 2005 on. Between 2000 and 2008, Michigan’s population inched up by only a little over 48,000. Between 2005 and 2008, Michigan’s population dropped by approximately 90,000.

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Figure 14: Michigan Components of Population Change 2000-2008



As is apparent from Figure 14 above on the detailed components of Michigan annual population change, two factors have contributed to additions to Michigan’s population. Natural population growth (births minus deaths) averaged 44,000 per year since 2000. International migration has also added roughly 19,000 persons annually to state population.

However, Michigan has steadily lost population to other states during the decade. Domestic out-migration has averaged over 58,000 annually over this period. This loss of residents to other states has accelerated since 2005, as the economic downturn and job loss in the auto sector intensified. Michigan recorded a net domestic migration loss of 109,000 residents just between 2007 and 2008.

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Figure 15: Demographics of the Net Out-Migration of Michigan’s Population – 2007

Geographical Mobility by Education - Michigan - Population 25 years and over (2007)			Geographical Mobility by Income - Michigan - Persons 15 Years and Over (2007)		
	Number	% of Total		Number	% of Total
Total	-43,590	100	Total	-64,991	100
Less than high school graduate	-1,250	2.9	No income	-4,946	7.6
High school graduate (includes GED)	-12,150	27.9	With income:	-60,045	92.4
Some college or associate's degree	-11,642	26.7	\$1 to \$9,999 or Less	-12,948	19.9
Bachelor's degree	-10,220	23.4	\$10,000 to \$14,999	-4,957	7.6
Graduate or professional degree	-8,328	19.1	\$15,000 to \$24,999	-9,419	14.5
			\$25,000 to \$34,999	-10,270	15.8
			\$35,000 to \$49,999	-10,157	15.6
			\$50,000 to \$64,999	-6,538	10.1
			\$65,000 to \$74,999	-820	1.3
			\$75,000 or more	-4,936	7.6
Geographical Mobility by Age - Michigan - All Ages (2007)					
	Number	% of Total			
Total	-78,431	100			
1 to 4 years	-3,440	4.4			
5 to 17 years	-11,934	15.2			
18 to 24 years	-19,467	24.8			
25 to 34 years	-12,645	16.1			
35 to 44 years	-10,749	13.7			
45 to 54 years	-11,288	14.4			
55 to 64 years	-6,921	8.8			
65 to 74 years	-1,797	2.3			
75 years and over	-190	0.2			

Source: U.S. Census Bureau, American Community Survey (2007)

According to data from the U.S. Census Bureau’s American Community Survey, Michigan experienced a net out-migration of population during 2007. The table above shows the demographic detail of that net drop in population, broken down by educational attainment, age, and income level.

- As is true in most states, persons aged 18 to 34 are the most mobile. In 2007, about 41 percent of net out-migration from Michigan was in this age range.
- Nearly 70 percent of net out-migration in Michigan represented persons with some college, an associate’s degree, a bachelor’s degree, or a graduate or professional degree.
- Net out-migration occurred across all income categories.

The above facts about the recent trends in Michigan’s population have direct implications as well as on the size and growth trends of the state labor pool. For example, from 2000-2008, Michigan lost 4.1 percent of its labor force (a little over 208,000 individuals). Not the entire labor force decline is related to persons exiting the state, but a combination of labor force withdrawal due to poor economic conditions and out-migration has contributed to this labor force reduction.

Looking ahead, from 2000-2030, according to a U.S. Census Bureau forecast, Michigan’s population is expected to increase by 7.6 percent to nearly 10.7 million. This forecast is likely optimistic as it predates the recent downsizing of the state auto economy. The forecast implies that Michigan would fall from the 8th most populous state in 2010 to the 11th largest state in 2030.

The most notable demographic shift over this period is expected to be the aging of the population, with a higher share of state population in older age categories and a smaller share in the prime working-age groups.

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These demographic developments are likely to have significant workforce implications.

- The number of children and teens will actually decline from 2000-2030.
- Persons 65 years of age and over will have a growth rate (+70.7%) nine times faster than average, as a large segment of the Michigan population ages.

This implies that the pipeline of persons entering the Michigan workforce will be limited, with fewer young people entering the state workforce and fewer persons of working age. The ability of the state to increase labor force participation among older workers and other under-represented populations and to attract workers from other states and overseas will be critical to mitigate the labor market impact of these demographic shifts.

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IV.H. Based on an analysis of both the projected demand for skills and the available and projected labor pool, what skill gaps are the state experiencing today and what skill gaps are projected over the next decade?

The Skills-Based Employment Projections System was used to provide an analysis of Michigan's projected skills gaps. The system is used to create a Skills Gap Index. The system links occupational forecasts with O*NET skills and knowledge information. The system translates the employment forecasts from information on job titles to information on demand for specific skill and knowledge sets.

This tool assigns employment only to those job requirements that are at least either moderately important or required for the performance of an O*NET occupation. The skills gap index is created for each job requirement. It is a standardized measure of the difference (gap) between the current supply and projected demand, and is calculated in four steps:

1. Skill Weight: The proportion of the total current labor supply meeting specific job requirement criteria. It is calculated as the job requirement base-year employment divided by total base-year employment.
2. Skill Weight Percent Change: Employment change across the projection horizon, weighted by the percentage of total base-year employment
3. Skill Weight Rank: A rank score, of Skill Weight Percent Change, within a job requirement set.
4. Skill Gap Index: The Skill Weight Rank is standardized from 1 to 100.

The analysis provides a means of displaying a score to represent the difference between the current and projected demand for skills. All descriptors displayed below registered a Gap Index of 75-100. Three skills areas are illustrated: knowledge, skills, and generalized work activities.

The **Highest Knowledge Gaps** comparing Michigan's current and projected job demand are in the areas of:

- Customer and Personal Service
- English Language
- Education and Training
- Psychology
- Mathematics
- Computers and Electronics
- Clerical
- Sales and Marketing
- Administration and Management

The **Highest Skills Gaps** comparing Michigan's current and projected job demand are in the areas of:

- Reading Comprehension
- Active Listening
- Critical Thinking
- Speaking
- Active Learning
- Coordination
- Monitoring
- Writing
- Time Management

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The **Highest Generalized Work Activities Gaps** comparing Michigan's current and projected job demand are in the areas of:

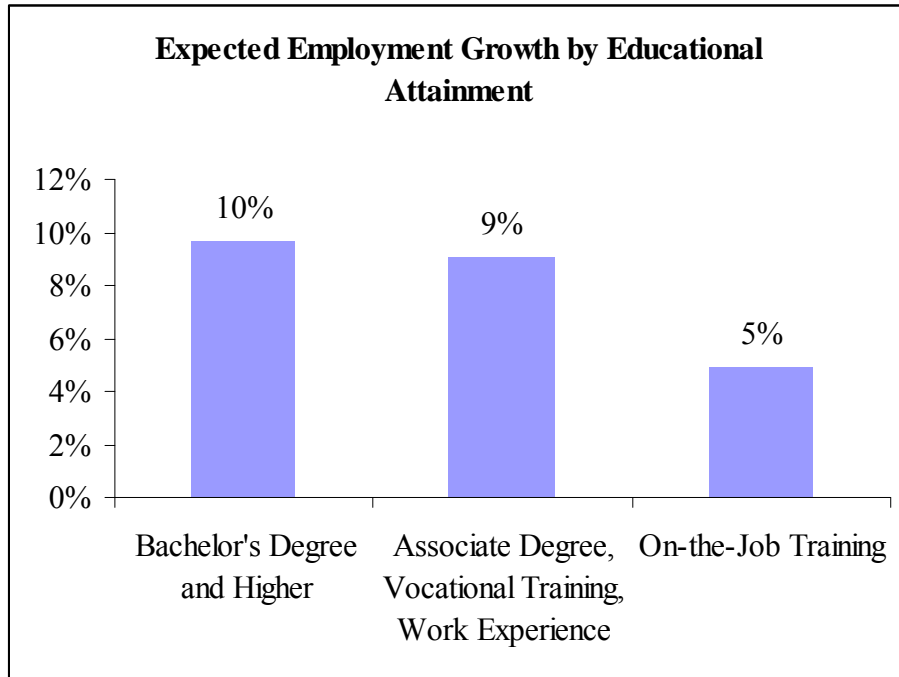
- Establishing and maintaining interpersonal relationships
- Organizing, planning and prioritizing work.
- Updating and using job-relevant knowledge
- Identifying objects, actions, and events
- Making decisions and solving problems
- Monitoring processes, materials or surroundings
- Getting information needed to do the job
- Communicating with supervisors, peers or subordinates
- Working directly with the public
- Processing information
- Resolving conflicts and negotiating with others

These results help to show how Michigan's future workforce will need to evolve in terms of skill and knowledge requirements in order to meet the labor supply needs of future Michigan high-demand occupations.

These measures appear to be in alignment with the skill needs of projected occupations. For example, high future job demand is expected in Michigan for registered nurses. Among the most important knowledge requirements for registered nurses are five of the nine knowledge gap areas listed above, including Customer and Personal Service, English Language, Education and Training, Psychology, and Mathematics. Additionally, registered nurses require eight of the nine skill gap areas listed above and seven of the top eleven generalized work activity gaps.

Michigan's workforce will also need to meet the educational requirements for future demand jobs as well. Each year, Michigan employers will generate nearly 10,000 new jobs requiring a bachelor's degree or higher and over 5,000 new positions requiring an associate's degree or vocational training. Employment growth from 2006-2016 in Michigan is forecast at 10 percent for occupations requiring a bachelor's degree or higher, 9 percent for occupations requiring an associate's degree, vocational training, or related work experience, and just 5 percent for jobs requiring on-the-job training.

Figure 16: Expected Employment Growth by Educational



State Vision and Priorities

I.C. **Given the continuously changing skill needs that business and industry have as a result of innovation and new technology, what is the Governor’s vision for ensuring a continuum of education and training opportunities that support a skilled workforce?**

Under Governor Jennifer Granholm, Michigan is setting its focus on training in new emerging industries such as, innovative technology, renewable energy, and energy efficiency programs to boost its economy. Major goals include shifting focus to renewable energy as key priority of Michigan’s economic development strategy, attracting innovative entrepreneurs, and improving education to support a skilled workforce. The Governor’s vision for increasing training opportunities in such industries is to address continuously changing skill needs that business and industry have as a result of new technology and innovation.

The economic recovery package is a one-time opportunity to rebuild Michigan's economy and put Michigan citizens back to work. Governor Granholm has identified five key priorities for spending Michigan's share of the economic recovery dollars. Michigan will:

- Create new jobs and jumpstart Michigan's economy;
- Train Michigan workers and educate Michigan students for the good jobs here today, and the new jobs we create tomorrow;
- Rebuild Michigan infrastructure -- roads, bridges, water and sewer systems, mass transit, broadband, health information technology, and schools;
- Provide assistance for struggling Michigan families, helping them make ends meet; and
- Invest in energy efficiency and renewable energy technologies to create jobs, save money, and reduce our reliance on fossil fuels.

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As Michigan plans for the deployment of Recovery Act funds, we are prioritizing our energy investments to take advantage of existing programs and expand programs where appropriate. As demonstrated in the economic and labor market analysis, Michigan must continue to educate its workforce to ensure residents possess the necessary skills to meet the labor supply needs of future high-demand occupations.

Additionally, the Governor launched the **No Worker Left Behind (NWLB)** Initiative in August of 2007. NWLB is Governor Granholm's vision for accelerating the transition of thousands of workers into good paying jobs by providing up to two years worth of free tuition at any community college, university, or other approved training provider to gain the skills and credentials for new careers in high-demand occupations, emerging industries, or to start a business. The program will expand on-the-job training and education services currently available to job seekers through local service delivery areas.

While Michigan is making investments to support the production and use of alternative energy, the Governor is also committed to investing in developing the state's workforce in the growing alternative energy, energy efficiency, and resource conservation sectors.

The state's two innovative energy strategies are:

NWLB Year Two: Green Jobs Initiative- In year two of NWLB, Governor Granholm launched the Green Jobs Initiative, an investment designed to link global warming solutions with opportunities to develop the state's workforce in the growing alternative energy, energy efficiency, and resource conservation sectors. The Governor's office together with the Michigan Department of Energy, Labor & Economic Growth (DELEG), the Michigan Economic Development Corporation (MEDC), the Departments of Environmental Quality, Natural Resources, Agriculture, and other public and private-sector partners, are collaborating on efforts of the initiative.

The two primary goals of the NWLB Green Jobs Initiative are:

- a) Assist companies in renewable energy and other related sectors by providing them with a strong supply of well-trained, highly-skilled workers; and
- b) Continue to grow a more diverse, sustainable economy for Michigan.

Michigan is ensuring a continuation of education and training to meet the need for a skilled workforce through a three-pronged approach as part of our Green Jobs Initiative. The approach includes:

- Supporting the development of Green Sector Skills Alliances in one or more of the ten areas of focus;
- Supporting innovation grants for community colleges and other educational providers that will develop responsive training programs that meet the needs of employers identified through the Green Sector Skills Alliances; and
- Funding to support training in emerging areas through NWLB.

As a starting point, the DELEG defines "green jobs" as jobs created in three emerging sectors of Michigan's economy. These green sectors include:

- Alternative Energy Production and Efficiency, which includes targeting jobs in wind energy; bio-fuels and bio-materials; solar and energy storage; energy efficiency; and advanced technology vehicles.
- Green Building Construction and Retrofitting, which includes jobs in energy efficient building, construction, deconstruction and retrofits; energy efficiency assessment serving the residential, commercial, or industrial sectors; materials recycling and reuse; architecture and design; land use/site analysis; building materials; and construction/rehab.
- Agriculture and Natural Resource Conservation, which includes jobs in food systems (production and distribution); green chemistry; water quality; forest, land, and water management; and Brownfield redevelopment.

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Michigan’s “Green” Strategy- In November 2008, Governor Granholm reorganized what was Michigan’s Department of Labor & Economic Growth into the new Department of Energy, Labor, & Economic Growth (DELEG), a move that boldly underscores the Governor’s desire to create a strategic alliance uniting energy, workforce and economic growth. By realigning energy resources under DELEG and redefining the DELEG Director as the Chief Energy Officer for the state, the Governor put additional emphasis on reinvigorating this segment of Michigan’s economy. The three major energy components of Michigan’s “Green” Strategy are:

- a) **Renewables-** Michigan’s engineering expertise and modernized machining has positioned our state uniquely to meet the booming global demand for wind turbines and wind turbine components. The state is already a heavy-hitter in the area of solar technology, but these companies currently ship most of their products overseas. DELEG’s goal is for Michigan to capture the entire value chain for solar, including development, advanced manufacturing of solar arrays and panels, project development and design, and all aspects of solar deployment.
- b) **Energy Efficiency-** Investments of energy efficiency represent a major opportunity for Michigan to create jobs, save money, and reduce our reliance on fossil fuels. By replacing traditional fossil fuel energy, Michigan’s energy efficiency program will greatly decrease electricity costs and help to avoid the need for construction of additional base load power plants.
- c) **Batteries-** Advanced energy storage, and in particular the production of lithium ion batteries for cars, holds enormous potential for job creation in Michigan. Currently, Asian firms have a head start in the advanced battery market; Michigan is rapidly becoming a center for advanced energy storage innovation aimed at, among other things, electrifying the automobile. The production of advanced energy storage will assist in boosting Michigan’s economy by growing this sector and by connecting our trained workforce to these high-tech green jobs.

Divisions within DELEG are also creating partnerships in an effort to align the Governor’s vision to shift focus to renewable energy as a key priority of attracting innovative entrepreneurs and improving education to support a skilled workforce. Regional and sectoral strategies within DELEG are setting focus on:

- a) Working with business and industry to create Skills Alliances, which are comprised of business, labor, and education leaders focused on workforce development to support the creation and retention of jobs.
- b) Investing in worker education and training to prepare individuals for high-growth, high-demand jobs by investing in education and training activities tied to existing education and training programs and/or the creation of new ones.
- c) Increasing education and training capacity to support job growth by educating students and workers in the competencies required to succeed in high-growth, high-demand jobs.

Additional key initiatives and strategies to ensure a continuation of education and training opportunities are:

The Road Construction Apprenticeship Readiness (RCAR)- launched in April 2008, is a pre-apprenticeship program that provides tuition-paid, fast track, customized training in job readiness skills, applied math, computers, blue print reading, workplace safety, and an overview of the construction trades. RCAR Program graduates earn four certifications, including:

- RCAR Program Completion
- Gold or Silver WorkKeys National Career Readiness Certificate
- CareerSafe (MIOSHA)
- First Aid/CPR/AED

The Energy Conservation Apprenticeship Readiness Program (ECAR)- is set for launch in June 2009. ECAR builds off the successful RCAR by utilizing its basic program structure. In addition to the RCAR program curriculum, the ECAR program will include a thirty-two hour energy conservation awareness component.

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Registered Apprenticeships (RAs)- are made available in Michigan with assistance from the U.S. Department of Labor-Apprenticeship Office (USDOL-AO). The USDOL-AO is actively engaged in helping the state develop strategies to expand RAs. The state “Team” consists of a broad mixture of representatives linked to private sector organizations, community action agencies, unions, post-secondary institutions, local Service Delivery Areas, USDOL-AO, and state agencies (Department of Education, and DELEG). Additionally, partners are invited to participate in this coordinated effort to get an array of perspectives of how to promote greater utilization and integration of RAs in the State of Michigan.

The state has identified Recovery Act funding to support the apprenticeship “Team.” The Team has proposed an incentive for businesses to provide apprenticeships. The described proposal will provide work experience for individuals, as well as, provide additional funding for businesses who take advantage of the program.

The Detroit and Southeast Michigan Fund for Innovative Workforce Solutions- is a collaboration of six foundation partners to develop health care and green jobs career ladders with employers within the region, to create the conditions for financial stability of all residents, and support the economic vitality of industries and businesses. The vision for the area is a competitive core city workforce that connects to and propels economic growth within the region and state. By investing in highly innovative regional partnerships we will meet the need of both employers and low-to-moderate income residents. Our goals with this regional partnership are to:

1. Increase the number of low-to-moderate income residents who advance to middle skill jobs paying family sustaining wages;
2. Increase employer’s ability to attract, retain, and advance high quality talent to satisfy critical business needs; and
3. Enhance the structure for workforce development in Detroit and Southeast Michigan to promote economic growth in existing and emerging sectors.

I.E. **What is the Governor’s vision for ensuring that every youth has the opportunity for developing and achieving career goals through education and workforce training, including the youth most in need, such as, out-of-school youth, homeless youth, youth in foster care, youth aging-out of foster care, youth offenders, children of incarcerated parents, migrant and seasonal farm worker youth, and other youth at risk?**

The Governor’s vision of implementing the Recovery Act funding to ensure that every youth, particularly neediest youth, have the opportunity for developing and achieving career goals through education and workforce training includes setting focus on the Michigan Shared Youth Vision Partnership (MSYVP), and increasing training access and opportunities for migrant and seasonal farm worker youth, low income youth, as well as, those in foster care. The following programs and/or strategies put forth efforts that meet the vision and goals of the Governor:

Michigan Shared Youth Vision Partnership (MSYVP)- The DELEG /Bureau of Workforce Transformation (BWT) serves as the lead agency for a statewide coordinating body, the MSYVP. MSYVP partners include other DELEG bureaus (Michigan Rehabilitation Services and the Michigan Commission for the Blind), the Departments of Human Services, Education, Transportation, Military and Veterans Affairs, State Police, the Office of Governor Granholm, Michigan State Housing Development Authority, children’s advocacy organizations, state associations, and Michigan Works! Agencies. The mission of the partnership is to build and maintain an infrastructure through collaborative networks that guide economic and social policy in order to connect youth with high quality education, employment services, and connecting activities for successful transition into responsible adult roles.

The MSYVP is charged with developing more effective coordination of youth services at the state and local levels and leveraging all available state and federal resources to better serve targeted youth populations with priority given to serving Michigan’s neediest youth, including:

- Out-of-school youth
- Youth most at risk of dropping out of school
- Youth in or transitioning out of foster care

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- Youth with disabilities
- Children of incarcerated parents
- Court-involved youth
- Youth at risk of court involvement
- Homeless and runaway youth
- Migrant youth
- Indian and Native American youth

The partnership's strategic plan goals for 2008-09 include:

- Development of integrated state and local systems through collaborative efforts of all youth partners;
- Actualization of a culture that supports youth development and emphasizes the connection between this investment and achieving Michigan's economic goals; and
- Progress and impact of the Shared Youth Vision initiative are benchmarked, measured, rewarded, and best practices reported.

The MSYVP is helping communities address the dropout crisis by identifying available technical assistance and other resources, reviewing potential policy barriers, and creating a communication plan to promote information sharing. Specifically, the partnership's committees are actively working toward the following:

Networking and Communications Committee

- Coordinating state partner work
- Communicating opportunities to community efforts
- Networking community efforts for mutual support

Technical Assistance and Resource Identification Committee

- Coordination of technical assistance opportunities
- Respond to technical assistance needs
- Identifying resources to assist with work

Public Policy Committee

- Identifying opportunities for joint advocacy work
- Engaging communities in policy assessment
- Community activity informs policy directions

Evaluation Committee

- Determine state coordinators assistance
- Determine assistance to communities

DELEG Migrant Seasonal Farm Worker Division Youth Partnerships- The State of Michigan is encouraging strong community connections and partnerships with our local schools and agencies that work with the DELEG/BWT Migrant and Seasonal Worker Youth, as well as, faith-based organizations who play a vital role in connecting with this youth group. The Migrant, Immigrant & Seasonal Worker Services Division has 17 outreach workers that connect on a daily basis with the Migrant and Seasonal Worker families, thus they play a key role in making partnerships that will help refer this population to the One-Stop to access the trainings, educational courses, career developments and job placements needed for our future workforce.

Gaining Early Awareness and Readiness for Undergraduate Program (GEAR UP)- Michigan is implementing the GEAR UP College Day (CD) Program. GEAR UP/CD is a statewide, collaborative effort that provides early intervention services and a scholarship component to low-income, underrepresented, 7th through 12th grade students and their parents.

The GEAR UP Program serves entire classrooms of students, their parents, and school officials, beginning no later than 7th grade, in participating schools that have a 7th grade in which at least 50 percent of the students enrolled are

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eligible for free and/or reduced-priced lunch. Services to the cohort will continue through high school graduation. Upon graduation from high school, the GEAR UP/CD Program provides eligible students within the cohort, who enroll in and are admitted to a Michigan public post-secondary institution, a scholarship for up to four years if they maintain adequate yearly progress. The six-year, \$18 million dollar federal award is matched 100 percent through State College Day appropriations, institution funds, the Michigan Department of Treasury and EduGuide: Partnership for Learning.

Foster Youth Referrals- Foster youth have been given a better advantage for gaining skills and work readiness as a result of the Children’s Rights Settlement. This settlement mandates Department of Human Services to refer all youth age 14 or older in foster care and youth transitioning from foster care to adulthood to local One-Stops for participation in youth programs and services administered under the WIA. Such referral is designed to assist youth in developing job skills and career opportunities and identify qualified children for summer training, mentorship, and enrichment opportunities.

Job’s for American Graduates (JAG)- The JAG program is implemented as a drop-out preventative program for youth in requesting local service delivery areas. Youth identified as being at-risk of successful high school completion, greatly benefit from JAG program services. JAG specialists provide identified youth with a realistic work environment, as a motivated effort to continue with their education, as well as, opportunities to practice, develop, and refine personal and leadership skills necessary for future success.

Get Skills, Education, and Training (Get SET)- The Get SET grant provides funding to a local Service Delivery Area to operate an employability and skills training program operated by a career center. In this model, students are provided the tools they need to secure and retain entry-level jobs in the food service industry. Participants from various programs including; Workforce Investment Act (WIA), Work-First, Food Assistance Employment and Training (FAE&T), and Michigan Prisoner Reentry Initiative (MPRI), who are interested in culinary arts are referred to the program for orientation.

Gang Aversion Grant- Gang aversion strategies are made available through partnerships between the state and school districts identified as “in need.” Staff provides efforts to avert gang related activities via school-based and out-of-school communication networks, personal contacts with the school district, making available program information, and by recruitment presentations to appropriate organizations as necessary. Principals of high schools and alternative education facilities may provide a list of youth who might benefit from these services, as well as, potential and current drop-outs. Additionally, truancy officers work closely with involved schools to identify and recruit youth who are having difficulty attending school. Gang aversion strategies include: leadership training, gang prevention training, and paid work experience components. Training provided under the grant is aligned with effective aversions strategies currently being utilized in Michigan.

In addition to the aforementioned programs and strategies, the majority of the state’s Recovery Act youth funding will be used to support summer employment opportunities, with the balance providing the full range of WIA youth services. Recovery Act youth funds will be used to significantly increase the number of participants served, at a number and a rate that, at a minimum, considers the Recovery Act youth funding as a percentage of the total Youth funding. Local Service Delivery Areas will also develop processes that transition youth to the traditional youth program and/or the adult program, if applicable, beyond September 30, 2009.

State Workforce Investment Priorities

II. Identify the Governor’s key workforce investment priorities for the state’s public workforce system and how each will lead to actualizing the Governor’s vision for workforce and economic development.

The Governor has identified key workforce investment priorities by establishing efforts to:

- Diversify the economy, emphasize training in innovative technology;
- Create jobs in high demand/high growth industries; and
- Set precedence in putting unemployed Michigan citizens back to work by creating ‘green jobs’ initiatives.

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As a result, Michigan will become a central driving force of renewable energy, create high-wage industries and jobs, make certain that youth and adults have the skills they need to specialize in such diversified jobs, thus, greatly expanding the development of the economy and workforce.

The following are priorities, initiatives, and strategies that will actualize the Governor’s vision for workforce and economic development:

- No Worker Left Behind (NWLB) - NWLB is Governor Granholm's vision for accelerating the transition of thousands of workers into good-paying jobs by providing up to two years worth of free tuition at any community college, university, or other approved training provider to gain the skills and credentials for new careers in high-demand occupations, emerging industries, or to start a business. The program will expand on-the- job training and education services currently available to job seekers through local service delivery areas.
- Green Jobs Initiative- In year two of NWLB, Governor Granholm launched the Green Jobs Initiative, an investment designed to link global warming solutions with opportunities to invest in developing the state’s workforce in the growing alternative energy, energy efficiency, and resource conservation sectors. The Governor’s office together with the DELEG, the Michigan Economic Development Corporation , the Departments of Environmental Quality, Natural Resources, Agriculture, and other public and private-sector partners, are collaborating on efforts of the initiative.

The two primary goals of the NWLB Green Jobs Initiative are:

- a) Assist companies in the renewable energy and other related sectors grow by providing them with a strong supply of well-trained, highly-skilled workers; and
 - b) Continue to grow a more diverse, sustainable economy for Michigan.
- Green Sector Skills Alliances (GSSAs)- The GSSAs will comprise business, labor, education leaders, and others focused on workforce development that support the creation and retention of green jobs. Through these alliances, regional and community partners and stakeholders will identify industry sectors and businesses that have or are creating green jobs and help them align the resources and expertise needed to grow their workforce capacity. We are launching the GSSAs in each of the three major industry growth areas listed below.
 - **Agricultural/Natural Resources: food processing.** The GSSA will support in this area employment and training for growth of new small farmers in urban and rural areas; and diversification of existing farms in partnership with business and industry in growth areas, such as, bio manufacturing.
 - **Green Construction: deconstruction.** The GSSA will anticipate through planning a focus in this area that will aid in the creation of training and employment within urban communities with a high need for deconstruction through demolition of deteriorating and abandoned residential and commercial properties. This will also support efforts related to energy efficiency training and employment for residential, commercial, and institutional buildings through innovative training programs and services supported, planned, and coordinated by the efforts of the GSSA.
 - **Renewable Energy: wind sector.** We anticipate that demand in this area will also grow as Michigan supports the manufacturing diversity goal of becoming a manufacturer of wind turbines and supporting equipment. Training to meet the needs of this growth has been identified by educational institutions that are offering training programs and partnering with industry partners to address this emerging significant market for wind power.

The GSSAs will have an interface structure with a proposed “green partnership team.” The overarching body of partners will provide strategic insight, national perspective, and best practice information for the Green Jobs Initiative. A facilitated focus group within the DELEG/BWT holds discussions among

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employers and other stakeholders to identify the workforce skills needed by employers in ten areas in order to position the state to work effectively with collaborating partners to address the skill gaps identified through this process and to lay the ground work for the formation. The next steps planned for the state will be to support the development of the GSSAs that may be formed in one or more identified industry sector areas.

The state also plans to support innovation grants for community colleges and other educational providers that will develop responsive training programs that meet the needs identified through the GSSA process. Furthermore, funds would support workers through NWLB to complete training in these emerging areas. We expect that jobs and training will be created in the alternative energy production and efficiency areas, including wind energy manufacturing and generation jobs, bio-fuel production and bio-materials, solar and energy storage, energy efficiency jobs, and advance technology vehicle design and manufacturing. Green building construction and retrofitting will focus on jobs and training in areas related to developing more energy efficient buildings through construction, deconstruction, and retrofits, energy efficiency assessment serving the residential, commercial, or industrial sectors, material recycling and reuse, architecture and design, land use/site analysis, building materials and construction/rehab.

- Sectoral Strategies- DELEG is pursuing an active approach to regional and sectoral strategies to closely align with other core DELEG principles and efforts. DELEG will work with business and industry to create Skills Alliances, which are comprised of business, labor, and education leaders focused on workforce development to support the creation and retention of jobs.
 - DELEG is devoting resources to industry sectors that are identified through the Michigan Regional Skills Alliances (MiRSAs) and other statewide sector projects. These include, but are not limited to, Construction, Film and Animation, Healthcare, Advanced Manufacturing, and Utilities.
 - DELEG is committed to investing in innovation related grants to support community colleges throughout the state to build the institutional capacity to educate students and workers in the competencies required to succeed in green jobs. Innovation grants will be awarded for innovative approaches to increasing education and training capacity that support job growth by educating students and workers in the competencies required to succeed in high-growth/high-demand jobs.
 - DELEG has actively deployed an incumbent worker training strategy to support business diversification efforts and provides layoff aversion strategies. Michigan businesses are identifying innovative profit streams to diversify their portfolio. Often, new profit streams introduce processes and technologies that require new skills of their workforce. To bust retention rates and avoid additional strain on the state's workforce, unemployment, and health and human services resources, DELEG is working with businesses to upskill incumbent workers. Partnerships with local Michigan Works! Agencies and two/four year educational institutions are leveraged to design and deliver the required training to incumbent workers. Currently, we are in the process of developing an investment model that will provide an efficient systematic approach to managing ad hoc requests for incumbent worker training funding.

Investment Model Minimum Eligibility Requirements/Pre-Qualifications:

- State of Michigan Business
- Training to Supplement not Supplant Existing Training Initiatives
- No Displacement of Current Workers
- No Federal Disbarment
- Current on All Tax Obligations
- Commitment to Retain Workers After Training

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- Completion of Training within Two Program Years
- Post Job Openings with DELEG
- Provide 50 percent Match

Investment Model Application Components:

- Employer Name
 - Industry
 - Number of Current Employees
 - Number of Employees Targeted for Training
 - Amount of Funding Company has Set Aside for Employee Training
 - Positions/Occupations Targeted for Training
 - Institution Targeted to Deliver Training
 - Identification of Industry Certification at Training Completion
 - Budget Detail
 - Outcome Detail
- ‘Michigan Business: Surviving to Thriving’ (MB:S2T) program. The BWT has partnered with the University of Michigan to implement the MB:S2T program. This program will transform at-risk small and mid-size Michigan businesses so they are not only able to compete in today's global marketplace but continue to expand and contribute to the state's economy. The MB:S2T project team conducts thorough on-site assessments, which involves everything from review of financial records, productivity and efficiency of the workplace, customer satisfaction and diversification, to sales and marketing, evaluation of the executive team and training of staff and new hires. Following the assessment, a customized business plan with emphasis on diversification is developed and projects identified to improve the companies performance

Overarching State Strategies

V.B. What strategies are in place to address the national strategic direction discussed in (Section 4) of this guidance, the Governor’s priorities, and the workforce development issues identified through the analysis of the state’s economy and labor market?

The initiatives and priorities identified by the Governor assist the state as it strives to continually create a workforce investment system that meets the demands of today’s economy as identified through analysis of the state’s labor market data. Such data has shown that Michigan must ensure its workforce possesses the skills needed for jobs that will be created immediately and in the future.

Research being conducted by the State of Michigan’s Labor Market Information Division has identified growth in green business activity areas such as, clean transportation and fuel, energy efficiency, agricultural and natural resource conservation, pollution prevention and environmental clean-up, and producing renewable energy as growth areas identified by existing companies in Michigan. These areas reflect a wide-range of potential job opportunities.

Recovery Act funding, in addition to regular formula funds, will promote worker training, enhance lifelong learning, expand existing program capacity, and assist in the transition to a new energy future to create jobs in Michigan. The following program, initiatives, and strategies parallel the national strategic direction and will achieve the Governor’s priorities:

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Michigan Regional Skills Alliances (MiRSAs)- The state’s MiRSAs initiative provides training that prepares workers to take advantage of new and increasing job opportunities in high growth/high demand and economically vital industries and sectors of the American economy. The initiative works with businesses and industries to create Skills Alliances, which are comprised of business, labor, and education leaders focused on workforce development to support the creation and retention of jobs.

DELEG currently supports 36 MiRSAs that focus on the various employment needs across our state. The goal of the MiRSAs is to connect workers to jobs with a future and employers to workers with the right skills. Under these alliances, key groups within communities, including local Service Delivery Areas, work together to identify workforce needs and develop a comprehensive regional and industry-focused strategy to meet employer’s workforce needs.

Currently, DELEG has devoted resources to industry sectors that are identified through the MiRSAs and other statewide sector projects. These areas include:

- Construction (“green” deconstruction, road and infrastructure);
- Film;
- Healthcare (Nursing and Allied Health); and
- Manufacturing (solar, wind, battery/diesel hybrid, tool and die) and Utilities.

Education and training in such high growth/high demand sectors are necessary to stimulate Michigan’s economy, and align with the Governor’s vision for success.

Regional and Sectoral Strategies- Regional and sectoral strategies are an effective means to help employers in key industries solve challenging workforce issues while simultaneously providing workers with new skills and career pathways. Sector Skills Alliances will assist Michigan’s workforce in acquiring the skills needed by Michigan’s employers and accelerate the education system’s ability to align curriculum with industry needs. Currently, Michigan’s regional and sectoral strategies approach includes working closely with high growth/emerging industries. These include but are not limited to working with tool and die, hybrid-diesel, bio manufacturing, and the development of entrepreneurship opportunities.

Business Solutions Professional’s (BSP) Certification Training- Michigan is building a statewide system or network that regionally supports businesses with tools and solutions for global competitiveness through the implementation of the BSP Certification Training Program. The Business Solutions service delivery will help to build a statewide system with the capacity to support regional businesses with tools to develop solutions for global competitiveness in order to minimize the number of at-risk businesses and promote economic growth. BSP certification training is a comprehensive training model that assists economic and workforce development personnel in providing services to businesses that promote a competitive advantage. Trainees are expected to describe a demand-driven workforce development system, better collaborate with partners, including both economic and workforce development to present a value-added package, develop resource networks with colleagues and within their own communities, and collaborate with businesses or company stakeholders throughout the process for developing a regionalized, statewide workforce plan.

Our Michigan Business: Surviving to Thriving (MBS2T)- MBS2T is a support tool for Michigan firms that are struggling or negatively impacted by the current economic environment. MBS2T provides technical support and consultation that will help businesses implement strategies to prevent layoffs, such as worker retraining, diversification, and improved efficiencies. The scope of the program is to identify and target small to medium sized Michigan businesses, assess the business to determine risk factors and strategies to mitigate those risks, and implement lay off aversion and turn around strategies through researching, identifying, and targeting firms considered at risk. Services include brokering, coordinating, providing, or referral to training services, assisting firms to examine the potential of diversification into growing industries, provide a comprehensive assessment of the firms capacity with regard to web-based technology for marketing their products or services, and research and collaboration with providers of assistance to small businesses for training and services tailored to the needs of participating firms.

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Connection with Faith-Based Organizations- Michigan has initiated a very aggressive strategy to engage and support the involvement of the faith-based community with government in addressing the many socioeconomic challenges that confront our state. Adult and dislocated workers, including low-income adults, who need to acquire new skills, will have increased access to education and training opportunities. Funding will allow existing partnerships to expand with faith-based and community organizations to make available services and resources essential to serving those in need. Such partnerships that assist in creating increased access includes:

- **Sharing How Access to Resources Empowers (SHARE) Network:** The SHARE Network is a unique resource to help customers become self-sufficient. It is a system that leverages the partnership between workforce development partners, faith-based organizations, community organizations, businesses and government agencies.
- Michigan has created access points in targeted neighborhoods and communities, by partnering with faith-based and community organizations that already provide significant services to help people who are unemployed or underemployed improve their chances for employment, retention, and advancement in their careers. Staff located at access points are trained by the local Service Delivery Area to provide self service assistance and to facilitate self service job matching for job seekers. Such access points provide computers with internet access and volunteers to assist with the Michigan Talent Bank, (Michigan's electronic job bank), Career Portal and other state government electronic resources.
- Additionally, access points are often located in neighborhoods where local Service Delivery Areas are not easily accessible and are available outside the service center's hours of operation. Locations are also focused to reach demographic communities that traditionally do not utilize government services and to customers who would not otherwise post resumes on the Michigan Talent Bank. Utilization of specified access points allows increased job-readiness to customers, as well as, providing access to core services.

Carl D. Perkins Career and Technical Education Act- This Act will continue to assist Michigan in the development of more academic, career, and technical skills of secondary education students and post-secondary education students who elect to enroll in career and technical education programs. Performance results are used to support funding decisions, such as strengthening academic and technical skills through integration; linking career and technical education at the secondary and post-secondary level; provide students with strong experience and understanding of all aspects of an industry; develop, improve or expand use of technology; provide professional development to teachers, faculty, administrators, and career guidance and academic counselors; develop and implement evaluations; services, and activities that are of sufficient size, scope and quality to be effective; and, activities to prepare special populations.

Energy Conservation Apprenticeship Readiness (ECAR) Program- In an effort to prepare Michigan's female, minority and economically disadvantaged workforce for apprenticeship positions, weatherization projects and other green construction jobs, Michigan is launching the ECAR in June 2009. ECAR builds off of the successful Road Construction Apprenticeship Readiness (RCAR) Program by utilizing its basic program structure. In addition to the 240-hour RCAR Program curriculum, the ECAR Program will include a thirty-two hour energy conservation awareness component. This component includes lead, asbestos and confined space awareness, mold remediation and safe work practices, principals of thermal insulation, geo-thermal and solar energy and principals of green construction. Similar to RCAR, ECAR will also offer supportive services, placement assistance and four completion certificates.

Adult Learning- In 2007, the Council for Labor & Economic Growth (CLEG) was charged with examining Michigan's adult learning infrastructure. As a result, the Adult Learning Work Group (ALWG) was created consisting of representatives from adult education, community colleges, universities, Michigan Works! Agencies (MWAs), community-based organizations, and various state departments including Michigan Department of Education, Department of Human Services, Department of Corrections, and DELEG. The ALWG researched the current adult education system and reached out to practitioners across the state through a series of regional forums. The ALWG also researched the current need for basic education and remediation and found that one in three working-age adults in Michigan, roughly 1.7 million individuals, lacks the basic skills or credentials to attain a

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family-sustaining jobs and contribute to the state's economy. Of these adults, 692,000 do not have a GED or a high school diploma.

As a result of this effort, adult learning is currently undergoing a transformation in Michigan in order to align adult education with employment opportunities and/or post-secondary education and training. DELEG is emphasizing delivery of services through regional partnerships in order to leverage resources and provide more comprehensive services to learners. The partnerships will consist of adult education providers, workforce development and post-secondary institutions to ensure that completion requirements for one program align with entry requirements to the next program, as well as, smooth transitions between programs for learners. DELEG is also encouraging contextualized learning so that instruction is relevant to the individual and promoting agility so that programs can rapidly respond to the changing needs of learners, employers and communities.

From several regional forums held by the ALWG, it is clear that the learners' success increases when providers work in concert to offer a comprehensive range of services that meet learners where they are and help move them along pathways toward post-secondary education, training and careers. In the spirit of these findings DELEG seeks to identify and support promising partnerships and demonstrate the potential of these principles at increasing the number of adult learners with the basic skills necessary to participate and succeed in No Worker Left Behind funded post-secondary education and training programs required for success.

Detroit Workforce Transformation Initiative Investing in Detroit's Future Talent: No Detroit Worker or Young Adult Left Behind- DELEG is making a focused investment in workforce strategies capable in the aggregate of making a scalable difference in lives of Detroit's current and near-future workers. DELEG seeks to make this investment as part of a broad-based partnership of entities and leaders within public, private, and philanthropic sectors that would develop, fund, and implement a five-year initiative with the goal of substantially increasing the proportion of adult workers and at risk youth with skills that position them to obtain and keep family sustaining jobs in the new economy.

The Detroit Workforce Transformation Initiative will be a strategic effort to prepare 25,000 residents of southeast Michigan to meet needs of employers in various existing and emerging industry sectors during 2009-2014. The initiative's goals include:

- Increasing the number of adult workers and youth with post-secondary credentials, relevant skills to succeed in the labor market, and family supporting jobs.
- Achieving greater engagement of business and industry through the expansion of sector skills alliances and other employer-based initiatives resulting in high employer satisfaction with the skill attainment level of workers.
- Streamlining and enhancing career and education preparation services for residents, including work and education supports provided through public-private partnerships.

Ultimately, the Detroit Workforce Transformation initiative is a large scale effort to improve individual skills, credential/degree attainment, and employability for many more southeast Michigan residents. The two key objectives and strategies to support engagement and advancement of both of the target groups above in relevant educational and career pathways are:

- Increasing the number of adult workers and youth engaged in education and training programs that lead to a meaningful certificate or degree, and
- Increasing the number of sector-specific education, training, and employment opportunities tied to in-demand and emerging family-sustaining jobs in the region.

Registered Apprenticeships- The USDOL-AO is actively engaged in developing a proactive strategy to expand RA throughout the state. The "Team" consists of a broad mixture of representatives linked to private sector organizations, community action agencies, unions, post-secondary institutions, MWAs, USDOL-AO and state agencies (Department of Education, and DELEG). Additionally, partners are invited to participate in this

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coordinated effort to get an array of perspectives of how to promote greater utilization and integration of RAs in the State of Michigan.

The RA “Team” will continue to align career pathways with registered apprenticeships. The “Team” will continue efforts to acquire an array of perspectives of how to promote greater utilization and integration of RAs in the state.

On February 27, 2009, the “Team” met to “Michiganize” the USDOL’s issuance of the Training and Employment Guidance Letter (TEGL) 2-07. This meeting served as a follow-up to the December 9-11, 2008, Action Clinic which was convened by USDOL-Employment and Training Services in Chicago, Illinois. The goal of the meeting was to discuss Michigan’s plan for statewide implementation through sharing comments, crafting language revisions, developing recommendations and determining next steps. Recommendations are:

- Designate one existing staff person from each MWA, to serve as the RA subject matter expert/liaison responsible for apprenticeship promotion and information dissemination;
- Pay 100 percent of RAs sponsored by non-profits organizations;
- Forge a more coordinated approach with MWAs and unions to work closer with the Michigan Apprenticeship Steering Committee, Inc. (MASCI);
- Meet with state representatives to discuss RA legislation;
- Create opportunities for RA in landscaping;
- Increase the RA materials for distribution at fairs, conferences, educational institutions and other venues;
- Research an electronic method for RA information and activity sharing;
- Replicate the RCAR model in other occupations;
- Submit a request to have a RA presentation/booth at the following conferences or job fairs:
 - MWA User Group Conference, May 6-8, 2009
 - NAACP Job, Jobs, Jobs Expo, May 1, 2009
 - Delta College Career Fair, May 5-6, 2009
 - Green Today, Jobs Tomorrow Conference, May 11, 2009
 - MWA Conference, September 13-15, 2009

The state has identified Recovery Act funding to support the apprenticeship “Team”. The Team has proposed an incentive for businesses to provide apprenticeships. The described proposal will provide work experience for individuals, as well as, provide additional funding for businesses who take advantage of the program.

Additional Strategies

- DELEG is working with the Presidents Council of State Universities, the Michigan Community College Association, the Michigan Association of Community and Adult Education, and the Michigan Department of Education to support education and training provider capacity and to encourage collaboration and partnerships across secondary and post-secondary education institutions.
- DELEG is working with the Michigan Economic Development Corporation on the creation of alternative energy centers of excellence and the development of education and training related programs to support these centers.
- Through the implementation of the Workforce Innovation in Regional Economic Development (WIRED) initiative, our state will transform regional economies by enlisting the skills of the numerous and varied players in those economies to research and produce long-term strategic plans that prepare workers for high-skill, high-wage opportunities in the coming years and into the next decade. This on-going systematic coordination includes technical support to ensure proposed strategies are in alignment with the state’s

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vision for transforming into a 21st Century global economy. Michigan has and will continue to work closely with each of the WIRED grantees as projects are developed and implemented through sustainability projects after federal grants are expended.

- Michigan State Housing Development Authority (MSHDA) is supporting deconstruction in Michigan within their Cities of Promise Programs. DELEG serves on the Inter-Agency Committee for MSHDA's Cities of Promise Program to assist, support and link programs and services within the Cities of Promise areas that are highly distressed areas with high unemployment and disinvestment that have promise in being revitalized through coordinated partnerships, programs and services at the local, state, federal levels to support housing, neighborhood and human capital including workforce development and training.
- DELEG is partnering with the philanthropic community and other funding agencies to align workforce resources. The BWT is a member of the Detroit and Southeast Michigan Fund for Innovative Workforce Solutions. The alliance is focused on meeting the needs of employers and low-to-moderate income workers in the areas of health care and green economy sectors. The alliance is aligning with the green sectors – a direct alignment with the NWLB Green Jobs Initiative. The specific focus is on learners of English as a second language and persons over 18 years old, low skilled, low income persons, and persons who typically have experienced multiple barriers to getting and keeping employment. The goal is to establish career pathway opportunities while connecting residents to entry level work in green sector pathways and persons who are ready to pursue more advanced training that leads to middle skill jobs in green sector jobs and the health care sector.
- DELEG issued a NWLB Adult Learning Demonstration Grant. The purpose of the NWLB Adult Learning Demonstration Grant is to increase the number of adult learners with the basic skills necessary to participate and succeed in NWLB funded post-secondary education and training programs required for success. Collaboration efforts are also intended to demonstrate the effectiveness of regional partnerships, consisting of an adult basic education provider, post-secondary institution and a workforce development agency, at delivering comprehensive services to adult learners.

Service Delivery

IX.G. Describe innovative service delivery strategies the state has or is planning, to undertake to maximize resources, increase service levels, improve service quality, achieve better integration or meet other key state goals. [§112(b)(17)(A).]

The following outlines service delivery strategies the state has undertaken to provide increased services to workers in need:

One-Stop Service Center Funding- The state will use Recovery Act funds to provide additional funding to local One-Stop Service Center services. The expanded services will help to ensure that increased numbers of participants are served in an efficient and effective manner.

Michigan National Career Readiness Certificate Program (MI NCRC)- During the summer of 2009, the state will launch the MI NCRC to further align workforce development strategies with strategies for regional development and shared prosperity. This statewide implementation program is based on the ACT WorkKeys job skills assessment system and employability skills i.e. “soft skills” training. The MWAs will implement the program, with a four year goal of issuing 560,000 MI NCRCs (180,000 adults + 380,000 high school students). The MI NCRC will adopt a preferred/standard job skills assessment tool throughout the state's workforce system.

The NCRC initiative also aligns with workforce development career readiness activities conducted in the federally funded WIRED initiatives in Michigan. The WIRED initiatives are regional workforce/economic development collaborations, covering several counties in Mid, Western, and Southeast Michigan. The WIRED initiatives created regional NCRC programs based on the three WorkKeys job skills assessment used in the MI NCRC (Applied Math, Locating Information, and Reading for Information). The work through the WIRED initiatives helped Michigan to currently have over 40,000 people earn National Career Readiness Certificates, ranking Michigan third in the nation

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in terms of earned certificates among states. The efforts through the WIRED initiatives were driving forces, which contributed to Michigan's decision to adopt the MI NCRC as the statewide worker skills credential, using the three WorkKeys assessments mentioned above as the basis.

Registered Apprenticeships (RAs)- The Michigan “Team” with the assistance of the USDOL-AO is actively engaged in developing a strategy to expand RAs throughout the state. The “Team” consists of a broad mixture of representatives linked to private sector organizations, community action agencies, unions, post-secondary institutions, local Service Delivery Areas, USDOL-AO, and state agencies (Michigan Department of Education, DELEG). Additionally, partners are invited to participate in this coordinated effort to get an array of perspectives of how to promote greater utilization and integration of RAs in the State of Michigan.

The state has identified Recovery Act funding to support the apprenticeship “Team.” The Team has proposed an incentive for businesses to provide apprenticeships. The described proposal will provide work experience for individuals, as well as provide additional funding for businesses who take advantage of the program.

NWLB Year Two: Green Jobs Initiative- The goal of this initiative is to focus on high demand/high growth occupations with an emphasis on “green jobs”. As a result of Recovery Act funding, the NWLB Green Jobs Initiative will enable One-Stop customers to gain increased access to training opportunities in a wide-range of renewable energy and energy efficiency programs, specifically those focused on; Alternative Energy Production and Efficiency, Green Building Construction and Retrofitting, and Organic Agriculture and Natural Resource Conservation.

Michigan Technical Education Centers (M-TECs)- The M-TECs are a part of Michigan's community college system, with a primary mission to deliver demand driven training, education and workforce development services with flexible and customer focused service delivery methods. The M-TEC model was based on an industry-driven Open Entry/Open Exit (OE/OE) contextual learning model, used to train high skill/high wage workers, using modularized, competency based curricula and blended learning techniques (classroom and computer-based.)

The M-TECs use the OE/OE method as well as other flexible and non-traditional methods to deliver training and workforce development services to One Stop Service Center customers. Methods include: customized training programs in support of economic development/job creation projects, accelerated, career focused certificate programs, worker skills assessments and credentialing systems such as the ACT WorkKeys Career Readiness Certificate program, and career focused, community college degree programs. Some of the high skill/ high wage education and training programs the M-TECs provide to One Stop Career Center customers include: Construction Trades, Welding, Manufacturing/Machinists, Automotive Technician, Information Technology, and Nursing.

The M-TECs are aligned with Michigan's workforce development system, and employers, since M-TECs are required to have advisory board representation from the regional Michigan Works! Agencies and local industry. In some cases, Michigan Works! One Stop Service Centers provide on-site services within M-TECs in order to facilitate the delivery of services to One Stop Career Center customers. The M-TECs also deliver training and general workforce development services to One Stop customers as a part of the NWLB initiative, which provides funding for participants to be trained at a community college or other eligible training provider.

Sharing How Access to Resources Empowers (SHARE) Network-: The SHARE Network is a unique resource to help customers become self-sufficient. It is a system that leverages the partnership between workforce development partners, faith-based organizations, community organizations, businesses and government agencies.

Michigan has created access points in targeted neighborhoods and communities, by partnering with faith based and community organizations that already provide significant services to help people who are unemployed or underemployed improve their chances for employment, retention and advancement in their careers. Staff located at access points are trained by the Michigan Works! Agency in their area to provide self-service assistance and to facilitate self-service job matching for job seekers. Such access points provide computers with internet access and volunteers to assist with the Michigan Talent Bank, Career Portal and other state government electronic resources.

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Additionally, access points are often located in neighborhoods where local service delivery areas are not easily accessible and are made able during times outside the service center's hours of operation. Locations are also focused to reach demographic communities that traditionally do not utilize government services and to customers who would not otherwise post resumes on the Michigan Talent Bank. Utilization of specified access points allows increased job-readiness to customers, as well as, providing access to core services.

The Detroit Learning Lab-: DELEG and the Knight Foundation, are collaborating to create a network of at least ten learning labs in southeast Michigan to tackle widespread illiteracy and innumeracy. Detroit Learning Labs will allow adults, English for speakers of other languages, very low-level learners (less than 6th grade), mid-level learners (6th-8th grade), high-level learners (9th-12th grade), Learners seeking secondary credentials (GED/High-School Completion), access to improve basic skills using state of the art approaches to adult learning. Such learning labs would be operated by community partnerships that could involve a wide variety of partners, including adult education programs, Michigan Works! Agencies, community colleges, faith-based and community organizations, unions, libraries, K-12 public schools. Participants will have access to a high-standard learning environment staffed by well-trained teachers and mentors and will have direct links to post-secondary educational opportunities, jobs, and career pathways. Community colleges are redesigning their programs to help low-literacy adults get the basic skills needed and prepare for and succeed in occupational and technical degree programs.

Michigan Regional Skills Alliances (MiRSAs)- MiRSAs are comprised of business, labor, and education leaders focused on workforce development to support the creation and retention of jobs. DELEG currently supports 36 RSAs that focus on the various employment needs across our state. The goal of the MiRSAs is to connect workers to jobs with a future, and employers to workers with the right skills. Under these alliances, key groups within communities, including local MWAs, work together to identify workforce needs and develop a comprehensive regional and industry-focused strategy to meet employer's workforce needs.

Road Construction Apprenticeship Readiness Program (RCAR)- RCAR is a pre-apprenticeship program targeting women, minorities and economically disadvantaged individuals. RCAR provides tuition-paid, fast-track, customized training in job readiness skills, applied math, computers, blueprint reading, workplace safety and an overview of the construction trades. To assist in overcoming challenges to success, the program offers supportive services and apprenticeship placement assistance. The RCAR program was developed and is implemented through a successful partnership including faith and community-based partners, the Michigan Department of Transportation, the DELEG, trade unions and local Michigan Works! Agencies. RCAR Program graduates earn four certifications, including:

- RCAR Program Completion
- Gold or Silver WorkKeys National Career Readiness Certificate
- CareerSafe (MIOSHA)
- First Aid/CPR/AED

Energy Conservation Readiness Program (ECAR)- In an effort to prepare Michigan's female, minority and economically disadvantaged workforce for apprenticeship positions, weatherization projects and other green construction jobs, Michigan is launching the Energy Conservation Apprenticeship Readiness (ECAR) Program in June 2009 through the use of Recovery Act funds. ECAR builds off of the successful RCAR Program by utilizing its basic program structure. In addition to the 240-hour RCAR Program curriculum, the ECAR Program will include a thirty-two hour energy conservation awareness component. This component includes lead, asbestos and confined space awareness, mold remediation and safe work practices, principals of thermal insulation, geo-thermal and solar energy and principals of green construction. Similar to RCAR, ECAR will also offer supportive services, placement assistance and four completion certificates.

State Governance and Collaboration

III.A.2. Describe how the agencies involved in the workforce investment system interrelate on workforce, economic development, and education issues and the respective lines of authority. [§112(b)(8)(A).]

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Immediately upon passage of the federal Recovery Act, Governor Granholm established the Michigan Economic Recovery Office to provide oversight and ensure Michigan's portion of the Recovery Act funds are coordinated across all departments throughout the state. High level representatives from departments throughout the state have been deployed to staff the Recovery Office to ensure cross-agency collaboration.

The Michigan Economic Recovery Office will:

- Develop priorities for the allocation of Recovery Act funds by the state consistent with the objectives of the Recovery Act, and with the five priorities identified by Governor Granholm as essential for Michigan to fully maximize the impact of these federal funds:
 - Create new jobs and jumpstart Michigan's economy;
 - Train Michigan workers and educate Michigan students for the good jobs here today, and the new jobs we create tomorrow;
 - Rebuild Michigan infrastructure -- roads, bridges, water and sewer systems, mass transit, broadband, health information technology, and schools;
 - Provide assistance for struggling Michigan families, helping them make ends meet; and
 - Invest in energy efficiency and renewable energy technologies to create jobs, save money, and reduce our reliance on fossil fuels.
- Develop strategies for effective oversight and tracking of Recovery Act funds to ensure compliance with accountability and transparency requirements and minimize fraud, waste, and abuse;
- Work with state agencies to ensure consistent, timely, and accurate compliance with reporting and certification requirements under the Recovery Act;
- Disseminate information to the public, state agencies, and recipients of Recovery Act funds regarding the Recovery Act;
- Maintain a web site (www.michigan.gov/recovery), to provide information about funding opportunities from the Recovery Act and projects funded by resources available through the Recovery Act; post reports and information about the Michigan's expenditure and oversight of Recovery Act funds; provide e-mail, RSS, and Twitter (MIREcovery) updates when new information is available; and
- Collect and share the stories of individuals, organizations, and communities benefiting from Recovery Act funds via an interactive web site, traditional and social media outlet, weblogs, etc. (Facebook: Building MI Future).

In addition to the workforce strategies and initiatives detailed previously in the State Plan, Recovery Act funding will also be used to enhance Michigan's economic stability and strengthen our communities by supporting traditional and emerging industries and businesses through the following grants and/or programs:

- AmeriCorps - Funds expansion of the Corporation for National and Community Service AmeriCorps program to recruit, place, and supervise AmeriCorps members to meet critical community needs.
- Community Development Block Grant - U.S. Department of Housing and Urban Development (HUD) administered; which enable local governments to help provide decent, affordable housing and create economic opportunities primarily for low and moderate income families.
- Community Development Financial Institutions - Treasury Department grants to increase the capital, credit, and financial services they provide in economically distressed communities.
- Economic Development Assistance - Commerce Department grants to address long-term economic distress in urban industrial cores and rural areas; distributed based on need and ability to create jobs and attract private investment. Priority consideration will be given to those areas that have experienced sudden and severe economic dislocation and job loss due to corporate restructuring.

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- Neighborhood Stabilization Program Competitive Grants - HUD Neighborhood Stabilization Program (NSP) formula grants to all states and selected local governments for the purpose of stabilizing communities through the purchase and redevelopment of foreclosed and abandoned homes. The Neighborhood Stabilization Program 2 (NSP2) and Neighborhood Stabilization Program Technical Assistance (NSP-TA) are competitive NSP grants to fund additional support for stabilizing and redeveloping communities, and for technical assistance to support NSP grantees.
- Rural Business Program - Grants and loans to improve, develop, and finance business, industry, and employment and improve the economic and environmental climate in rural communities.
- Rural Community Facilities Program – United States Department of Agriculture-administered grants and loans for eligible cities with a population of less than 20,000; may be used to construct, enlarge, or improve community facilities, with public safety and health care facilities given top priority.
- Community Service Employment for Older Americans - Department of Labor- administered grants to provide part-time employment opportunities for low-income seniors.
- High Growth/Emerging Industry Training - Department of Labor grants for research, labor exchange, and job-training projects that prepare workers for careers in energy efficiency and renewable energy industries.
- Strengthening Communities Fund - Grants to build the capacity of nonprofit organizations to address economic recovery issues in their communities, including helping low-income individuals secure and retain employment, earn higher wages, obtain better-quality jobs, and gain greater access to state and federal benefits and tax credits.
- WIA National Emergency Grants (NEGs) - Department of Labor funds for NEGs, with an emphasis on serving areas of high unemployment or high poverty, designed response to plant closings, mass layoffs and other worker dislocations.

III.C.1. Describe the steps the state will take to improve operational collaboration of the workforce investment activities and other related activities and programs outlined in section 112(b)(8)(A) of WIA, at both the state and local level (e.g. 44 joint activities, memoranda of understanding, planned mergers, coordinated policies, etc.) How will the State Board and agencies eliminate any existing state-level barriers to coordination? [§111(d)(2) and 112(b)(8)(A).]

During January 2008, the Bureaus of Workforce Programs and Career Education Programs merged to become the new BWT. The creation of the new bureau marked a radical shift from a traditional structure organized by federal funding source and programs into a structure organized by customer and strategy – a worker side and an employer side. The employer side of the bureau houses the Regional and Sectoral Strategies Division and Meeting Employer Needs Division. The primary duty of the employer’s side is working with a variety of partners and projects both within state government and external partners including employers, civic groups, community organizations, and others to align workforce strategies with strategies for regional development. The worker side houses federal workforce development programs.

The newly formed BWT supports coordination and reduces barriers to coordination by encompassing the major workforce development programs and innovations including:

- Trade Adjustment Assistance (TAA) - In accordance with state policy, local TAA programs must be coordinated with WIA Dislocated Worker and other employment service programs to provide a full range of services to TAA-eligible individuals. Training will be conducted throughout the state in the summer of 2009 on the Trade and Globalization Adjustment Assistance Act of 2009, and an emphasis will be placed on inviting WIA, Wagner-Peyser, and other employment service staff to ensure a broad understanding of the TAA program and to encourage collaboration between programs.
- Workforce Investment Act
- Wagner-Peyser Act

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- Veterans Services
- Migrant and Seasonal Farmworker Services
- Fidelity Bonding Program
- Foreign Labor Certification
- Temporary Assistance for Needy Families
- Food Assistance Employment and Training
- Career Education Programs
 - Office of Career and Technical Preparation
 - Office of Adult Learning
 - GED and Proprietary Schools
 - Office of Community Colleges

In addition, the DELEG, which houses the BWT, includes the following programs/functions:

1. Regulatory functions that relate specifically to commercial, business, and workers' issues, including:
 - a. Bureau of Commercial Services
 - b. Michigan Public Service Commission
 - c. Michigan State Housing Development Authority (MSHDA)
 - d. Office of Financial & Insurance Services
 - e. Bureau of Construction Codes/Fire Safety
 - f. Michigan Occupational Safety & Health Administration
 - g. Michigan Employment Relations Commission
 - h. Michigan Tax Tribunal
 - i. Liquor Control Commission
 - j. Worker's Compensation Appellate Commission
2. Worker Support Programs, including:
 - a. Unemployment Insurance Agency
 - b. Workers' Compensation Agency
 - c. Wage and Hour Division
3. Aforementioned BWT
4. Rehabilitation Programs, including:
 - a. Michigan Rehabilitation Services
 - b. Commission for the Blind
 - c. Commission on Disability Concerns
 - d. Advisory Council on Deaf and Hard of Hearing
5. Key programs focusing on economic development issues, including:
 - a. Fire-related Programs and State Fire Marshal
 - b. Michigan Broadband Development Authority
 - c. Michigan Next Energy Authority
 - d. Michigan Strategic Fund
 - e. Land Bank Fast Track Authority
 - f. Michigan Extension Telecommunications Rights-of-Way Oversight Authority

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As described, all of the workforce development and career education programs (WIA Title I, Adult Education under WIA Title II [the Adult Education and Family Literacy Act], and Vocational Education [Perkins Act]) are under the umbrella of the BWT. The workforce program activities of the department are carried out through Michigan's system of 25 service delivery areas that administer the workforce development system programs in their local regions. The business-led boards are responsible for operating the state's approximate 100 One-Stop centers, referred to in Michigan as Michigan Works! Service Centers (MWSCs). Collaborating with the Workforce Development Boards (WDBs) are the Education Advisory Groups (EAGs), whose members are appointed by the local WDBs. The EAGs approve plans for Perkins, technical preparation, and career preparation programs, and also recommend strategies for all education programs in the local region, including career and technical preparation, adult education, and post-secondary education.

In addition to the creation of DELEG to promote Michigan's economic growth and job creation, the directors of DELEG, Department of Human Services, Department of Community Health, and the Superintendent of Public Instruction meet quarterly to coordinate and collaborate on finding solutions for human service workforce issues, eliminating duplication, working through barriers, and leveraging resources.

These four directors serve on the state board as lead state agency officials with responsibility for the programs and activities under the WIA and carried out by One Stop Service Center partners. In addition to serving as ex-officio members of state board, the directors participate on the executive committee responsible for providing strategic continuity and direction to the State Board. This provides a forum for conveying the state's vision for the public workforce investment system to the state's Workforce Investment Board (WIB).

Furthermore, the state ensures collaboration of services at the local level through the following steps:

Local MWSCs must be designed in accordance with the state's Certification Criteria for MWSCs. This system design is based on a collaboration of service providers who collectively provide required services in an integrated manner to meet individual customers' needs. The system design is based on the following guiding principles:

- a. Adherence to a regionally developed career development strategic plan that encourages a common direction among diverse employment, education, and training programs;
- b. Universality of access;
- c. Customer choice;
- d. Ease of customer access;
- e. Service delivery that is driven by individual customer needs rather than program offerings;
- f. Demand driven through private sector leadership and by serving the workforce with services responding to employers needs for skilled workers;
- g. Integration of services across agencies and programs, replacing fragmentation and duplication with coordination and consolidation;
- h. Customer service focus of staff, facilities, and services;
- i. Maximum utilization of resources through collocation shared operating costs; and
- j. Accountability focused on results and documented by performance measures.

To be certified as a Service Center, state staff ensures local areas encompass all required partners and programs outlined in Section 112(b)(8)(A) of the WIA and adhere to the aforementioned guiding principles.

In addition to the Service Center certification requirements, the State of Michigan ensures that local boards develop and enter into memorandums of understanding (MOUs) with One-Stop partners concerning the operation of the one-stop delivery system. Each MOU shall contain the required provisions outlined in the WIA Section 121(c)(2) and Section 662.300 of the WIA regulations to ensure coordination and avoid duplications at the local level. If a local

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area is experiencing difficulty in securing a MOU, limiting collaboration, the local area may request and receive assistance from the state to help resolve the impasse.

The state will also utilize WIA funding to support local capacity building and professional development. The funding will be used to increase proficiency in meeting WIA performance measures, local program goals, and ongoing system development. Local Boards will ensure the funding addresses the goals of local strategic plans and the needs of local employers for a trained workforce.

Reemployment Services and Wagner-Peyser Act Services

IX.C.4.b. Describe the reemployment services the state provides to unemployment insurance claimants and the worker profiling services provided to claimants identified as most likely to exhaust their unemployment insurance benefits in accordance with section 3(c)(3) of the Wagner-Peyser-Act. [§112(b)(17)(A)(iv).]

Michigan's Reemployment Services (RES) funding will be used to provide intensive, individualized services to Unemployment Insurance (UI) claimants and to develop a stronger connection between the BWT, the UI Agency, and Michigan Works! Agencies. RES funding will be used to provide services solely to UI claimants, whereas funding for Wagner-Peyser (WP) core services will be used to provide services to the universal population.

Michigan's UI Agency currently maintains a profiling system using statistical methodology to identify those UI claimants who are most likely to exhaust their regular benefits. Criteria used to identify such claimants include the claimant's education, training, industry in which the individual last worked, and the type of job the individual last performed. Profiled claimants are identified by the UI Agency on a weekly basis. Both the UI Agency and the respective Michigan Works! Agency (MWA) issue a letter to profiled claimants which requires attendance at an MWA reemployment service orientation session and informs the claimant that they may be found ineligible for benefits if they fail to participate. The purpose of this system is to engage profiled UI claimants in reemployment services as quickly as possible, helping such claimants, find suitable employment prior to their UI benefits being exhausted.

Michigan has allocated approximately 10 percent of its Recovery Act WP-RES funds for use towards UI statistical profiling model improvements. The state intends for these profiling improvements to increase effectiveness in targeting UI claimants most likely to exhaust UI benefits, and more to specifically identify UI claimants' occupational backgrounds, enabling MWAs to provide more individualized reemployment services to each UI claimant.

Services to be provided to UI claimants with RES funding include: administration of career readiness assessments such as WorkKeys, comprehensive triages (initial in-person assessments of needs), one-on-one career guidance and case management, development of individual service strategy plans, referral to "green jobs" and other jobs created by Recovery Act funds, and referral to appropriate training programs.

Because Michigan has experienced a significant reduction of white-collar jobs in recent years, a portion of Michigan's RES funding will be targeted to serving UI claimants who have lost employment in such positions and who are looking to continue work in similar fields. Specialized orientations and workshops will be created to address the particular needs of this population.

As part of the BWT's coordination of services available at MWA service centers, MWA WP RES staff will be informed of the availability of WIA and Trade Adjustment Assistance services and will be encouraged to identify and refer RES participants who may be eligible for such programs.

IX.C.1.b. Describe how the state will ensure the three-tiered service delivery strategy for labor exchange services for job seekers and employers authorized by the Wagner-Peyser Act includes: (1) self-service, (2) facilitated self-help service, and (3) staff assisted service, and is accessible and available to all customers at the local level. [§112(b)(17)(a)(i).]

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Merit-based personnel contracted through the 25 Michigan Works! Agencies deliver Michigan's labor exchange services. The State of Michigan's policy regarding Wagner-Peyser employment services requires local areas to provide employment services through the three-tiered service delivery model of self-service/standard service; facilitated service; and staff-assisted/mediated service. Each of the three tiers is described in the Wagner-Peyser state policy, along with examples of activities to be provided under each type of service. Accordingly, local areas administer Wagner-Peyser employment services through the three-tiered service delivery strategy as described below:

Michigan Works! Agency contracted staff members provide **self-services/standard services** to job seekers and employers by providing access to the Michigan Talent Bank (MTB), the state's online job bank for job seekers and employers. Job seekers may place resumes on the MTB and seek jobs by reviewing job postings listed on the MTB, while employers may post jobs on the MTB and review job seeker resumes. The MTB is accessible to job seekers and employers at all Michigan Works! service centers, in addition to being accessible online to the general public.

Michigan Works! Agency contracted staff members provide **facilitated services** by offering and granting basic assistance to job seekers and employers in their job search and recruitment processes. These services are most commonly provided to job seekers who have a lack of access to the MTB, a lack of familiarity with computers, a disability, or other barrier; and to employers who have a lack of familiarity with the MTB, a lack of internet access, or to those employers who need general information about the local labor market.

Examples of facilitated services provided to job seekers include: demonstrating the MTB resume entry process, assisting with internet navigation, assisting with key entry, providing MTB job search techniques, and printing and faxing resumes to employers.

Examples of facilitated services provided to employers include: demonstrating the employer registration and job order entry process, entering employer registrations and job orders into the MTB, and providing general information about local wage rates and the availability of labor.

Michigan Works! Agency contracted staff members provide **staff-assisted/mediated services** to job seekers and employers by providing more intensive, individualized assistance with job search and recruitment processes.

Examples of staff-assisted/mediated services to job seekers include:

- Assisting with the development of resumes and cover letters;
- Providing instruction on interviewing techniques;
- Providing career and skill assessments;
- Providing one-on-one career guidance and planning;
- Making referrals to supportive service agencies; and
- Making referrals to training programs.

Examples of staff-assisted/mediated services to employers include:

- Conducting reference checks of employer-selected candidates;
- Conducting resume searches;
- Screening resumes;
- Making interview appointments;
- Administering assessments; and
- Providing specific labor market information.

The three tiers of services described above are available to job seekers and employers at no cost.

Accommodations such as, large print screens, auxiliary aids, and accessible entryways are made available at all Michigan Works! Service Centers to ensure that persons with disabilities receive equal access to these services.

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In addition to the aforementioned Wagner-Peyser services, the state has developed a plan to facilitate the listing of Recovery Act employment opportunities on the Michigan Talent Bank (MTB), the state's online job bank for job seekers and employers. The plan consists of the following:

- Procurement contracts will mandate that jobs be listed on the Michigan Talent Bank.
- When posting jobs, employers who have previously registered with MTB will be prompted to update their registration information to indicate whether the job was created from Recovery Act funds.
- New employers will be asked to designate if jobs being posted are Recovery Act generated.

Adult and Dislocated Worker Services

IX.C.1.a. Describe state strategies and policies to ensure adults and dislocated workers have universal access to the minimum required core services as described in §134(d)(2).

The state ensures that all adults and dislocated workers utilizing the Michigan Works! Service Centers (MWSC), have universal access to the minimum required core services through the state's One-Stop Certification Criteria policy (Attachment A). Each MWSC adheres to the policy and subsequently provides the required core services described in the WIA and as outlined in the requirements of the Recovery Act. The certification of each MWSC's is reviewed on a yearly basis.

MWSCs provide one-stop access to key workforce investment programs and partners, promoting seamless service delivery to employers, students, persons with disabilities, veterans, welfare recipients, migrant and seasonal farm workers, ex-offenders, unemployed, underemployed, and employed individuals.

IX.C.1.c. Describe how the state will integrate resources provided under the Wagner-Peyser Act and WIA Title I for adults and dislocated workers, as well as resources provided by required One-Stop partner programs, to deliver core services. [§112(b)(17)(a)(i).]

A visionary process that spanned several decades, culminated in the late 1990's with the creation of the Michigan Works! System. Wagner-Peyser funded services officially became a full partner in this system on February 1, 1998. Michigan Works! partners are required to participate in a collaborative effort to deliver services.

The focus in the Michigan Works! system is on providing services to meet customers' needs. This is a reversal of the philosophy that tried to fit the customer into a program. There is just one name and one number to call to access the entire workforce development system in Michigan. Michigan Works! customers can call the statewide toll-free number, 1-800-285-WORKS, that automatically routes callers to their closest MWSC.

Services from the state's major workforce development programs comprise the Michigan Works! system. These programs are outlined in the state's Certification Criteria for MWSCs (Attachment A).

Currently there is full collaboration and collocation among all required and optional partners within the MWSCs. Local WDBs will continue this collaboration among partners to ensure that system resources are expended to maximize the number of individuals served and the services provided.

All programs and funding streams in the MWSCs support service delivery through the One-Stop system. Currently, WIA, Wagner-Peyser, Temporary Assistance for Needy Families, Food Assistance Employment & Training, and state general purpose funding is used for the development, maintenance, and upgrading of the One-Stop Service Centers.

Wagner-Peyser funding is used to assist the MWAs in continuously upgrading service centers, collocate partners, and to finance improvements to the One-Stop Michigan Information System (OSMIS) database in which services provided under WIA, Wagner-Peyser, Trade Adjustment Assistance, Work First, and the Veterans' Employment and

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Training Service (VETS) program are reported. Wagner-Peyser funding is also provided to MWAs to examine and update the current status of self-serve material and resource rooms. Funding is also provided for the updating and maintenance of Internet sites used for disseminating information on available services.

The state board contributes to the integration of services in the One-Stop system by assisting the Governor with the formation of linkages between the various One-Stop programs. These linkages are designed to assure coordination of effort and prevent duplicative activity among the available programs and services.

Each WDB has the discretion, within the parameters established, to determine their local service delivery structure, provided that, within that structure, the state's major workforce development programs are accessible in an integrated manner that is seamless to the customer. The state provides policies and procedures designed to help WDBs ensure the coordination of services for each of the required and optional One-Stop partners when they prepare their local plans.

Local plans are based on system designs that support coordination between service providers and must include the following components:

- Universality of access by employers and job seekers with multiple access points,
- Integration of services across agencies and programs, and
- Maximum use of resources through collocation and shared operating costs.

Materials are also distributed by DELEG to WDBs and MWA directors to assist them in developing the local MOUs. MOUs offer the opportunity to further develop existing collaborations among One-Stop partners and to establish new ones. MOUs set forth provisions describing the services to be made available by the One-Stop provider, how the services and operating costs will be funded, and the methods of referral of individuals between the One-Stop operators and the One-Stop partners. MOUs also contribute to defining how the coordination of services between the partners will be attained.

The state will use Recovery Act funds, along with regular WIA and Wagner-Peyser funds to ensure that significantly larger numbers of low-income and low-skilled workers are served through local One-Stop Service Centers. In addition to previously mentioned strategies and initiatives, the state is partnering with other state departments and Community Based Organization (CBOs) in the administration of a Michigan Prisoner Reentry Initiative (MPRI). The primary goal of MPRI is to promote public safety by increasing the success rates of offenders transitioning from prison to the community. MPRI aims to provide all offenders recently released from prison the tools needed to succeed in the community. The MPRI model was created as a result of a collaborative effort between various Michigan departments. The model involves improved decision making at critical decision points in the custody, release, and community supervision/discharge process.

IX.C.3.a. Describe the Governor's vision for increasing training access and opportunities for individuals including the investment of WIA Title I funds and the leveraging of other funds and resources. [§112(b)(17)(a)(i).]

A key priority of the Governor, in regards to Recovery Act and regular funding, is the training of our state's workforce. Thus, increased training access and opportunities for individuals has been made available through the aforementioned No Worker Left Behind (NWLB) initiative. The goal of NWLB; which is funded with federal and state workforce dollars, is to accelerate the transition of thousands of workers into good-paying jobs by providing up to two years worth of free tuition at any community college, university, or other approved training provider to gain the skills and credentials for new careers in high-demand occupations, emerging industries, or to start a business. The program is designed to expand job training and education services currently available to job seekers through Michigan Works! One-Stop Service Centers.

Since its implementation, NWLB has provided training to 64,628 Michigan workers. Additionally, through renewed and strengthened partnerships with training providers, the state has seen a tremendous increase in the number of programs updated/added to the state's eligible training provider list. Detailed information regarding the NWLB initiative can be found in Attachment B.

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In addition to federal and state workforce dollars, the state has leveraged additional funds and services to increase training access and opportunities, including:

NWLB/Chrysler Partnership - The State of Michigan, Chrysler LLC, and the United Automobile Workers Union (UAW), partnered to create a first of its kind partnership to provide job training and placement assistance through NWLB to Chrysler-UAW employees in Michigan who take the early retirement and buyout offers through the special program offering, “Driving Your Future.” This win-win-win employer, union, and government partnership:

- Helps UAW members separating from Chrysler prepare for and retain new employment opportunities in high-demand and emerging occupations in Michigan;
- Better positions the State of Michigan to thrive in the 21st Century knowledge economy by upskilling our workforce.

Chrysler agreed to provide up to \$10,000 in training funds for each eligible Chrysler employee.

Grainger/NWLB Partnership- W.W. Grainger, Inc., agreed to partner with the State of Michigan to implement a public/private partnership to address the shortage of skilled workers in the technical trade professions. To support this partnership, W.W. Grainger donated \$100,000 to the State of Michigan. Of the total, \$75,000 was awarded to select Service Delivery Areas to spend on training activities at specific Michigan Technical Education Centers (MTECs), as identified by W.W. Grainger. The funding was specifically targeted to pay for participant training in high-demand or emerging occupations in the technical trade or alternative energy production fields.

IX.A.5. What models/templates/approaches does the state recommend and/or mandate for service delivery in the One-Stop Career Centers? For example, do all One- Stop Career Centers have a uniform method of organizing their service delivery to business customers? Is there a common individual assessment process utilized in every One-Stop Career Center? Are all One-Stop Career Centers required to have a resource center that is open to anyone? [§§112(b)(2) and 111(d)(2).]

Each MWSC, which is open to anyone, is required to meet the state developed One-Stop Certification Criteria (Attachment A) previously discussed. Outside of the required standards, local service delivery areas are given the flexibility to design additional tools and procedures to best meet their individual needs in servicing employers and job seekers. Services to jobseekers will be provided in a streamlined manner based on individual assessments. That is, individuals will receive core, intensive, and training services in an appropriate sequence based on individual assessments.

During the summer of 2009, the state will launch the Michigan National Career Readiness Certificate Program (MI NCRC) to further align workforce development strategies with strategies for regional development and shared prosperity. The statewide implementation program is based on the ACT WorkKeys job skills assessment system and employability skills training. The MI NCRC will be the assessment of choice in Michigan. The local One-Stop Service Centers will implement the program, with a four year goal of issuing 560,000 MI NCRCs (180,000 adults + 380,000 high school students). The MI NCRC will adopt a preferred/standard job skills assessment throughout the state’s workforce system.

Furthermore, the Michigan Merit Examination (MME), which is an assessment based on the new rigorous Michigan high school standards is given to high school juniors. The MME includes the three WorkKeys job skills assessments that make-up the MI NCRC. Including the MI NCRC WorkKeys, assessments in the MME has strategically aligned Michigan’s workforce development, and high school systems. This alignment ensures that Michigan's employers, adult and youth workers, workforce development and education communities have a standardized and quantifiable job skills assessment system resulting in portable, nationally recognized, work readiness credentials (the MI NCRC).

Recovery Act and regular funds will be expended concurrently with an emphasis on serving low income, public assistance, and other hard to serve populations through previously described programs and initiatives.

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Youth Services

IX.E.1. Describe the state's strategy for providing comprehensive, integrated services to eligible youth, including those most in need. (§112(b)(18).)

The State of Michigan allocated Recovery Act youth funds to each of its 25 service delivery areas with an emphasis that the majority of funds being used to operate a summer youth program from May 2009-September 2009. Although some service delivery areas will use Recovery Act funds to operate a 2010 summer youth program, we anticipate 60 percent of funds will be expended by September 2009. We anticipate approximately 20,000 participants will be served with Recovery Act, with an equal amount of summer employment opportunities created. Each service delivery area, based on objective assessments and Individual Service Strategies, will design an appropriate mix of classroom versus worksite opportunities for eligible youth. Local service delivery areas have flexibility to determine whether academic learning must be directly linked to a summer employment opportunity.

Examples of Youth Program Design:

Recovery Act funding will be used to provide services to participants under the prescribed guidelines. The youth activities will follow the guidelines for the WIA youth program including the extension of the age of participants to age 24.

The primary activity is work experience in the public and non-profit sector. This is expected to be the primary activity for participants in each age range. Older youth may be assigned to more challenging placements at worksites, and may be crew leaders for other participants.

Preparation of our young adults to learn the skills to prepare them to be more than just wage earners, but also to be lifelong learners with a desire for continuous advancement is the core of the Recovery Act Summer Youth Component. The Recovery Act investment will emphasize an “Earn While You Learn” initiative to give youth the intangible benefits of a summer job - documented work experience; positive adult support networks; knowledge of industry, and the skills needed to advance.

It is important for partners in youth service organizations to understand the importance of having youth successfully complete the summer job experience. Research shows that a series of documented, progressive job experiences during young adult years have a positive impact on future wages and opportunities. Moreover, summer jobs can give youth access to hidden labor markets. It is a fact that many available jobs are never posted in the newspaper or at One-Stop Service Centers. Most young adults from low-income families may not have access to information about where the good jobs are as their families may be underemployed or unemployed. Returning Veterans are experiencing difficulty in accessing employment and may only need that one attachment to the civilian labor force to boost their opportunities for employment in the private sector. Finally, a summer job can validate in youth the need for education and training.

Research states that young adults who spend time in communities that are rich in developmental opportunities experience less risk and show evidence of higher rates of positive development. To that end, the state encourages service delivery areas to engage ALL youth in a value added Work Experience and at the same time, stimulate our economy by encouraging our youth, not only to save but to invest their earnings in our local communities.

Examples of local service delivery area program design include the following:

- Academic Assessments to document any current or future remedial needs
- Career Interest Inventories to further career exploration
- Ready for Work Activities to build employability and worker maturity skills.
- CPR training to increase their skills levels surrounding safety and the ability to give back to the community if ever called upon.
- Having youth submitting their resume on the state's on-line job bank (MI Talent bank)

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- Emphasize public service worksites and connect with local education institutions to describe public administration programs.
- Connect with community foundations to pay for supervisors and purchase supplies.
- Require procured youth providers to provide funding match.
- Summer Day Camps for exposure to regionally important occupations.
- High Value leadership training to increase self-esteem and to develop foundation skills as future community leaders.
- Identify WIA Older youth to serve as supervisors, which will allow the youth to gain valuable experience as they work in projects aligned with their career paths.
- Access to MEANINGFUL work experiences, where all our youth can plan, coordinate, implement and evaluate projects.

Credit Recovery projects are also planned that will partner with local school districts on a shared costs basis to provide an opportunity for participants and others to meet the Michigan Merit Curriculum and revised graduation requirements. Younger youth, particularly 14 and 15 year olds will be largely tied to credit recovery activities. Participants may be paid a stipend for attendance and achievement. Schools are asked to assist in finding worksites on their campus or nearby for these participants. Older students who have not graduated are also a target for credit recovery.

Youth Connection to Higher Education:

The BWT encourages and supports high school students to enter and achieve post-secondary education. BWT's Regional and Sectoral Strategies Division is working in partnership with the Community College Services Section to connect research of employers needs to curriculum development planning. The development of programs that target youth transitioning into colleges that are first generation college graduates from low and moderate income families and minority groups are also being researched. This alignment with the regional and sectoral strategies, research and approaches will be a long term on-going process.

The Community College Services Section, and its lifelong learning programs utilizes the Carl D. Perkins Career and Technical Education Act to develop more fully the academic, career and technical skills of secondary education students and post-secondary education students who elect to enroll in career and technical education programs. Performance results are used to support funding decisions such as strengthening academic and technical skills through integration; link career and technical education at the secondary and post-secondary levels; provide students with strong experience and understanding of all aspects of an industry; develop, improve or expand use of technology; professional development to teachers, faculty, administrators and career guidance and academic counselors; develop and implement evaluations, services and activities that are of sufficient size, scope and quality to be effective; and activities to prepare special populations. Programs such as the King-Chavez-Parks Initiatives, the federal (Gaining Early Awareness and Readiness for Undergraduate Programs) GEAR UP/College Day Programs can be aligned with meeting the workforce needs of industry sectors through better planning and more effective internal collaboration. The plans include closer alignment with regional and sectoral strategies and the use of research gained through engagement of employers in addressing their workforce needs to serve as a pipeline of information to aid in curriculum improvement and development and to aid students as future workers to have more concrete training aligned with employer needs. This support and alignment can have a long-term impact. Furthermore, funding under NWLB will be leverage with other higher education student funding to link with students supported through all funding sources when the emphasis is placed on student preparation for the workforce of tomorrow. In Michigan, we are richly supported with quality post secondary education options. In 2008 the following student enrollments took place:

- 15 public universities enrolled 339,243 students;
- 28 public community colleges enrolled 448,396 students;
- 75 private colleges and universities enrolled 111,000 students;
- 435 proprietary schools enrolled 102,800 students;
- 200 approved Veteran's facilities enrolled 7,025 military Veterans.

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By aligning our regional and sectoral strategies to meet the industry needs of employers in preparing students as workers in tomorrow's growth industries we will have a profound impact in improving our state's economy with a skilled and prepared workforce. We understand that not all students will go into higher education and therefore our sector strategies are designed to work with a wide range of community partners, non-profits and faith based organization to address and develop workforce solutions.

Youth Work Site Examples:

The types of worksites that will be developed for summer employment will be a mix of public and private sector work experiences. Examples include:

- Computer program installations and restoration,
- GIS mapping,
- Retail – marketing, scheduling, facility setup and design, etc.
- Child Care – project planning and facilitation,
- Film Production – interview and film, edit, marketing,
- Township projects – cemetery records, design/map, markers, staking, playground safety inspections, design and installation of historic interpretive walking trails,
- Tourism – outreach, project design & implementation,
- Health Care – records, patient aide,
- Entrepreneurship – business plan, resource development, fundraising plan, partnership development, community presentations,
- Aquatic Invasive Species – public education, community survey, information distribution,
- Animal Care – care and assessments,
- Public Park restoration – planning, public education, fundraising,
- Library Aide,
- Floral Design,
- Hospitality Industry,

Meaningful work experiences will be determined by the suitability and match according to the desired career path of the youth as determined through objective assessments, and Individual Service Strategies.

Traditional worksites in public and private non-profit sites are also planned. Work crews may work at different sites during the summer as projects are completed. Work crews may have participant supervisors or supervisors paid for by the program, in addition to the supervision provided by the worksites. Transportation and hand tools will be provided to work crews in addition to appropriate safety equipment.

The variety of training and work opportunities available will reflect unique aspects in each local area. Some worksites are envisioned to provide a structured learning opportunity, such as assisting in the construction of structures by groups such as Habitat for Humanity or Green Jobs like weatherization where linkages can be made with CBOs.

Additionally, the establishment of a glass pulverizing operation planned for a local Regional Educational Service Agency (RESA) will provide experience, training and employment to participants with disabilities. Participants will gain experience in the Green Jobs area as well as taking part in the construction of a pole building. All training opportunities for the glass pulverizing project will be under the direct supervision of an on campus instructor.

Some participants may work with an area Career Tech center to construct products, which will be sold for the costs of materials to local units of government. Participants will work under the guidance of Career Center staff.

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Participants may supervise or work with community recreation and similar programs and may mentor other youth as part of these structured experiences under the supervision of the sponsoring agencies.

In addition to providing work experience and employment to eligible youth, work experience will provide recent references and an opportunity to learn new skills for many of the participants.

Veterans' Priority of Service

IX.C.5.b. What policies and strategies does the state have in place to ensure that, pursuant to the Jobs for Veterans Act (P.L.107-288)(38 USC 4215), priority of service is provided to veterans (and certain spouses) who otherwise meet the eligibility requirements for all employment and training programs funded by the Department of Labor?

The State of Michigan is in the process of amending the current policy on Veteran's Priority of Service to reflect the changes required to be in compliance with 20 CFR 1010, and Job for Veterans Act (P.L. 107-288)(38 USC 4215). The changes to state and local policies will include the following provisions:

- a. Policies will ensure that **covered persons are identified at the point of entry** and provided with timely and useful information on priority of service. Measures will be developed to identify covered individuals who access the system remotely. Similar efforts will be made to encourage covered persons to self-identify through public notices posted in the One-Stop Service Centers, the state's virtual service point of entry, and the state's veterans' web site.
- b. The processes for identifying covered persons will ensure that they are given the **opportunity to take full advantage** of priority of service. Covered persons will be made aware of their **entitlement** to priority of service; the **full array of employment, training, and placement services available** and **any applicable eligibility requirements** for all employment and training programs funded by the USDOL. The state will endeavor to accomplish this through the following methods:
 - Notices posted in the One-Stop Service Centers,
 - Public Service Announcements released through various media outlets throughout the state,
 - Announcements on the DELEG-sponsored Veterans' Hour Radio Program,
 - Newsletters to Veterans Service Organizations.
- c. Additional activities to promote Veterans' Priority of Service awareness shall include:
 - Guidance given at Michigan Works! Director's Council meetings on the development and implementation of local plans,
 - Training of Local Veterans Employment Representative and Disabled Veterans' Outreach Worker staff who will convey the message to their local Michigan Works! Agencies,
 - Announcements at Workforce Development Board Meetings regarding federal and state policies on Veterans' Priority of Service,
 - Training webinars for One-Stop service provider staff,
 - Informational workshop on Veterans' Priority of Service at the Michigan Works! Annual Conference,
 - Tracking and monitoring of all federally funded programs subject to Veterans' Priority of Service guidelines.

Furthermore, each service delivery area, as a result of the Recovery Act, must modify the Comprehensive Five-Year Local Plan to include strategies that will be utilized when providing services authorized such as supportive services,

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including needs-related payments, as well as, the changes in WIA funding granted under the Recovery Act. Additionally, local areas must incorporate priority of service for veterans and eligible spouses sufficient to meet the requirements of CFR Part 1010, published in the Federal Register 78132 on December 14, 2008. If necessary, local areas should also include other modifications. Conditions which require a modification may include significant changes in local economic conditions, changes in the financing available to support WIA Title I and partner-provided WIA services, changes in Wagner-Peyser provisions or significant changes in local policy. Modifications are subject to the same 30-day public review and comment requirements that were applied to the approval of the original local plan.

Service Delivery to Targeted Populations

IX.C.4.a. Describe the state’s strategies to ensure that the full range of employment and training programs and services delivered through the state’s One-Stop delivery system are accessible to and will meet the needs of dislocated workers, displaced homemakers, low-income individuals, migrant and seasonal farm workers, women, minorities, individuals training for nontraditional employment, veterans, public assistance recipients and individuals with multiple barriers to employment (including older individuals, limited English proficiency individuals, and people with disabilities). [§112(b)(17)(A)(iv).]

Migrant and Seasonal Farm-workers

DELEG is involved with a number of strategies that address our diverse workforce, including:

- Bilingual staff at local One-Stop Service Centers to assist limited English proficiency clients,
- Interpreters via the telephone either through the Language Line or Pacific Interpreter with up to 150 available languages, and
- Video conferencing to assist the Deaf and Hard of Hearing population.

Low Wage-Low Skilled Workers-

A number of Michigan Regional Skills Alliances (MiRSAs) are successfully addressing the training needs of low wage/low skilled workers and focusing on career ladders. Such MiRSAs include:

- **KAL-TEC MiRSA** grew out of a five-county poverty reduction initiative. The project focuses on upgrading the skills of Kalkaska County residents that were employed, unemployed and under employed to advance the county’s level of workforce preparedness for the 21st Century knowledge-based economy.
- **Bridges to Success MiRSA** assists entry-level employees overcome personal barriers in one of the most economically depressed areas of Grand Rapids. By pooling resources, companies help resolve their common problems and become stronger businesses.

Examples of MiRSAs that focus on building career ladders include:

- **The East Central Health Care Alliance** is implementing a series of career ladder strategies to boost enrollments in health care related training.
- **Health Professionals for Michigan’s Future MiRSA** works with employers to restructure their hiring, retention, and promotional practices for entry-level health care positions to reduce attrition rates, facilitate career advancement, and improve employment opportunities in the health care sector in Flint’s renewal community.
- **The Detroit and Southeast Michigan Fund for Innovative Workforce Solutions** focuses on learners of English as a second language, persons over 18-years-old, low skilled, low income persons, and persons who typically have experienced multiple barriers to getting and keeping employment. The goal is to establish career pathway opportunities while connecting residents to entry level work in green sector pathways and persons who are ready to pursue more advanced training that leads to middle skills jobs in green sector jobs. Another goal is a health care goal targeted to those who already have a high school

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diploma or GED that may be an incumbent worker in the health care field or unemployed. The approach through this regional strategy is to build partnerships to establish new and more effective connections between low and moderate income workers and middle skilled, middle waged job openings in existing and emerging sectors. A major aspect of this regional strategy is the alignment of funds, systems, innovations, information and approaches through leveraging relations developed through collaborations.

- **The Detroit Learning Lab:** DELEG and the Knight Foundation, are collaborating to create a network of at least ten learning labs in southeast Michigan to tackle widespread illiteracy and innumeracy. Detroit Learning Labs will allow adults, English for Speakers of Other Languages, Very low-level learners (less than 6th grade), Mid-level learners (6th-8th grade), High-level learners (9th-12th grade), Learners seeking secondary credentials (GED/High-School Completion), access to improve basic skills using state of the art approaches to adult learning. Such learning labs would be operated by community partnerships that could involve a wide variety of partners, including adult education programs, Michigan Works! Agencies, community colleges, faith-based and community organizations, unions, libraries, K-12 public schools. Participants will have access to a high-standard learning environment staffed by well-trained teachers and mentors and will have direct links to post-secondary educational opportunities, jobs, and career pathways. Community colleges are redesigning their programs to help low-literacy adults get the basic skills needed and prepare for and succeed in occupational and technical degree programs.

Women and Minorities

The RCAR program is a pre-apprenticeship program targeting women, minorities, and economically disadvantaged individuals. It provides tuition-paid, fast track, customized training in job readiness skills, applied math, computers, blue-print reading, workplace safety, and an overview of the construction trades. To assist in overcoming challenges to success, the program offers supportive services and apprenticeship placement assistance.

The ECAR program builds off of the successful RCAR program by utilizing its basic program structure. ECAR focuses on preparing Michigan's female, minority, and economically disadvantaged workforce for apprenticeship positions, weatherization projects and other green construction jobs.

Individuals with Disabilities

The DELEG/BWT will utilize a portion of the Wagner-Peyser funds, as leverage, to support the Disability Program Navigator (DPN) Initiative for the period of July 1, 2009 through June 30, 2010. For the DPN Initiative, Wagner-Peyser funds will cover 50 percent of the cost of salaries and fringe benefits of at least nine navigator positions at the local One-Stop Service Centers, and will support 50 percent of the Lead Navigator's salary and fringe benefits for the same time period.

Disability Program Navigators will be located within One-Stop Service Centers throughout nine MWA service areas with a high concentration of persons with disabilities. The MWAs are [Berrien/Cass/Van Buren, Capital Area (Lansing), Career Alliance (Flint), Area Community Services Employment and Training Council (Grand Rapids), Detroit Workforce Development Department, Macomb/St. Clair, Oakland, Great Lakes Bay (Saginaw/Midland/Bay), and Southeast Michigan Community Alliance, Wayne County].

Navigators will guide One-Stop Service Center staff in helping individuals with disabilities to:

- Access and navigate the various programs that impact their ability to gain/retain jobs.
- Facilitate integrated, seamless, and comprehensive services in One-Stop Service Centers to persons with disabilities.
- Improve linkages to the employer community and develop demand-responsive strategies to meet their recruitment and retention needs.
- Facilitate the transition of in or out-of-school youth with disabilities to obtain employment and economic self-sufficiency.

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- Serve as a resource on programs that impact the ability of persons with disabilities to enter and remain in the workforce.
- Coordinate multiple partners to foster a collaborative effort by building Interagency Action Committees to address systems level barriers and Integrated Resource Teams to address individual level barriers to facilitate employment for job seekers with disabilities; including, but not limited to, older individuals, limited English proficiency individuals, disabled veterans, ex-offenders, and Supplemental Security Income (SSI) and Social Security Disability Insurance (SSDI) beneficiaries utilizing the One-Stop Service Centers.

Recovery Act funding will be used to lease a sign language interpreter test. Under the Deaf Person's Interpreter Act (Public Act 204, 1982, amended 2007) Michigan's Commission on Disability, Division on Deaf and Hard of Hearing (DODHH) is mandated to provide testing and certification to individuals practicing the profession of Sign Language interpreting. The DODHH anticipates the ability to test over 500 people annually. Without this certification people are unable to practice the profession of sign language interpreting. In addition the DODHH will contract with 20 additional persons to perform the services of rating the individual test; thus meeting the goal of Governor Granholm's to grow Michigan's economic workforce needs. These efforts will potentially aid 500 people toward gainful employment here in Michigan.

Operations

III. Include a description of the process the state used to make the Plan available to the public and the outcome of the state's review of the resulting public comments.

To meet the transparency and accountability provisions of the Recovery Act, local service delivery areas must provide to DELEG/BWT a listing of all youth contractors awarded Recovery Act funds and must post their list to their agency web site. A master list will then be created and posted to DELEG/BWT's web site.

Additionally, each service delivery area, as a result of the Recovery Act, must modify the Comprehensive Five-Year Local Plan to include strategies that will be utilized when providing services authorized such as supportive services, including needs-related payments, as well as the changes in WIA funding granted under the Recovery Act. Local areas must also incorporate priority of service for veterans and eligible spouses sufficient to meet the requirements of CFR Part 1010, published in the Federal Register 78132 on December 14, 2008. If necessary, local areas will also include other modifications. Conditions which require a modification may include significant changes in local economic conditions, changes in the financing available to support WIA Title I and partner-provided WIA services, changes in Wagner-Peyser provisions or significant changes in local policy. Modifications are subject to the same 30-day public review and comment requirements that were applied to the approval of the original local plan.

The following state efforts are being made to meet the goals of transparency with Recovery Act implementation:

- Maintain a web site (www.michigan.gov/recovery), to provide information about funding opportunities from the Recovery Act and projects funded by resources available through the Recovery Act; post reports and information about the state's expenditure and oversight of Recovery Act funds; provide e-mail, RSS, and Twitter (MIRecovery) updates when new information is available;
- Develop strategies for effective oversight and tracking of Recovery Act funds to ensure compliance with accountability and transparency requirements and minimize fraud, waste, and abuse;
- Work with state agencies to ensure consistent, timely, and accurate compliance with reporting and certification requirements under the Recovery Act; and
- Disseminate information to the public, state agencies, and recipients of Recovery Act funds regarding the Recovery Act.

The draft State Plan Modification was posted electronically to the DELEG's web site and made available for public comment and review. Instructions were included on how to submit comments.

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The DELEG received one comment regarding WIA and WP performance levels. The state will continue to review performance levels and appropriate economic and labor market data to determine if a renegotiation of performance levels is necessary.

The State Board, Council for Labor & Economic Growth is confident that the aforementioned strategies provided sufficient venues to engage the public and interested parties in the process.

State Policies and Requirements

VI.C. What state policies are in place to promote universal access and consistency of service statewide? [§112(b)(2).]

Recovery Act and Wagner-Peyser funds, as appropriate, will be used by local One-Stop Service Centers to ensure sufficient levels of staff exist to provide universal access and services to meet the needs of increased numbers of customers being served. Additionally, in the large, mostly urban service delivery areas, select agencies are exploring working together and pooling resources to serve larger groups of potential participants. Services to be offered include intake, eligibility determination, and orientations. As appropriate, a number of limited term staff are being hired to help process the larger volume of potential participants.

The State of Michigan recognizes the value of diversity and is committed to developing a statewide culture that continuously promotes universal access and equity and respect for differing customs, abilities, and beliefs of people who seek workforce services. All partners in the statewide delivery network are expected to create service environments that are welcoming and responsive to the cultural values of the communities they serve. Local Workforce Development Boards (WDBs), as part of the continuing obligation to provide universal access, as defined in 29 CFR 37.42 of the nondiscrimination regulations, must ensure that members of both sexes, the various racial, ethnic, age groups, and individuals with disabilities are made aware of, and encouraged to participate in, agency sponsored programs and activities.

To promote consistency in universal service standards, the state has also adopted the certification criteria for Michigan Works! Service Centers (Attachment A). This document provides the framework for service delivery within Michigan's approximately 100 One-Stops. A Michigan Works! Service Center (MWSC) is a location where all core services are accessible by employers and job seekers, and where services from workforce development programs are collocated for easy customer access. Service centers may be supplemented with satellite offices, which offer varying combinations of core services, intensive services, and training services. Conceptually, the Michigan Works! System is to be a composite of service centers and satellite offices, establishing multiple approaches to services that permit expansion of service delivery to every community and all customers. The system is governed locally by a partnership between the WDB and the Local Elected Official(s). This partnership is responsible for the design of a local system that meets customers' needs and the certification criteria. While local partnerships have direct control over the majority of programs included in the system through the receipt of funds, local partnerships also influence the expenditure of other funds that impact the education, training, and employment of the workforce. The local service area must have an integrated system of customer access and awareness, including a common telephone number, common publicity, a World Wide Web site, and other tools, as necessary, to ensure that the MWSC is highly visible and easy to locate and access.

Local Planning Process

VIII.D. Describe the state-mandated requirements for local areas' strategic planning, and the assistance the state provides to local areas to facilitate this process. [(§112(b)(2) and 20 CFR 661.350(a)(13).]

Each local service delivery area, as a result of the Recovery Act, is required to modify their local strategic plan to include strategies that will be used when providing services authorized under the Recovery Act (Attachment C).

Procurement

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VIII.F.5. Describe the competitive and non-competitive processes that will be used at the state level to award grants and contracts for activities under title I of WIA, including how potential bidders are being made aware of the availability of grants and contracts. [§112(b)(16).] (Note: All procurements must comply with OMB requirements codified in 29 CFR Parts 95.40-95.48 and 97.36.)

The DELEG issues a Request for Proposal (RFP) through either the program area (grants) or the Department of Management and Budget (contracts). The procedures followed are in compliance with the Office of Management and Budget circulars. Once responses to the RFP are received, a committee consisting of two members from the DELEG/BWT, as well as one member from another program area (for grants) or staff from the Department of Management and Budget (for contracts), evaluate and score the RFP responses based on pre-determined criteria and scoring system. The committee will open the sealed envelopes containing bid amounts from the vendors reaching the required threshold. The low bidder will be awarded the contract.

The State of Michigan follows the procedures within the procurement regulations, 29 CFR, at Section 97.36(d)(4) when utilizing a non-competitive grant and/or contract. Wagner-Peyser Employment Service (ES) grants are awarded by the DELEG/BWT, to local WDBs in accordance with Executive Order 1997-18, which has the effect of Michigan law. Public, merit-based Wagner-Peyser ES service providers are individually and competitively selected by the boards in accordance with the settlement agreement documents between the State of Michigan and the USDOL, dated July 31 and October 13, 1998.

Potential bidders are made aware of the availability of grants and contracts on the Department of Management and Budget web site and the DELEG web site. DELEG also maintains a potential bidders list for select WIA programs. All MWA directors and potential bidders appearing on the DELEG lists are mailed RFPs via the US Postal Service.

Recovery Act Youth Providers

The State of Michigan allocated Recovery Act Youth Funds to each of its 25 Service Delivery Areas. Local service delivery areas procured youth providers through one or a combination of both of the following mechanisms:

- A local RFP consistent with OMB requirements, and/or
- Expansion of existing procured youth contracts, via a state sought waiver.

A Local Workforce Investment Board (WIB) may award a contract to an institution of higher education or other eligible training provider if the local board determines that it would facilitate the training of multiple individuals in high-demand occupations, and if such a contract does not limit customer choice. Such a decision to seek a direct contract would be determined on a local basis and would take into consideration the local area's high-demand/emerging occupation lists and analysis of other providers offering comparable training.

Technical Assistance

VIII.G.2. Describe how the state helps local areas identify areas needing improvement and how technical assistance will be provided. [112(b)(14).]

Since late winter/early spring, the state has conducted bi-weekly conference calls with all local service delivery areas to discuss the Recovery Act, with emphasis on the youth summer employment opportunities. During the calls, state staff provided Recovery Act updates and local areas could ask specific questions and/or request technical assistance. All questions received during the calls and through electronic submissions from the Michigan Works! Agencies were provided in writing to all service delivery areas.

In addition to bi-weekly calls, state staff also attended first and second quarter “user” group meetings to discuss Recovery Act specific information including:

- Policy development;
- Funding distribution;
- Reporting and performance requirements; and
- Summer youth employment best practices.

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State staff used the Technical Assistance Readiness Implementation Tool developed by USDOL to gauge how ready the five largest (by funding) service delivery areas were to successfully implement Recovery Act provisions. As needed, local areas were provided additional information and tools (identified during the review).

Furthermore, local service delivery areas were encouraged to participate in USDOL Recovery Act Webinars.

Monitoring and Oversight

VIII.H. Describe the monitoring and oversight criteria and procedures the state utilizes to move the system toward the state’s vision and achieve the goals identified above, such as the use of mystery shoppers, performance agreements. [§112(b)(14).]

The state has a monitoring unit that has a written fiscal monitoring plan, which includes at a minimum procurement, cost accounting, tracking and reporting, and close-out activities for WIA and Wagner-Peyser funds. The plan consists of conducting three review cycles annually encompassing thorough fiscal on-site reviews of all 25 Service Delivery Areas.

In addition to the fiscal monitoring plan, the state is also in the process of developing a programmatic monitoring plan for Recovery Act and regular WIA and Wagner-Peyser funding:

Under the Plan, state staff will conduct desk audits prior to going on-site. Desk audits will provide staff an opportunity to conduct a review of approved local plans, other written communication and guidance, financial (including expenditures), and performance reports.

Fiscal and programmatic monitoring will also require local on-sight assessments conducted by state staff. In addition to the items reviewed during the desk audit, staff will also analyze:

- Financial status and performance reports,
- Indicators for local administration including procurement, fiscal expenditures, and performance measurement, and
- Indicators for local program design and elements, which are:
 - Program design framework activities;
 - Outreach, recruitment and referrals;
 - Intake, registration, and co-enrollment;
 - Objective assessment;
 - Individual service strategies; and
 - The ten youth program elements

Additionally, the state is in the process of hiring a limited term position to serve as program specialist for the Recovery Act summer youth employment program. Job duties include:

- Oversee and coordinate implementation statewide of the Recovery Act summer youth employment program.
- Coordinate, conduct, and oversee the monitoring and tracking of youth served with Recovery Act funds.
- Coordinate recruitment strategies with state staff, local service delivery areas, and other public and private entities to attract youth participation into the program.
- Perform other duties as assigned, including monitoring Recovery Act reemployment services.

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Accountability and Performance

X.C.1. Describe the state’s performance accountability system, including any state-system measures and the state’s performance goals established with local areas.

The state uses the WIA performance accountability system established by the USDOL/Employment Training Administration to assess the effectiveness of local areas in achieving continuous improvement of workforce investment activities in order to optimize the return on investment of WIA funds. Reports detailing performance on all 17 measures are published quarterly for all local areas. These reports allow the state and local areas to monitor performance outcomes in order to establish trends and identify measures requiring corrective action. Furthermore, performance data is available at the contractor level.

In order to meet the state’s goal of the development of a 21st century workforce, WIA funds will be used to invest in higher education and increased skill levels for placement and retention in high paying jobs that exist today and for jobs needed in the future. The state will continue to monitor the Employment and Credential Rates and the Skill and Diploma Attainment Rates during Program Year 2009. These WIA performance measures will serve as indicators to track progress toward meeting the state’s goal and vision for the workforce investment system.

The state will determine the level of the performance goals for all core indicators. Instructions as issued to all local areas to provide the state with recommended performance levels for all 17 measures for the applicable Program Year. These recommended levels must be both reasonable and defensible given prior performance levels and anticipated economic developments. The state will request documentation for any performance level significantly below prior levels. The state will compile local level recommended performance levels into a statewide level. The state will request a revised state level performance goal if a significant difference exists between the compiled levels and the previously determined levels.

The established program goals for PY 2009 are:

1. The Adult Entered Employment Rate goal is: 88 %.
2. The Adult Employment Retention Rate goal is: 85 %.
3. The Adult Average Earnings goal is: \$10,200.
4. The Adult Employment and Credential Rate goal is: 83 %.
5. The Dislocated Worker Entered Employment Rate goal is: 94 %.
6. The Dislocated Worker Employment Retention Rate goal is: 92 %.
7. The Dislocated Worker Average Earnings goal is \$13,200.
8. The Dislocated Worker Employment and Credential Rate goal is: 83 %.
9. The Older Youth Entered Employment Rate goal of is 83%.
10. The Older Youth Employment Retention Rate goal of is: 85%.
11. The Older Youth Average Earnings Change goal is: \$3,500.
12. The Older Youth Credential/Certificate Rate goal is: 79%.
13. The Younger Youth Skill Attainment Rate goal is: 95%.

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14. The Younger Youth Diploma or Equivalent Attainment Rate goal is: 89%.
15. The Younger Youth Retention Rate goal is: 79%.
16. The Customer Satisfaction Score goal is 91.0.
17. The Employer Customer Satisfaction Score goal is 86.0.

There are no state-system measures or additional state performance goals.

The state and local boards will evaluate performance on an ongoing basis. The state will make available performance reports that will permit monthly and quarterly evaluation of local performance. These reports will be available at the contractor level. The ability to review performance at the contractor level will allow the local boards to reinforce the strategic direction of the system. Should performance at the local level fall below expectations, the state will take corrective action.

Any local area that fails to meet at least one performance indicator may request technical assistance for those performance indicators that were not met. Failure to meet local performance measures is defined as a negative overall score for the total of all performance indicators within each program activity or achieving less than 80 percent of the planned performance level for any performance measure.

If such failure continues for the same performance measure for a second consecutive year for a local area, the state shall take corrective actions. The local area's circumstances will be reviewed on an individual basis, taking into consideration the nature of the problem and the technical assistance activities undertaken to correct the problem during the prior program year. Based on this review, a corrective action plan including a timetable will be developed. The corrective action may include the development of a reorganization plan through which the state may:

1. Require the appointment and certification of a new local board (consistent with criteria established under the WIA),
2. Prohibit the use of eligible providers and One-Stop partners identified as achieving a poor level of performance, and/or
3. Take other actions the state determines appropriate.

In order to effectively monitor participants who are served using Recovery Act funds, the One-Stop Management Information System (OSMIS) has been modified. A new special initiative indicator has been added to the WIA registration page called "Recovery Funds Participant". This indicator is located under a new heading on the registration page called "Recovery Act Information". To ensure full and accurate reporting of Recovery Act funds, a participant who is served in any part using Recovery Act funds should have this indicator set to "Yes". The system will automatically set this indicator to "Yes" for WIA Older Youth who are ages 22 - 24 -years-old since youth participants in this age range are only allowed if they are Recovery Act participants.

In addition, a new activity called "Summer Youth Work Experience" has been added to the WIA Youth activities screen. The new activity is found at the bottom of the screen next to a new group header called "Summer Youth Recovery Funds." This new activity will only appear on the activities screen after April 30, 2009, and only if the "Recovery Funds Participant" indicator has been set to "Yes" on the registration screen.

WIA Youth who are enrolled in the "Summer Youth Work Experience" activity starting May 1, 2009, and ending September 30, 2009, will be held to the work readiness portion of the skill attainment performance standard only. In order to meet this performance standard, summer youth must be given a "Goals" activity in the OSMIS, with a Skill Development Category of "Work Readiness Skill" and an appropriate goal, which must be attained by the end date of their "Summer Youth Work Experience" activity.

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WIA Youth may also be given additional services and activities as appropriate to meet their needs during the summer work experience. These additional activities will not result in additional performance measures provided that the youth is enrolled in the “Summer Youth Work Experience” activity and all activities start no earlier than May 1st and end no later than September 30th.

If the DELEG/BWT receives a requested performance indicator waiver from USDOL, out-of-school youth participants, ages 18-24, may continue to participate in work experience activities for the six months beyond the summer period (October 1 through March 31). Eligible youth participants covered under this waiver may also receive supportive services in addition to work experience and only be subject to the “work readiness” portion of the skills attainment rate performance indicator.

Local service delivery areas will have flexibility in determining which tool/assessment is used to measure the Work Readiness indicator. However, the same tool/assessment must be used for both the pre- and post-tests. Local areas will demonstrate that participants earned a measurable increase in work readiness skills consistent with the Work Readiness Skills Goals definition outlined in Training and Employment Guidance Letter 17-05.

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Waiver Requests

In accordance with the Training and Employment Guidance Letter (TEGL) No. 7-08, issued December 11, 2008, and TEGL 14-08, issued March 18, 2009, the State of Michigan (“the state”) is requesting approval of the following regular formula and Recovery Act waivers for the remainder of Program Year (PY) 2009.

Existing WIA Waiver Requests

The following WIA waivers and work-flex authority will continue to assist the state in developing its workforce investment system. Subsequently, to retain maximum flexibility, we are requesting an extension of the four existing waivers and work-flex authority through June 30, 2010.

1. In an effort to continue quality client-customer service and evaluation of alternative Individual Training Account (ITA) service methodologies, the state seeks to extend its waiver on the time limit of initial eligibility of training providers for one local area. Included in this waiver request is approval for the local area to continue to pilot an ITA Tiered Provider System for the duration of this plan. Since its inception, the ITA Tiered Provider System has:
 - a. Increased customer choice in the area of training opportunities,
 - b. Built a stronger partnership base with job training institutions, and
 - c. Encouraged innovative initiatives among providers to maximize workforce development service availability.

Currently, no state or local statutory or regulatory barriers to implementation of this proposed waiver exist. Pre-approval of the required procedure to be followed under this waiver request has been obtained.

Although this waiver has achieved established goals (i.e., improved program performance and training services for the individuals impacted [WIA customers within the affected local area]), additional time is necessary to gain appropriate customer and training provider outcomes and feedbacks. With the extension of the ITA Tiered Provider System, the following waiver-related research, improvements, and/or expansion outcomes are planned:

- a. The introduction of an agri-business alliance, which would benefit from the multiple training opportunities available on the system.
- b. The continued growth of the training choices.
- c. Completion of a review of ITA-waiver impacts experienced during the incidence of local plant closings.
- d. Initiation of comparative analyses of contiguous Michigan Works! Regions with regard to client-customer choices and outcomes.
- e. Determination of the strategic planning benefit offered via the system as a result of the region’s involvement in the Mid-Michigan Workforce Innovation in Regional Economic Development (WIRED) project.
- f. Continued data collection to determine overall system impact.

State strategies and initiatives will be furthered through the continuation of this waiver by increasing participants’ skills levels and, subsequently, employability. Monitoring of this waiver is achieved through the review and analysis of quarterly reports submitted by the local service delivery area.

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2. The state seeks to extend its waiver that allows the utilization of a portion, up to twenty percent, of the funds reserved for Rapid Response activities as “local activity funds” to operate an Incumbent Worker Training Program as described under Section 134(a)(3)(A)(iv)(I) and consistent with 20 CRF Sections 665.210 and 665.220, at the local Workforce Development Board (WDB) level. These funds will be utilized in the same manner as statewide activities funding.

Current economic conditions and excessive long-term unemployment throughout Michigan industries has resulted in the reduction in the state’s workforce, a perpetual decline in business productivity, and significant business restructuring and/or closure. Incumbent Worker Training has become a viable tool to assist in the recovery of Michigan’s economy.

Currently, no state or local statutory or regulatory barriers to implementation of this proposed waiver exist. Pre-approval of the required procedure to be followed under this waiver request has been obtained.

Incumbent Worker Training is identified via multiple pathways throughout the state including in conjunction with the local service delivery areas, the Michigan Economic Development Corporation, local economic development agencies, Chamber of Commerce, or other business organizations. Additionally, the state is in the process of developing an investment model that will provide an efficient systematic approach to managing ad hoc requests for incumbent worker training funding. The planned model includes the following criteria:

Investment Model Minimum Eligibility Requirements/Pre-Qualifications:

- State of Michigan Business
- Training to Supplement not Supplant Existing Training Initiatives
- No Displacement of Current Workers
- No Federal Disbarment
- Current on All Tax Obligations
- Commitment to Retain Workers After Training
- Completion of Training within Two Program Years
- Post Job Openings with Michigan Department of Energy, Labor, & Economic Growth
- Provide 50 percent Match

Investment Model Application Components:

- Employer Name
- Industry
- Number of Current Employees
- Number of Employees Targeted for Training
- Amount of Funding Company has Set Aside for Employee Training
- Positions/Occupations Targeted for Training
- Institution Targeted to Deliver Training
- Identification of Industry Certification at Training Completion
- Budget Detail
- Outcome Detail

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Additionally, requests from individual employers shall also include identification of innovative profit streams to diversify their portfolio to prove the need for incumbent worker training. Often, new profit streams introduce processes and technologies that require new skills of their workforce. Individual employers shall also include evidence of workforce policies linked to economic development policies in priority industry sectors (e.g., manufacturing, health care, skilled trades, life sciences, homeland security, and other industries of state or regional importance).

DELEG is working with businesses to upskill incumbent workers by creating partnerships with local Michigan Works! Agencies and two/four year educational institutions to design and deliver the required training to incumbent workers. Training tailored for incumbent workers must emphasize overall layoff aversion strategies and may include job specific retraining or skills upgrading related to layoff aversion, on-the-job training, customized training, and/or classroom training. In addition to incumbent worker training for employees, the selected employer will be offered access to a full array of One-Stop services.

The goals of this waiver are:

- a. Increase employer exposure and use of the state’s public workforce system, and
- b. Improve the state’s overall economic and business climate.

In addition to the realization of the waiver goals, expected additional programmatic outcomes are:

- a. WDBs ability to respond quickly and efficiently to immediate local needs,
- b. Participant’s skills are upgraded, and
- c. Participant’s wages increase.

Participating incumbent workers throughout the state will be positively impacted by this waiver.

The state will monitor participating service delivery areas through the review and analysis of quarterly reports. Information obtained through the reports includes:

- Participating Companies;
- Industries Companies Represent;
- Reason for Training;
- Type of Training;
- Length of Training;
- Participants Enrolled;
- Participants Completed Training;
- Training Provider;
- Training Outcome (Certificate, Credential, Certification); and
- Participating Employer Satisfaction Survey Results

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Approval of this waiver will continue to enhance overall WIA programs and activities at the local level, and will provide additional flexibility for the use of state set-aside Rapid Response funds enabling WDBs to tailor their programs to provide definitive layoff aversion strategies. This waiver will also assist in increasing retention rates and will avoid additional strain on the state's workforce, unemployment, and health and human services resources.

The state anticipates continued support and implementation of this program with extension approval. Furthermore, incumbent worker layoff aversion strategies provided by this waiver will provide potential for deteriorating businesses to stay viable by saving jobs as well as potentially expanding and adding future employment.

The WIA state coordinators dedicated to the administration of WIA programs will examine the effectiveness of the implementation of layoff aversion strategies provided to affected employers as a result of this waiver. This strategy will ensure that goals of the described waiver, as well as those outlined in the existing state WIA and Wagner-Peyser Strategic Plan, are consistent with established objectives of the WIA, federal, and state regulations.

In accordance with the WIA regulations at 20 CFR 661.230(d), which provides requirements of public review and comment, the Michigan Department of Energy, Labor & Economic Growth (DELEG) posted the extension and waiver request for comment and review for local Workforce Development Boards (WDBs) and the general public.

3. The state seeks to extend its waiver allowing the redistribution of recaptured local area Adult, Dislocated Worker, and Youth funds based on a WDB's requested amount, demonstrated capacity to expend formula funds, and performance in the current and prior program years, rather than redistribution based solely on a federally mandated formula as described in the WIA Sections 128(c) and 133(c) and the provisions of 20 CFR Section 667.160. Providing the state with greater flexibility in the administration of WIA funding and aligning limited workforce development resources with current demands will further the state's workforce system and will increase the rate of investment of WIA funding.

Currently, no state or local statutory or regulatory barriers to implementation of this proposed waiver exist. Pre-approval of the required procedure to be followed under this waiver request has been obtained.

Through its continued implementation, the waiver will ensure that federal funds will be more efficiently and effectively managed. Furthermore, maximum service provision and program performance will be enhanced by redistribution to workforce areas where the greatest potential impact may be realized.

The goal of this waiver extension is to ensure that WIA formula funds are redistributed to those WDBs with the greatest need. In continuing to execute this waiver, the following will occur:

- a. Increased number of individuals in need of service will be served,
- b. WDBs identifying unmet needs or experiencing the sudden need for increased services in their area may have access to additional resources, and
- c. The rate of investment of WIA funds will increase.

The state will determine the amounts of funding to be redistributed to WDBs based on factors such as:

- a. Requested amount,
- b. Demonstrated capacity to expend the formula funds, and
- c. Performance in the current and prior program years.

This waiver may potentially impact all service delivery areas and their WIA participants.

The state seeks to continue to redistribute WIA formula funds to WDBs that have achieved not only required expenditure levels, but also established performance levels. Redistribution of funds based solely

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on whether a WDB achieves its expenditure level does not address a WDB's funding needs or performance outcomes.

WIA State Coordinators will continuously monitor agency expenditures levels to ensure the waiver goals are met.

In accordance with the WIA regulations at 20 CFR 661.230(d), which provides requirements of public review and comment, the DELEG posted the extension and waiver request for comment and review for local WDBs and the general public.

4. The state seeks to extend its waiver that allows Central Area Michigan Works! Consortium (CAMWC) increased flexibility to design and deliver workforce services to respond effectively to the mass dislocation in their service delivery area due to the closure of Electrolux Home Products.

By statute, WIA training services must be provided by a training institution on the statewide eligible training provider list. However, many qualified training institutions are not willing to dedicate the manpower necessary to fulfill WIA data requirements.

CAMWC faces the following eligible training provider challenges as it works with the mass dislocation at Electrolux Home Products:

- a. The number of appropriate training providers within a reasonable distance is insufficient to meet demand. Furthermore, the limited number of providers who are located in the area are experiencing record enrollments and are currently serving at capacity.
- b. Training programs listed on the eligible training provider list are currently limited to a program provided by a single training institution. As the need for additional programs grows, training providers have engaged in discussions regarding the expansion of programs by coordinating training offerings, such as a combination of curriculum. However, if one of the institutions is not on the training list, participants are unable to receive the coordinated training.
- c. There is one university within CAMWC's geographic region. Many individuals, including those who have not completed their degree, individuals who have a bachelor degree but because of declining employment opportunities need to change industry sectors, or individuals that need a few classes to upgrade their skill sets would benefit from training at the university. However, individuals are prevented from accessing this training due to the university's decision to not provide the necessary information to appear on the eligible training provider list.

Currently, no state or local statutory or regulatory barriers to implementation of this proposed waiver exist. Pre-approval of the required procedure to be followed under this waiver request has been obtained.

Through its continued implementation, the waiver will allow CAMWC to expend training opportunities for Electrolux participants by the:

- a. Development of new training program opportunities from existing curriculum currently on the eligible training provider list, and
- b. Inclusion of training providers not currently on the approved eligible training provider list.

CAMWC will continue to conduct assessments to determine which participants need training to successfully reenter the workforce. Consideration will be given to an individual's long-term goals and objectives.

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Training provided through this work-flex will be limited to demand occupations in the CAMWC region, as supportive by local labor market information, and will not include training above the bachelor level.

Impacted Individuals: The training provided under this waiver will continue to serve participants of CAMWC. Only those current and subsequent individuals dislocated as a result of Electrolux Home Products, based in Greenville, Michigan, will be served under this waiver authority.

By extending this waiver, the state's workforce investment system will be furthered by enabling CAMWC the most strategic response possible in their continued service of Electrolux participants and, in doing so, address the need for a more skilled workforce.

The assigned WIA State Coordinator will continuously monitor agency training activities to ensure the waiver goals are met.

In accordance with the WIA regulations at 20 CFR 661.230(d), which provides requirements of public review and comment, the DELEG posted the extension and waiver request for comment and review for local Workforce Development Boards (WDBs) and the general public.

5. When requesting the waiver for CAMWC, the state also requested and was granted, status as a work-flex state. The state seeks to extend its work-flex authority for the duration of this strategic plan. Continued work-flex status will allow local service delivery areas to request, and the state to approve, waivers of statutory requirements. Local areas interested in requesting that a specific requirement be waived, must submit such a request in writing to the state. All requests will continue to be consistent with Section 192 of the WIA and Section 661.410 of the WIA Final Regulations and must clearly state the requirement to be waived, the outcomes to be achieved, and measures taken to ensure appropriate accountability. The local service delivery area must also ensure that meaningful public comment was sought from any local board affected by the request and by the general public, including business and organized labor. Requests will be handled on a case-by-case basis. The state will continue to notify the U.S. Department of Labor (USDOL) of all approved local-level waiver approvals.

In accordance with the WIA regulations at 20 CFR 661.230(d), which provides requirements of public review and comment, the DELEG posted the extension and waiver request for comment and review for local WDBs and the general public.

Additional Recovery Act Waiver Requests

The following list of new WIA waiver requests will assist in implementing funding and provisions of the Recovery Act related to the WIA Adult and Youth Programs. Therefore, to ensure maximum flexibility we are requesting three new waivers for the time period of February 17, 2008 through June 30, 2010.

1. Current economic conditions and excessive long-term unemployment throughout Michigan industries has resulted in the reduction in the state's workforce, a perpetual decline in business productivity, and significant business restructuring and/or closure. Existing funding sources are not sufficient to meet the needs of Michigan's struggling businesses. Subsequently, as detailed in TEGL 14-08, the state seeks a waiver that allows the utilization of a portion, up to 20 percent, of Recovery Act funds reserved for rapid response activities as "local activity funds" to operate Incumbent Worker Training (IWT) activities as described under WIA Section 134(a)(3)(A)(iv)(I) and consistent with 20 CFR Sections 665.210 and 665.220. The state is seeking the ability to use Recovery Act Rapid Response funds for layoff aversion strategies consistent with the language in TEGL 14-08.

Currently, no state or local statutory or regulatory barriers to implementation of this proposed waiver exist. Pre-approval of the required procedure to be followed under this waiver request has been obtained.

Incumbent Worker Training is identified via multiple pathways throughout the state including in conjunction with the local service delivery areas, the Michigan Economic Development Corporation, local

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economic development agencies, Chamber of Commerce, or other business organizations. Additionally, the state is in the process of developing an investment model that will provide an efficient systematic approach to managing ad hoc requests for incumbent worker training funding. The planned model includes the following criteria:

Investment Model Minimum Eligibility Requirements/Pre-Qualifications:

- State of Michigan Business
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- Provide 50 percent Match

Investment Model Application Components:

- Employer Name
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- Number of Current Employees
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- Identification of Industry Certification at Training Completion
- Budget Detail
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Additionally, requests from individual employers shall also include identification of innovative profit streams to diversify their portfolio to prove the need for incumbent worker training. Often, new profit streams introduce processes and technologies that require new skills of their workforce. As well as evidence of workforce policies linked to economic development policies in priority industry sectors (e.g., manufacturing, health care, skilled trades, life sciences, homeland security, and other industries of state or regional importance).

DELEG is working with businesses to upskill incumbent workers by creating partnerships with local Michigan Works! Agencies and two/four year educational institutions to design and deliver the required training to incumbent workers. Training tailored for incumbent workers must emphasize overall layoff aversion strategies and may include job specific retraining or skills upgrading related to layoff aversion, on-the-job training, customized training, and/or classroom training. In addition to incumbent worker training for employees, the selected employer will be offered access to a full array of One-Stop services.

The goals of this waiver are:

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- a) Increase employer exposure and use of the state’s public workforce system, and
- b) Improve the state’s overall economic and business climate.

In addition to the realization of the waiver goals, expected additional programmatic outcomes are:

- c) WDBs will be able to respond more quickly and efficiently to immediate local needs,
- d) Participant’s skills are upgraded, and
- e) Participant’s wages increase.

Participating incumbent workers throughout the state will be positively impacted by this waiver.

The state will monitor participating service delivery areas through the review and analysis of quarterly reports. Information obtained through the reports include:

- Participating Companies;
- Industries Companies Represent;
- Reason for Training;
- Type of Training;
- Length of Training;
- Participants Enrolled;
- Participants Completed Training;
- Training Provider;
- Training Outcome (Certificate, Credential, Certification);
- Participating Employer Satisfaction Survey Results

Approval of this waiver will continue to enhance overall WIA programs and activities at the local level, and will provide additional flexibility for the use of state set-aside Rapid Response funds enabling WDBs to tailor their programs to provide definitive layoff aversion strategies. This waiver will also assist in increasing retention rates and will avoid additional strain on the state's workforce, unemployment, and health and human services resources.

Furthermore, incumbent worker layoff aversion strategies provided by this waiver will provide potential for deteriorating businesses to stay viable by saving jobs as well as potentially expanding and adding future employment.

The WIA state coordinators dedicated to the administration of WIA programs will examine the effectiveness of the implementation of layoff aversion strategies provided to affected employers as a result of this waiver. This strategy will ensure that goals of the described waiver, as well as those outlined in the existing state WIA and Wagner-Peyser Strategic Plan, are consistent with established objectives of the WIA, federal, and state regulations.

In accordance with the WIA regulations at 20 CFR 661.230(d), which provides requirements of public review and comment, the DELEG posted the extension and waiver request for comment and review for local WDBs and the general public.

2. As detailed in TEGL 14-08, the state requests a waiver of WIA Section 123 and consistent with 20 CFR 664.405(a)(4) requirement that eligible providers of youth activities shall be identified on a competitive basis. That is, the state is requesting a waiver to expand existing competitively procured contracts. This

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waiver request is only applicable for summer youth work experience funded by the Recovery Act during the summer of 2009.

Justification:

The approval of this waiver will allow rapid implementation of summer 2009 youth employment programs for eligible youth by expanding existing competitively procured contracts.

The Employment and Training Administration (ETA) has strongly encouraged states and local areas to use as much of these funds as possible to operate expanded summer youth employment opportunities during the summer of 2009. However, current WIA regulations require that service providers must be selected by awarding a grant or contract on a competitive basis. The competitive procurement process involves significant time and multiple steps, which impacts a local service delivery area's ability to implement a summer youth work experience in a timely manner.

Steps to procure a contract include:

- Development of a Request for Proposal (RFP)
- Public posting and review of RFP
- Bidders conference to answer RFP questions
- Review of proposals
- Selection of provider(s)
- Approval by local Workforce Investment Board (WIB)

In response to the Recovery Act's requirement of "rapid implementation" of a summer work experience component and to reduce/eliminate the barriers to "rapid implementation," local areas began to take specific action to streamline and/or condense the RFP process (developed Recovery Act RFPs based on traditional WIA youth services, shortened the RFP posting period, made arrangements to hold emergency WIB meetings, as necessary, etc.) However, it became apparent that given the limited period of time and the necessary steps outlined above, "rapid implementation" could not be achieved. As a result, the state is seeking relief from this barrier to allow local areas to expand existing competitively procured contracts by up to 100 percent or the amount necessary to successfully implement a summer youth work experience.

Currently, no state or local statutory or regulatory barriers to implementation of this proposed waiver exist. Pre-approval of the required procedure to be followed under this waiver request has been obtained.

Individuals impacted by this waiver include: out-of-school youth, those most at risk of dropping out, foster care youth, youth offenders, homeless and runaway, youth with disabilities, and migrant and farmworker youth.

Local WIBs seeking to utilize this waiver will be required to modify their existing five-year comprehensive youth plan and submit the plan to the state for approval. Additionally, all WIBs are required to publicly announce identified youth contractors on their web site and submit a list to the state for publication on the state's web site.

The WIA State Coordinators dedicated to the administration of WIA programs, as well as, WIA Compliance Monitoring conducted by the Internal Auditing and Monitoring Division will examine the implementation and effectiveness of this waiver. These monitoring and compliance strategies will make certain that outlined goals and intentions, as described by the local area in the required five-year youth plan modification and the existing state WIA and Wagner-Peyser Strategic Plan, are met. Specifically, to ensure reasonable safeguards exist, the state has established a written fiscal monitoring plan which includes, at a minimum procurement, cost accounting, tracking and reporting, and close-out activities. The state will conduct three review cycles encompassing thorough fiscal on-site reviews of all local service delivery

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areas. Furthermore, local service delivery areas will conduct reviews and audits covering, at a minimum, the same fiscal topics stated above.

The state assures it and local service delivery areas will comply with established objectives of the WIA, federal and state regulations, state and local procurement laws and polices, as well as, Office of Management and Budget requirements (29 CFR Parts 95.40-95.48 and 97.36).

In accordance with WIA regulations at 20 CFR 661.230(d) which provide requirements of public review and comment, the DELEG posted the extension and waiver request for comment and review for local WDBs and the general public.

3. As detailed in TEGL 14-08, the state seeks a waiver of WIA Section 136(b)(2) and consistent with 20 CFR 666.100(a)(3)(i)(A) of required youth performance measures for out-of-school youth ages 18 to 24 served with Recovery Act funds for the first six months following the summer of 2009 (i.e., October 2009 to March 2010) who participate in work experience only. Approval of this waiver will allow the state to use the work readiness indicator as the only indicator performance measure for eligible youth described above.

The state is seeking approval of this waiver which will remove barriers for out-of-school youth who have opportunities available beyond the USDOL defined summer months of May 1st through September 30th. Consistent with parameters of the Recovery Act, the State of Michigan seeks to implement a robust summer youth work experience, which may extend beyond the defined summer months. In some instances, the extension of summer work experiences for eligible youth would add prolonged experience to the neediest of youth by allowing them to receive all necessary services to transition successfully beyond the WIA youth program. Local service delivery areas may be hesitant to serve these neediest youth beyond the defined summer period “May-September” due to concerns over statutory performance measures. Subsequently, implementation of this waiver will allow a greater amount of eligible youth to be served while permitting the local area to be held accountable for the work readiness indicator only.

Currently, no state or local statutory or regulatory barriers to implementation of this proposed waiver exist. Pre-approval of the required procedure to be followed under this waiver request has been obtained.

In addition to the specified intent and goal of this waiver, local areas will put forth efforts into the transition of eligible youth into the WIA Adult program including offering core and intensive services, as appropriate. Such services will enable participating youth to further their education and training experience, thus creating a stronger and more successful workforce.

The WIA State Coordinators dedicated to the administration of WIA programs will examine the implementation and effectiveness of this waiver. This strategy will make certain that outlined goals and intentions, as described by the local area in the required five-year comprehensive youth plan modification and the existing state WIA and Wagner-Peyser Strategic Plan, are met. In particular, the state will review requests to assure compliance of established objectives of the WIA, federal and state regulations, as well as state and local policies.

In addition to the waiver of required WIA youth performance measures, the state is seeking program design flexibility for out-of-school youth ages 18 to 24 who participate in work experience only beyond the summer months. This added flexibility will assist efforts in the implementation of WIA Youth services under the Recovery Act and will support the intent of Congress to serve out-of-school youth. The flexibility consists of the following:

- a. Flexibility to determine which of the ten program elements are made available.
- b. Flexibility to determine whether a 12 -month follow-up for youth is required.
- c. Flexibility to determine the type of assessment and Individual Service Strategy for each individual.

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In accordance with WIA regulations at 20 CFR 661.230(d), which provide requirements of public review and comment, the DELEG posted the extension and waiver request for comment and review for local WDBs and the general public.



JENNIFER M.
GRANHOLM
GOVERNOR

STATE OF MICHIGAN
DEPARTMENT OF ENERGY, LABOR & ECONOMIC GROWTH
LANSING

STANLEY "SKIP"
PRUSS
DIRECTOR

ATTACHMENT A

Official

Advisory Administration Unit (AAU)

Policy Issuance (PI): 09- 02

Emailed to MWAs on May 1, 2009tr

Date: May 1, 2009

To: Michigan Works! Agency (MWA) Directors

From: Alisande E. Henry, Manager, AAU (**SIGNED**)
Department of Energy, Labor & Economic Growth (DELEG)

Subject: Certification Criteria for Michigan Works! Service Centers (MWSCs)

Rescissions: AAU PI 09-01

References: The Workforce Investment Act (WIA) of 1998
WIA Final Rules and Regulations

**Programs
Affected:** N/A

Background: Michigan's Workforce Investment System integrates workforce development, economic development, and education in order to meet the needs of both employers and job seekers. The MWSCs comprise a comprehensive subsystem within the state's Workforce Investment System of publicly and privately funded programs and services that address employers' needs for skilled workers and helps jobseekers and other individuals find new jobs, retain employment, and advance their skills.

The MWSCs, or One-Stop Service Centers, are envisioned in the Workforce Investment Act (WIA) as the primary vehicle for creating a workforce investment system that is organized around customer needs and demands, rather than around programs and funding sources. This philosophy requires integration of services across agencies and programs, to reduce redundancy, improve customer access, and to improve quality.

MWSCs provide the one-stop access to key workforce investment programs and partners, promoting seamless service delivery to employers, students, persons with disabilities, veterans, welfare recipients, migrant and seasonal farm workers, ex-offenders, unemployed, underemployed, and employed individuals.

MWSCs are certified using a process including self-assessment, a plan narrative, and on-site reviews.

The MWSC certification process and criteria are coordinated with the requirements of the WIA Comprehensive Five-Year Local Plans for Adults, Dislocated Workers, and Youth and Michigan Works! System Plan for each MWA.

Policy:

Service Center Criteria

Effective May 1, 2009, MWSCs will be recertified based on criteria outlined in this policy for Calendar Years (CYs) 2010 and 2011. Changes in this policy from the previous issuance are as follows:

Section I, B – WIA Core Services to Individuals has been updated to include citations from the WIA and the WIA Final Rules and Regulations, and the provision of grievance procedures.

Section I, C – WIA Intensive Services and Section I, D – Training and Career Education Services to Jobseekers has been updated to include citations from the WIA and WIA Final Rules and Regulations.

Section II, B - System Program and Partners incorporates the requirement that all local services and programs be integrated with current State priorities and initiatives.

Section III, B – Satellite Offices provides satellite office exceptions and requires MWAs to list criteria which prevent each satellite office in their local area from being certified as a full service center.

Section VI, A – System Identity has been updated to include that in addition to certified service centers, satellite offices must be approved to incorporate the Michigan Works! Service Center name and logo as a common statewide identifier.

Section IX, C – On-Site Review states that satellite offices will be visited for approval of use of the Michigan Works! Service Center name and logo.

Action:

MWA officials shall prepare and submit a Service Center System Narrative and Michigan Works! Service Center Self-Assessment Checklist within 30 business days from the date of this policy issuance to the attention of:

Ms. Sue Ann Searles, Workforce Specialist
AAU/DELEG
P.O. Box 30004
Lansing, Michigan 48909

Inquiries:

Questions regarding this PI should be directed to Ms. Sue Ann Searles, Workforce Specialist at 517-335-5928.

The information contained in this PI will be made available in alternative format (large type, audio tape, etc.) upon special request received by this office.

Expiration

Date:

December 31, 2011

AEH:SS:tr
Attachments

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I. Customer Services

A. Core Services for Employers

A broad range of integrated services are provided free of charge to all employers to support economic and workforce development efforts. These services must include:

- Assistance in finding qualified workers;
- Labor exchange using the Michigan Talent Bank;
- Interview facilities at Service Centers;
- Access to labor market and related information through the Michigan Career Portal website;
- State and/or federally generated information on the Americans With Disabilities Act (ADA);
- Information regarding consultations on workplace accommodations for persons with disabilities;
- Information on and referral to business start-up, retention and expansion services;
- Information on and referral to sources for developing customized training programs;
- Information on and referral to career preparation activities;
- Information on Trade Adjustment Assistance (TAA) and certification;
- Rapid response to mass layoffs and plant closings;
- Information about incentives such as on-the-job training (OJT) programs, based on worker eligibility; and
- State and/or federally generated information on tax credits for new hires.

B. WIA Core Services for Individuals

Core services are information and resources that are available to everyone free of charge. Core services provide job seekers and other individuals with information and tools to further their job-finding efforts, including the use of electronic systems, printed, and audio-visual materials. As authorized in WIA Section 134 (d) (2) and 20 Code of Federal Regulations (CFR) 662.240, these services consist of:

- Outreach, intake and orientation to the information and services available through the MWSCs;
- Information about program eligibility requirements, application and grievance procedures;
- Eligibility determinations regarding Workforce Investment Act (WIA) Title I Adult and Dislocated Worker funding assistance;
- Information regarding filing claims for unemployment compensation;
- Information relating to supportive services available in the local area, including child care and transportation, and referral to such services, as appropriate;

- Referrals for all programs identified in Section II: System Program and Partners. This includes screening to determine possible eligibility for various programs and financial assistance sources.
- Referral to assistance in establishing eligibility for financial aid for training and education programs available in the local area that are not funded under the WIA;
- **Oral interpretation and written translation services for persons with limited English speaking proficiency to ensure meaningful access to programs and services;**
- Labor exchange using the Michigan Talent Bank;
- Job, career, and skill self-assessment tools;
- Initial assessment of skill levels, aptitudes, abilities, and supportive service needs;
- Employer directories for job search: e.g., America’s Labor Market Information System resources, Internet-based directories, and commercial products;
- Resume writing software and support materials;
- The Michigan Career Portal website and other state provided systems;
- Local human services directories;
- Occupational training information;
- Financial aid information;
- Job search, job placement, and career counseling information, as appropriate;
- Workplace and other reasonable accommodations information;
- Regional and national labor market information, including job vacancy listings, and information on the job skills necessary to obtain the jobs described in the job vacancy listings, information relating to local high-demand occupations and the skills required and earnings potential for such occupations;
- The Career Education Consumer Report, which provides performance information and program cost information on eligible training services providers, as described in WIA Title I Section 122;
- Performance information and program cost information on providers of adult education described in WIA Title II, providers of post-secondary career and technical education activities and career and technical education activities available to school dropouts under the Carl D. Perkins Vocational and Applied Technology Education Act (20 U.S.C. 2301 et seq.), and providers of vocational rehabilitation program activities described in Title I of the Rehabilitation Act of 1973 (29 U.S.C. 720 et seq.);
- Information regarding how the local area is performing on the local performance measures and any additional performance information regarding the local workforce investment system; and

- Follow up services, including counseling regarding the workplace, for not less than 12 months after the first day of the employment, as appropriate for customers in WIA Title I activities who are placed in unsubsidized employment.

C. WIA Intensive Services for Jobseekers

In accordance with the WIA, Section 134 (d) (3) (C) and 20 CFR 663.200, intensive services are available, based on program eligibility and other criteria determined locally, to targeted populations to support workforce investment efforts. These intensive services do not constitute an entitlement. As funding permits, the following customer groups will be afforded access to intensive services, based on eligibility:

- Adults, dislocated workers, and older youth (18-21 as appropriate) who are unemployed, who have been unable to obtain employment through core services, and who have been determined by a Service Center operator to be in need of more intensive services in order to obtain employment;
- Adults, dislocated workers, and older youth (18-21 as appropriate) who are employed, but who have been determined by a Service Center operator to be in need of intensive services in order to obtain or retain employment that allows for self-sufficiency;
- People with disabilities;
- Public assistance recipients;
- People who are eligible for adult education;
- Veterans;
- Ex-offenders;
- People referred from Friend of the Court (FOC); and
- Migrant and seasonal farm workers.

The following intensive services will be available, as funding permits, to customers who are included in one of the above-mentioned customer groups. Some individuals may not be eligible to receive all intensive services.

- Comprehensive and specialized assessments, which may include diagnostic testing, in-depth interviewing, and other assessment tools to evaluate skill levels and service needs and to identify employment barriers and appropriate employment goals;
- Development of an individual employment plan to identify employment goals, appropriate achievement objectives, and the necessary combination of services to facilitate achievement of the employment goals;
- Group counseling;
- Individual counseling and career planning;
- Case management for participants seeking training and career education services; and

- Short-term prevocational services, including development of learning skills, communication skills, interviewing skills, punctuality, personal maintenance skills, and professional conduct to prepare individuals for unsubsidized employment or training.

D. Training and Career Education Services for Jobseekers

As authorized under the WIA, Section (d) (4) (D) and 20 CFR 663.300, training and career education services are available to targeted populations, based on program eligibility and other locally determined criteria, to support workforce investment efforts. These services do not constitute an entitlement. As funding permits, the following customer groups will be afforded access to training and career education services based on eligibility:

- Adults, dislocated workers, and older youth (18-21 as appropriate) who have met the eligibility requirements for intensive services and who are unable to obtain or retain employment through such services;
- Adults, dislocated workers, and older youth (18-21 as appropriate) who, after an interview, evaluation or assessment and case management, have been determined by a Service Center operator or Service Center partner to be in need of training and career education services and to have the skills and qualifications necessary to successfully participate in the selected training;
- Adults, dislocated workers, and older youth (18-21 as appropriate) who select training programs and career education services directly linked to employment opportunities in the local area or in another area to which the adults or dislocated workers are willing to relocate;
- Adults, dislocated workers, and older youth (18-21 as appropriate) who are unable to obtain assistance made available under grant programs such as federal Pell Grants;
- Adults, dislocated workers, and older youth (18-21 as appropriate) deemed eligible under the state's priority system, if such a system is established by the Governor;
- People with disabilities;
- Public assistance recipients;
- People who are eligible for adult education;
- Veterans;
- Ex-offenders;
- People referred from FOC; and
- Migrant and seasonal farm workers.

The following training and career education services may be available, as funding permits, to customers included in the above-mentioned customer groups. Some customers may not be eligible to receive all training and career education services.

- Occupational skills training, including training for nontraditional employment;
- On-the-job training (OJT);
- Programs that combine workplace training with related instruction, which may include cooperative education programs and apprenticeships;

- Training programs operated by the private sector;
- Skill upgrading and retraining;
- Entrepreneurial training;
- Job readiness training;
- Adult education and literacy activities; and
- Customized training conducted by an employer or group of employers with a commitment to employ an individual upon successful completion of the training.

II. System Programs and Partners

A. Access to the services from the following programs will be included in the local Service Center location or through referral.

- WIA Title I Adult, Dislocated Worker, and Youth;
- Jobs, Education, and Training (JET), JET Plus (Work First);
- Food Assistance Employment and Training;
- Employment Service;
- TAA;
- Vocational Rehabilitation (Michigan Rehabilitation Services [MRS]);
- Career and Technical Education;
- WIA Title II Adult Education and Literacy and State Adult Education;
- Unemployment Insurance;
- Veterans Employment Service;
- WIA Title I funded Migrant and Seasonal Farm Workers, where available;
- Senior Community Service Employment Program;
- Vocational Rehabilitation (Michigan Commission for the Blind [MCB]);
- WIA Title I Job Corps;
- WIA Title I Veterans;
- WIA Title I Native Americans;
- Community Services Block Grant Employment and Training; and
- Housing and Urban Development Employment and Training, where available.

B. All local services and programs must be integrated with current State priorities and initiatives. In addition, local WDBs/LEOs are encouraged to incorporate into their local system the following services and programs, as well as others based on local conditions and available resources:

- Community college, secondary career and technical education placement services, job search classes, financial aid, and related services;
- Government procurement services;
- Community mental health programs, particularly those related to job training and placement;
- Substance abuse services;
- Economic development services;
- AmeriCorps program;
- Homeless programs;
- Transportation systems and service providers; and
- All locally funded employment and training programs.

III. Local Service Center System

Under Title I of the WIA, each Michigan Works! area must have at least one MWSC that meets the following criteria:

- Provides at least the core services identified in this document; and
- Has all of the following programs physically located at the site, if the program is funded and available in the local area. For the program to be considered physically located at the site, the services described in the following matrix must be offered.

<u>PROGRAM</u>	SERVICES REQUIRED AT SERVICE CENTERS			
	Provide Information on and Referral to Program	Intake/Registration	Eligibility Determination (If applicable)	Enrollment in Program and Referral to Program Activity
PROGRAM SERVICES DELIVERED AT THE SERVICE CENTER				
WIA Title I Adult	X	X	X	X
WIA Title I Dislocated Worker	X	X	X	X
Employment Service (funded by Wagner-Peyser)	X	X	X	X
Veterans Employment Service	X	X	X	X
Vocational Rehabilitation (MRS)	X	X	X	X
Trade Adjustment Assistance (TAA)	X	X	X	X
PROGRAM SERVICES AVAILABLE THROUGH REFERRAL				
WIA Title I Youth	X			
JET, JET Plus, (Work First)	X			
Food Assistance Employment and Training	X			
Unemployment Insurance	X			
Senior Community Service Employment Program	X			
Secondary and/or Post-secondary Career and Technical Education	X			
Vocational Rehabilitation (MCB)	X			
WIA Title II Adult Education and Literacy and State Adult Education	X			
WIA Title I Funded Migrant and Seasonal Farm Workers	X			
WIA Title I Job Corps	X			
WIA Title I Veterans	X			
WIA Title I Native Americans	X			
Community Services Block Grant Employment and Training	X			
Housing and Urban Development Employment and Training	X			

A. Service Delivery Options

The local service area must have an integrated system of customer access and awareness, including a common system telephone number, common publicity, a World Wide Web site, and other tools, as necessary, to ensure that the MWSC is highly visible and easy to locate and access.

MWSC locations must be based on convenient access for customers. It is expected that MWSCs will be located in any area with sufficient population density. Other factors to consider when planning center locations include:

- Accessibility for people with disabilities,
- Public transit routes,
- Commuting patterns for jobs,
- Conventional wisdom in the region regarding acceptable travel distance for services,
- Proximity of ancillary services,
- Parking,
- Unemployment level,
- Poverty level, and
- Cost.

There are two options available for local service center delivery system design:

- Service Center(s) Model - agencies are physically located in the same building, integrated and/or linked electronically.
- Service Center(s) and Satellite Office(s) Model - main Service Center locations(s) plus other points of entry that link with the main center.

Regardless of which service delivery model is implemented in an area, each system must adhere to the criteria outlined in this policy.

Systems incorporating satellite offices must be designed so that regardless of where the customer enters the system, he or she will not have to go to more than two locations to access all of the core services.

B. Satellite Offices

Satellite Offices deliver program services but do not satisfy all of the criteria to be certified as a MWSC. Satellite office exceptions can include but are not limited to:

- Rotating and/or reduced levels of staff;
- Reduced hours; and
- Absence of one or more required partners/programs.

At a minimum, locations designated as satellite offices must:

- Comply with applicable federal accessibility standards.

MWAs will provide, through the MWSC Narrative, a list of criteria not satisfied for certification for each satellite office in their local area.

C. Service Center Configuration

MWSC physical layout must be consumer – driven with services by function rather than by program. For example:

- Signs at the MWSC direct customers by function, not program or agency;
- A common reception area, information services, and waiting area are provided; and
- Staffs from various agencies and program areas sit together based on related functions, not agency affiliation or program funding, as practical.

It is the expectation that MWSCs not meeting this physical layout criteria will develop a plan for compliance to occur within a feasible period of time but no later than relocation or lease negotiation. Technical assistance with physical design and layout of MWSCs will be made available upon request.

MWSCs must have facilities sufficient to accommodate the following:

- Both individual and group consultations with customers,
- A common reception area,
- A self-serve resource area or “resource room”,
- Space for itinerant staff, and
- Employer interview facilities.

A cafeteria, childcare facilities, clothes closet, and other special features are encouraged to support a customer friendly system.

D. Hours of Operation

MWSCs are required to operate consistent with State of Michigan workdays and holidays. The department will provide a list of State holidays for each calendar year by October 1 of the preceding year.

E. Resource Rooms

Service Centers must have a self-serve resource area or “resource room” which offers the following services to customers:

- Labor exchange tools
- Computer applications software
- Resume writing software
- Career exploration software
- Job, career, and skill self-assessment tools
- Career, job, and labor market information
- Career planning information
- Job search information
- Interviewing information
- Information on resumes, cover letters, etc.
- Information on job retention
- Directories
- Periodicals

Specific requirements include:

- Career exploration computer applications to benefit job seekers, including the Career Portal;

- Access to the Michigan Talent Bank, as required for core services;

Specific materials are not required for the other mandated services; however, some suggestions on materials to fulfill the requirements are provided in “Attachment A”. Resource room materials are to be offered in multiple formats to accommodate different learning styles. Examples include having resource materials available online and also in hard copy.

Resource rooms should be readily accessible (near front entrance) and in close proximity of the receptionist, greeter, and/or disability navigator.

To ensure that individuals can easily access needed services, MWSCs must have staff available at all times to help customers navigate the Service Center system.

F. Collocation

Collocation focuses on the physical presence of multiple key programs and partners within one convenient location promoting readily available, seamless services to employers and jobseekers. The chart on page eight depicts the required services that must be delivered at MWSCs either at the Service Center location or through referral. WDBs/LEOs are encouraged to consider, dependent on local conditions, defining collocation of programs as having the MWSC as the sole location for the delivery of program services. The MWSC will be the publicly recognized location for customers to access services from the program. Administrative functions of the program may be at a different location.

Employment Services Funded by Wagner-Peyser

Staff that deliver Wagner-Peyser funded employment services to the universal population must be exclusively located at MWSCs and locations designated as satellite offices. Other locations require the approval of the BWT.

Michigan Rehabilitation Service (MRS)

MRS staff must be located at each MWSC, either on a full-time or part-time basis.

G. Accessibility and Inclusion

MWSCs need to be inclusive of all customers to be effective. Inclusion honors and accommodates diversity. A universally accessible system requires meeting the diverse customer needs that exist within the local service delivery area, which includes the needs of individuals with disabilities, people of different cultures, and persons with barriers to employment. Where inclusion abounds, centers are welcoming, inviting, accommodating, and accessible to everyone.

As recipients of federal funds, Michigan Works! Agencies (MWAs) are required to comply with various regulations relating to non-discrimination, equal opportunity, and inclusion. The most critical of these regulations are:

- Implementation of the Nondiscrimination and Equal Opportunity Provisions of the Workforce Investment Act of 1998
- Section 504 of the Rehabilitation Act of 1998, as amended;
- Titles I and II of the ADA;
- The Americans with Disabilities Act Accessibility Guidelines (ADAAG) or the Uniform Federal Accessibility Standards (UFAS)

In addition, priority will be given to assuring that throughout the system persons with physical, mental, cognitive and sensory disabilities will have programmatic and physical access to all MWSC services and activities. The commitment to adequately serving persons with disabilities extends beyond the specialized services of vocational rehabilitation.

To ensure a universally accessible and inclusive system, each local service area is encouraged to embrace the overall philosophy of Michigan's One-Stop Inclusion Workgroup Final Report.

IV. Resource Integration

Integrated service delivery is a key component of a demand-driven workforce investment system. True integration goes beyond collocation of system partners. Service integration ensures that program and community resources are utilized effectively to create human capital solutions for businesses, industry, and individual customers. MWSCs must allocate resources for system operation. However, these resources go beyond program funding. WDBs must ensure that the local delivery system also addresses:

- The contributions of appropriate staff positions by required programs and other locally determined partners to an integrated service delivery system, often requiring changes in the way work is performed.
- The contribution by required programs and other locally determined partners of buildings, equipment, and other assets to the larger picture of integrated programming.

V. Information Technology Systems

Integrated service delivery is best supported by making customer information readily accessible to all One-Stop partners. Common, open, and linked systems conserve resources and help provide a common statewide identity for the MWSCs. For these reasons, each local system must incorporate the following features:

- Conduct statewide labor exchange via the Michigan Talent Bank; and
- Tracking of information through the use of the state-developed One-Stop Management Information System (OSMIS) or other state-approved centralized, integrated management information system capable of allowing shared access to participant records among service delivery programs and partners.

WDB/LEOs may also decide to implement the following on a local level:

- Use technology and automated systems to support information sharing in an integrated delivery system.
- Institute electronic transfer of program-specific data into individual program reporting systems.

VI. System Marketing

Effective marketing of the Michigan Works! brand will create awareness in the marketplace and establish expectations among Michigan Works! customers concerning the types of services provided in the MWSCs. Good marketing practices help insure MWSCs' continued success and visibility. Exceptions to the following marketing criteria must be approved by the DELEG.

A. System Identity

- Only certified service centers and approved satellite offices may incorporate the Michigan Works! Service Center name and logo as a common statewide identifier.
- The Michigan Works! Logo is black and red. "Michigan" is black and set above the larger word "Works!" The word "Works!" should be displayed in red (Pantone 200).

- The Michigan Works! name and logo must be included on forms, communications, and publicity materials, along with the equal opportunity taglines and other appropriate nondiscrimination/equal access notices.
- All telephone greetings must incorporate the Michigan Works! system identity and required state initiatives.
- Local areas must use the common, statewide toll-free telephone number, 1-800-285-WORKS, in all marketing and public relations materials. Publication of the toll-free number must be accompanied by reference to the TTY, Michigan Relay Center number or other equally effective means by which the MWSC may be reached by individuals with impaired hearing and/or speech.
- Each MWA will send publicity materials deemed as best practices to the Michigan Works! Association. This will allow for coordination of new materials and will also provide the opportunity for information sharing among the 25 workforce areas and at the state level.

B. References

Publications and websites must incorporate the phrase “Supported by the State of Michigan.”

C. Signage

- MWSC signage must be sufficiently prominent to assure customer recognition of the location, and if possible, should be larger in size than the signage of any other programs.
- Although logo dominance is important on the sign, it is equally important not to add other logos or information that detract from the Michigan Works! identity. Additions to the sign should be current, limited, and appealing.

VII. Customer Satisfaction and Service Accountability

The continuous improvement of services to both employers and job seekers is crucial to Michigan’s workforce productivity and competitiveness. Local WDBs/LEOs must address the following:

- Use the data generated through state developed systems of measuring customer satisfaction, such as the Mystery Shopper, for the purposes of monitoring customer service levels and implementing service improvements for employers and job seekers.
- To ensure integrated and effective services, each local system must use the OSMIS; a centralized, integrated management information system that permits sharing participant records among service delivery programs and partners.
- Protect customer confidentiality, as required by state and federal law and regulations, and other considerations as described in interagency agreements for information sharing.
- Each local service area must institute the state defined system of measuring performance.

VIII. Customer Relations

Certified MWSCs must present and promote a professional, businesslike, and accessible service center setting.

- Each office location must have a trained staff person: i.e., a receptionist, a greeter, and/or a disability navigator positioned at the entrance of the Service Center to direct customers upon entry and assist them in accessing various employment, workforce development, and related community services.
- Services are provided in a business-like manner and all individuals are treated with respect as a valued customer.
- A system of management and staff development must be in place that supports service integration and collocation principles, as well as informed, professional, and customer friendly service.

IX. Certification

There is a three-step process for becoming certified:

- Self-assessment,
- Completion of a Service Center Delivery System Narrative, and
- On-site review.

A. Self-Assessment

MWAs will conduct a self-assessment using the Michigan Works! Service Center Self-Assessment Checklist, Attachment B, for each MWSC. This self-assessment is meant as a reflective exercise to assist the MWA in understanding how far it may be from meeting or exceeding the criteria in this policy. A self-assessment signed by the MWA Director must accompany the Service Center Delivery System Narrative for each MWSC.

B. Service Center Delivery System Narrative

Each MWA will complete a Service Center Delivery System Narrative that describes their local delivery system using the format outlined in Attachment C.

C. On-Site Review

A site visit from designated DELEG staff will take place. This on-site review will occur after receipt of the Service Center Delivery System Narrative and corresponding self-assessment checklist. Certification is biennial that will start with the issuance of this policy. Upon receipt of the certification package, DELEG staff will come on-site to certify that the MWSC currently and will continue to meet and exceed the certification criteria over the next year. Satellite offices will be visited to ensure compliance with criteria outlined in this policy, with exceptions taken into consideration, and for approval of use of the Michigan Works! name and logo.

D. Non-Compliance

In instance of non-compliance, a corrective action letter will be sent to the MWA director outlining the criteria that is not being met. The MWA will then notify the DELEG/AAU in writing, within 30 business days of the date of the corrective action letter, the proposed corrective action and resolution date. In some instances, the recommended corrective action may include re-designating the location as a satellite or affiliated office.

E. Certification Certificate and Listing

MWSCs will be certified based on the service center requirements outlined in this policy. MWSCs that meet the requirements in this policy will be provided with an official “Certified Michigan Works! Service Center” certificate, which must be displayed in a prominent area at the service center. In

addition, certified MWSCs will be listed in Distribution H of the State's Directory and Distribution List.

F. Updates to DELEG Directory and Distribution List

The department should receive written notification, within 10 business days, of service centers:

- Relocated;
- Re-designated to satellite offices or full service MWSCs;
- Changes in contact information, such as a new telephone number; and
- Changes in days and hours of operation.

Using Attachment D, MWSC Change Form, changes shall be submitted to:

Michigan Department of Energy, Labor & Economic Growth (DELEG)
Advisory Administration Unit (AAU)
P.O. Box 30004
Lansing, Michigan 48909

G. Periodic On-Site Visits

In addition to the biennial certification process, DELEG staff may randomly review MWSCs when conducting equal opportunity compliance and/or other field reviews.

Examples of Resources that Fulfill the Minimum Requirements for Resource Rooms

Resource Room Service	Specific Examples Offered
Labor Exchange Tools	<ul style="list-style-type: none"> ▪ Michigan Talent Bank Component of the CareerPortal ▪ Restricted Use Telephones for Local Employer Calls with TTY ▪ Access to Facsimile Machine ▪ Access to Photocopy Machine ▪ Access to Printers ▪ Internet Access to Other Job Hunting Sites with Specific Sites Book Marked for Customers
Computer Applications Software	<ul style="list-style-type: none"> ▪ Word Processing Software <ul style="list-style-type: none"> - Microsoft Word - Corel WordPerfect ▪ Accessible Software for Persons with Disabilities
Resume Writing Software	<ul style="list-style-type: none"> ▪ CHOICES ▪ Easy Resume ▪ Job Works ▪ Military Resume Writer ▪ Resume Maker ▪ Sample Job Applications ▪ Winway Resume
Career Exploration Software	<ul style="list-style-type: none"> ▪ Michigan Occupational Information System (MOIS) ▪ Occupational Information Network (O*NET) ▪ Occupational Outlook Handbook ▪ CareerPortal
Job, Career, and Skill Self-Assessment Tools	<ul style="list-style-type: none"> ▪ APTICOM ▪ Career Ability Placement Survey (CAPS) ▪ Career Exploration Inventory ▪ Career Occupational Preference Survey (COPS) ▪ Career Pathways ▪ Discover ▪ Holland’s Self-Directed Search (SDS) ▪ IDEAS Interest Test ▪ Job Search Attitude Inventory (JSAI) ▪ Leisure Work Search Inventory ▪ Mavis Typing Test and Typing Tutor ▪ Skill Stalker ▪ Substance Abuse Self-Assessment Instrument (SASSI) ▪ Skills Identification
Career, Job, and Labor Market Information	<ul style="list-style-type: none"> ▪ A Tough New Labor Market ▪ America’s 50 Fastest Growing Jobs ▪ Apprenticeship Information ▪ Are You Better Off Working? ▪ Atlas of the American Economy ▪ Employment Service Agency LMI Web Site (www.michigan.gov/lmi) ▪ Ferguson’s Guide to Apprenticeship ▪ Occupational Outlook Handbook ▪ Peterson’s Job Opportunities ▪ The Adams Jobs Almanac ▪ The Career Box ▪ U.S. Industry and Trade Outlook ▪ Work in the New Economy

Resource Room Service	Specific Examples Offered
Career Planning Information	<ul style="list-style-type: none"> ▪ Change Your Job, Change Your Life ▪ Discover the Best Jobs for You ▪ Guerilla Tactics in the New Job Market ▪ How to Look for Work ▪ Job Hunting Handbook ▪ Job Search Briefs (50 Briefs by Job Shop, Inc.) ▪ The Best Jobs for the 1990's and Into the 21st Century ▪ Wishcraft ▪ What Color is Your Parachute?
Job Search Information	<ul style="list-style-type: none"> ▪ 50 Ways to Get Hired ▪ Finding a Job on the Internet ▪ Find the Job You've Always Wanted in Half the Time with Half the Effort ▪ Getting the Job you Really Want ▪ How to Locate Jobs and Land Interviews ▪ Knock 'Em Dead ▪ The 110 Biggest Mistakes Job Hunters Make (And How to Avoid Them) ▪ The New Quick Job-Hunting Map ▪ The Job Doctor: Good Advice on Getting a Job ▪ The Very Quick Job Search Book ▪ Job Search Methods That Get Results ▪ Job Search Skills for Tough Times ▪ Paper Job Search Tools
Interviewing Information	<ul style="list-style-type: none"> ▪ 101 Great Answers to the Toughest Interview Questions ▪ Dynamite Answers to Interview Questions ▪ How to Have a Winning Job Interview ▪ Interviewing for Success: A Practical Guide to Increasing Job Interviews, Offers, and Salaries ▪ Knock 'Em Dead (With Great Answers to Tough Interview Questions) ▪ Sweaty Palms: The Neglected Art of Being Interviewed ▪ The Quick Interview and Salary Negotiation Book ▪ Doing Mock Interviews ▪ How Do I Get Started Interviewing? ▪ Interviewing: Answering Problem Questions ▪ Interviewing: Mastering the Job Interview ▪ Succeeding in Your Interview ▪ The Seven Phases of a Job Interview ▪ Tips for Successful Interviewing
Information on Resumes, Cover Letters, etc.	<ul style="list-style-type: none"> ▪ Cover Letters They Don't Forget ▪ Damn Good Resume Guide ▪ Does Your Resume Wear Blue Jeans ▪ Dynamic Cover Letters ▪ Dynamite Resumes: 101 Great Examples and Tips for Success ▪ Gallery of Best Resumes ▪ How to Write a Winning Resume ▪ The Perfect Resume ▪ The Quick Resume and Cover Letter Book ▪ Writing Resumes
Information on Job Retention	<ul style="list-style-type: none"> ▪ Job Survival Skills ▪ Keeping Your Job ▪ Negotiate for Whatever You Want ▪ Positive Work Habits

Resource Room Service	Specific Examples Offered
Directories	<ul style="list-style-type: none"> ▪ Touch-Screen Kiosk and General Information and Services Offered in the Service Center ▪ Chamber of Commerce Directories ▪ Local Human Services Directory ▪ Michigan Business Directory ▪ Michigan Manufacturers Directory ▪ Telephone Directories
Periodicals	<ul style="list-style-type: none"> ▪ Local Newspapers ▪ Business Periodicals ▪ Crain’s Detroit Business ▪ The Wall Street Journal
General Information	<ul style="list-style-type: none"> ▪ Adult Education Information ▪ Child Day Care Information ▪ Financial Aid Information ▪ High School Equivalency (G.E.D. Testing) Information ▪ Job Training Information ▪ Local Transportation Information ▪ Medicaid Information ▪ Workplace Accommodation Information ▪ Americans With Disabilities Act (ADA) and Job Site Accommodations Information ▪ Information on ADA Consultation ▪ Information on Ergonomic Assessments ▪ Information on Retention Services for the Troubled Employee ▪ Information on Disability Sensitivity Awareness Training ▪ Information on Return to Work Services ▪ Unemployment Insurance Handbook ▪ Grievance Procedures
Assistive Technology/and Alternative Formats	<ul style="list-style-type: none"> ▪ Braille Printers With Appropriate Braille Translation Software ▪ Closed Captioned Videotapes ▪ TTY or equally effective communication system ▪ TextHELP Read and Write ▪ Zoom Text – Screen Magnifier ▪ WiVik – Onscreen Keyboard Used in Conjunction With The Trackball ▪ Large Computer Monitor (19”) Trackball, and a Switch (large button that works like the left click button on a mouse) ▪ Height Adjustable Work Stations that can be raised or lowered to accommodate wheelchairs.

**MICHIGAN WORKS! SERVICE CENTER
SELF-ASSESSMENT CHECKLIST**

Michigan Works! Agency:	Contact Name:
Service Center Name:	Telephone Number:
Service Center Address:	Reviewer:
	Date of Review:

Criteria

Compliance

Customer Services

Does the Service Center offer all of the following **services** to both employers and job seekers, as required by state policy:

- Core Service for Employers? Yes No
- Core Services for Individuals? Yes No
- Intensive Services for Job Seekers, as funding permits? Yes No
- Training and career education services, as funding permits? Yes No

System Programs and Partners

- Does the Service Center, either at the location or through referral, provide access to all programs, services, and available partners, as required by state policy? Yes No
- Are all local services and programs integrated with current State priorities and initiatives? Yes No

Service Delivery Options

Is the Service Center location convenient for customers to access, including:

- Accessibility for people with disabilities? Yes No
- Public transit routes in close proximity? Yes No
- Conventional wisdom in the region regarding acceptable travel distance for services? Yes No
- Proximity of ancillary services? Yes No
- Available parking? Yes No

Service Center Configuration

- Is the layout of the Service Center by services offered rather than by program? Yes No

- | | | |
|--|------------------------------|-----------------------------|
| Does the Service Center have a common reception area? | Yes <input type="checkbox"/> | No <input type="checkbox"/> |
| Does the Service Center have space to accommodate both individual and group consultation with customers? | Yes <input type="checkbox"/> | No <input type="checkbox"/> |
| Does the Service Center have space to accommodate itinerant staff? | Yes <input type="checkbox"/> | No <input type="checkbox"/> |
| Is space available in the facility for employer interviews? | Yes <input type="checkbox"/> | No <input type="checkbox"/> |
| Are the Service Center hours of operation consistent with State workdays holidays? | Yes <input type="checkbox"/> | No <input type="checkbox"/> |

Resource Rooms

Does the Service Center have a resource room that contains the following:

- | | | |
|--|------------------------------|-----------------------------|
| Labor exchange tools? | Yes <input type="checkbox"/> | No <input type="checkbox"/> |
| Career exploration computer applications to benefit jobseekers, including the Career Portal? | Yes <input type="checkbox"/> | No <input type="checkbox"/> |
| Access to the Michigan Talent Bank? | Yes <input type="checkbox"/> | No <input type="checkbox"/> |
| Computer applications software? | Yes <input type="checkbox"/> | No <input type="checkbox"/> |
| Resume writing software? | Yes <input type="checkbox"/> | No <input type="checkbox"/> |
| Job, career, and skill self-assessment tools? | Yes <input type="checkbox"/> | No <input type="checkbox"/> |
| Career, job, and labor market information? | Yes <input type="checkbox"/> | No <input type="checkbox"/> |
| Career planning information? | Yes <input type="checkbox"/> | No <input type="checkbox"/> |
| Job Search information? | Yes <input type="checkbox"/> | No <input type="checkbox"/> |
| Interviewing information? | Yes <input type="checkbox"/> | No <input type="checkbox"/> |
| Information on resumes, cover letters, etc.? | Yes <input type="checkbox"/> | No <input type="checkbox"/> |
| Information on job retention? | Yes <input type="checkbox"/> | No <input type="checkbox"/> |
| Directories? | Yes <input type="checkbox"/> | No <input type="checkbox"/> |
| Periodicals? | Yes <input type="checkbox"/> | No <input type="checkbox"/> |
| Assistive technology and alternative formats? | Yes <input type="checkbox"/> | No <input type="checkbox"/> |
| Staff available at all times to help customers navigate the Service Center system? | Yes <input type="checkbox"/> | No <input type="checkbox"/> |

Collocation

Does the Service Center have all the programs collocated and fully integrated in one facility, as required by state policy:

- | | | |
|--------------------|------------------------------|-----------------------------|
| WIA Title I Adult? | Yes <input type="checkbox"/> | No <input type="checkbox"/> |
|--------------------|------------------------------|-----------------------------|

- WIA Title I Dislocated Worker? Yes No
- Veterans Employment Service? Yes No
- Trade Adjustment Assistance (TAA)? Yes No
Employment Services funded by Wagner-Peyser? Yes No
- Michigan Rehabilitation Services? Yes No

Accessibility and Inclusion

Has the Service Center met its obligation to ensure that throughout the system persons with physical, mental, cognitive and sensory disabilities will have programmatic and physical access to all Service Center services and activities, as evidenced by EO Compliance Review? Yes No

Resource Integration

Are the following resources allocated for system operation:

Contributions of appropriate staff positions by required programs and other locally determined partners to an integrated service delivery system? Yes No

The contribution by required programs and other locally determined partners of buildings, equipment and other assets? Yes No

Information Technology Systems

Does the local system incorporate the following features:

State-wide labor exchange is conducted via the Michigan Talent Bank. Yes No

The state-developed One-Stop Management Information System (OSMIS) or other state-approved centralized, integrated management information system is utilized for record management and the sharing of participant records amongst service delivery programs and partners. Yes No

System Marketing

Does the facility have outdoor signage with the Michigan Works! name and logo (“Michigan” in black, set above the larger word, “Works!” in red) which is sufficiently prominent in size and position to assure customer recognition of the location? Yes No

Is the Michigan Works! name, logo, and statewide toll-free telephone number included on various forms, communications, and all marketing and public relations materials? Yes No

Does the service center staff incorporate the Michigan Works! identity and required initiatives in all telephone greetings? Yes No

Do publications and websites include a reference to the

State of Michigan?

Yes

No

Customer Satisfaction and Service Accountability

Does the Service Center use the data generated through state developed systems of measuring customer satisfaction, such as the Mystery Shopper, for the purposes of monitoring customer service levels and implementing service improvements for employers and job seekers?

Yes

No

Is customer confidentiality protected, as required by state and federal law and regulations, and other considerations as described in interagency agreements for information sharing?

Yes

No

Has the local service area instituted the state defined system of measuring performance?

Yes

No

Customer Relations

Does the office location have a trained staff person, i.e., a receptionist, a greeter and/or a disability navigator positioned at the entrance of the Service Center to direct customers upon entry and assist them in accessing various employment, workforce development, and related community services?

Yes

No

Is a system of management and staff development in place that supports service integration and collocation principles, as well as informed, professional, and customer friendly service?

Yes

No

I, _____, Michigan Works! Agency Director, certify that the Michigan Works! Service Center name above meets the requirements outlined in the Certification Criteria for Michigan Works! Service Centers Policy Issuance effective July 1, 2006.

**Service Center Delivery System
Narrative**

A. Michigan Works! Agency (MWA) Identification Information

Service Center Delivery System Contact Person: Identify the MWA contact person, including phone number and email address, for purposes of discussing the plan narrative.

B. Description of Local Service Center Delivery System

1. Identify the locations of service centers meeting certification criteria in your area including address, phone number, and hours of operation.
2. Identify the locations meeting satellite office criteria in your area including address, phone number, hours of operation, and the criteria which prevent the office from being certified as a full service center.
3. Describe the services provided and partners represented in each service center meeting certification criteria and satellite office criteria.
4. Identify the locations not meeting certification criteria or satellite office criteria but deliver services.
5. Describe any services delivered and/or partnerships that are considered a best practice in any service center or satellite office.

MICHIGAN WORKS! SERVICE CENTER (MWSC) CHANGE FORM

Please use this form for changes (check all that apply):

- MWSC relocated
- MWSC re-designated to satellite office or full service MWSC
- Changes in contact information
- Changes in days and hours of operation

Michigan Works! Agency:	Effective date of change:
MWSC Name:	

(Old) Former Address

Street address:	City:	Zip code:
Telephone number:	Fax:	
Hours of operation:		

(New) Current Address

Street address:	City:	Zip code:
Telephone number:	Fax:	
Hours of operation:		

Re-designated to:

- Satellite office
- Full service MWSC

Please provide explanation for re-designation:

Changes shall be submitted to:

Michigan Department of Energy, Labor & Economic Growth (DELEG)
Advisory Administration Unit (AAU)
P.O. Box 30004
Lansing, MI 48909
Fax: 517-241-8493
cleg@michigan.gov
Questions? Please call 517-241-840

No Worker Left Behind - By the Numbers
Year 2 (August 2008 – July 2009)
As of March 31, 2009

26,903 Enrolled in training to date through all programs under NWLB in year 2 (37,725 in the 1st year)

People Newly Enrolled in Training - WIA, TAA, JET and FAET

Month	2008 -09 (yr 2)	2007-08 (yr 1)	2006	2005	2004
August	2,480	1,953	*2,312	*2,477	*1,603
September	3,051	1,985	*2,380	*2,756	*1,502
October	2,092	1,538	*2,224	*1,497	*1,191
November	1,751	1,091	*1,567	*1,291	*1,153
December	1,302	801	*1,221	*873	*756
January	4,600	3,036	*3,569	*2,462	*2,076
February	2,245	1,110	*1,728	*1,702	*1,421
March	2,742	1,438	1,947	1,777	1,516
Total	20,267	12,952	*15,951	*14,835	*11,218

* Includes all JET and FAET training activities.

▪ There is a delay between when participants enter training and when they appear in the system. Preliminary data may change until finalized at program year end.

People Newly Enrolled in Training - Michigan Rehabilitation Services

Month (Year)	Enrolled	Month (Year)	Enrolled
August (2008)	622	August (2007)	N/A
September (2008)	438	September (2007)	N/A
October (2008)	567	October (2007)	700
November (2008)	328	November (2007)	736
December (2008)	399	December (2007)	588
January (2009)	480	January (2008)	1,066
February (2009)	344	February (2008)	462
March (2009)	452	March (2008)	461
Total	3,626	Total	4,013

▪ Tracking for NWLB participant training began October 1, 2007. During the first year, many older cases were enrolled under NWLB as new training plans were written. Now all training plans have been captured in the system and monthly enrollments have stabilized at lower levels.

People Newly Enrolled in Training – Incumbent Worker

Reporting Period	Enrolled 2008 - 2009	Enrolled 2007 - 2008
July thru September	987	864
October thru December (preliminary)	2,023	1,385
Total	3,010	2,249

▪ Incumbent Worker training is tracked quarterly. The above data includes one month (July 07) that was counted in the first year and July 08 that was counted in the second year. Information is available approximately 6 weeks after the end of the quarter. There may be duplicate count between quarters.

NWLB Participation by Type of Training Provider

	Time Frame	Remedial Education Provider	2-Year Institutions	4-Year Institutions	Private For Profit/Non-Profit	Employer Training	*Other Provider
(1)	8/1/07 – 3/31/09	7.9%	23.7%	7.3%	24.2%	10.1%	26.8%
(2)	10/1/07 - 3/31/09	6.5%	5.1%	3.3%	17.5%	19.8%	47.8%
	Total	7.7%	21.6%	7.8%	22.9%	11.3%	28.7%
1st Year Total		8.5%	20.5%	6.8%	25.2%	9.5%	29.4%

(1) Training funded through WIA, TAA, JET & FAET (2) Training funded through MRS

* Other Providers may include school districts and non-profits - e.g. Goodwill or Red Cross

Participant Wait Lists (OSMIS Generated)

Date	Waiting for Orientation	Waiting for Training	Total	Change from prior mo.
8/31/08	1,061	254	1,315	N/A
9/30/08	1,934	397	2,331	1016 (77%)
10/31/08	3,020	852	3,872	1541 (66%)
11/30/08	2,565	1,414	3,979	107 (3%)
12/31/08	2,912	1,869	4,781	802 (20%)
1/31/09	3,113	1,358	4,471	-310 (-6%)
2/28/09	3,235	1,788	5,023	552 (12%)
3/31/09	3,437	2,342	5,779	756 (15%)

Residents of Select Cities Newly Enrolled in Training 8/1/07 – 3/31/09 (NWLB Only)

City	Enrolled	City	Enrolled
Battle Creek	432	Highland Park	93
Benton Harbor	675	Jackson	439
Detroit	3,375	Kalamazoo	726
Flint	1,213	Muskegon Heights	99
Grand Rapids	1,758	Pontiac	317
Hamtramck	114	Saginaw	572
Total Enrollments: 9,813			

• Numbers include WIA, TAA, Work First and Food Assistance Employment & Training

Career Education Consumer Report (CECR) Activity

Month	2008-09 Programs Updated/ Added	2008-09 Schools Updating Programs	2007-08 Programs Updated/ Added	2007-08 Schools Updating Programs	2006-07 Programs Updated/ Added	2006-07 Schools Updating Programs
August	738	113	959	114	333	75
September	415	71	641	112	378	63
October	701	114	735	117	518	75
November	649	91	278	86	182	55

December	476	97	363	61	512	51
January	505	131	327	85	144	61
February	359	83	243	76	261	65
March	652	156	258	75	313	65
Total	4,495	856	3,804	726	2,641	515

▪ The CECR website lists all eligible training programs available to NWLB participants.

NWLB Website and Newsletter Activity

Month	Website Page Views (2008-2009)	*Web Listserv Sign-ups (2008-2009)	Website Page Views (2007-2008)	*Web Listserv Sign-ups (2007-2008)
August	144,167	34	217,662	1,185
September	166,368	58	141,923	748
October	158,683	48	131,456	422
November	155,636	40	84,932	180
December	181,692	57	69,233	52
January	265,382	78	142,253	73
February	332,574	124	134,559	78
March	327,936	86	129,846	74
Total	1,732,438	525	1,051,864	2,812

* listserve - signed up for the newsletter via the web

NWLB Inquiries to State

Month	Email	Phone	Gov. Office	Total Inquiries	Complaints	Percent Complaints	Complaints Resolved	
1st Year Total	1,628	508	186	2,322	460	20.0%	460	100.0%
August (08)	66	54	38	158	62	39.2%	62	100.0%
September (08)	77	50	33	160	48	30.0%	48	100.0%
October (08)	62	55	30	147	72	49.0%	72	100.0%
November (08)	45	40	17	102	37	36.3%	37	100.0%
December (08)	60	34	37	131	50	38.2%	50	100.0%
January (09)	81	45	27	153	51	33.3%	44	86.3%
February (09)	216	197	77	490	112	23.0%	89	79.5%
March (09)	268	233	42	547	91	16.6%	74	81.3%
Total	875	708	301	1,888	523	27.7%	472	90.2%

People Enrolled in Training by MWA - WIA, TAA, JET and FAET

MWA	Approximate Labor Force	WIA Adult and D.W. Allocation 7/1/08 - 6/30/09 P.I. 07-45	NWLB Participants Enrolled in Training 8/1/08 - 3/31/09	Ratio of Number Starting Training to Size of Labor Force	All Enrolled in Training 8/1/08 -3/31/09
Oakland County	632,290	\$10,671,014	1,185	0.19%	1243
SEMCA (Monroe & Wayne Co. - Detroit)	604,465	\$9,459,513	2,069	0.34%	2154
Macomb/St. Clair	507,519	\$13,309,956	3,131	0.62%	3,229
ACSET (Kent Allegan)	382,459	\$6,565,314	1,535	0.40%	1551
City of Detroit	368,867	\$23,142,827	1,670	0.45%	1911
Capital Area	251,158	\$4,358,310	888	0.35%	1222
Career Alliance (Genesee, Shiawassee)	247,607	\$7,527,162	1,379	0.56%	1709

Saginaw/Midland/Bay	196,604	\$4,456,011	526	0.27%	674
Washtenaw County	190,501	\$2,350,254	244	0.13%	279
Kalamazoo-St. Joseph	165,695	\$2,479,236	521	0.31%	550
Northwest (10 counties)	161,512	\$4,097,088	571	0.35%	705
South Central (Jackson, Lenawee, Hillsdale)	151,207	\$4,249,633	568	0.38%	913
Berrien/Cass/Van Buren	148,187	\$3,290,720	1,303	0.88%	1391
Ottawa County	138,673	\$2,116,722	305	0.22%	340
Calhoun ISD (Barry, Branch, Calhoun)	125,579	\$2,820,560	380	0.30%	471
Central (Isabella, Montcalm, Gratiot, Iona)	118,880	\$3,897,129	662	0.56%	1168
Thumb Area	115,264	\$3,743,300	866	0.75%	1093
Muskegon County	105,186	\$2,622,975	701	0.67%	1030
Livingston County	94,546	\$1,407,267	264	0.28%	266
The Job Force (Central U.P. 6 counties)	93,775	\$2,135,823	326	0.35%	366
West Central (5 counties)	73,928	\$2,155,598	229	0.31%	293
Northeast (8 counties)	67,510	\$2,889,650	277	0.41%	494
Region 7B (Claire, Iosco, Roscommon Ogemaw, Arenac, Gladwin)	65,025	\$2,572,482	396	0.61%	514
Western U.P. (6 counties)	41,056	\$1,132,208	137	0.33%	146
Eastern U.P. (3 counties)	27,550	\$1,145,472	95	0.34%	178
HRDI (statewide)			39		39
Total		\$124,596,224	20,267		23,929

NWLB Historical Information

People Newly Enrolled in Training - WIA, TAA, JET and FAET

Month	2008 - 2009	2007 - 2008	*2006 - 2007	*2005 - 2006	*2004 - 2005
August	2,480	1,953	2,312	2,477	1,603
September	3,051	1,985	2,380	2,756	1,502
October	2,092	1,538	2,224	1,497	1,191
November	1,751	1,091	1,567	1,291	1,153
December	1,302	801	1,221	873	756
January	4,600	3,036	3,569	2,462	2,076
February	2,245	1,110	1,728	1,702	1,421
March	2,742	1,438	1,947	1,777	1,516
April		1,225	2,268	1,777	2,029
May		1,739	2,497	2,314	2,349
June		1,607	2,163	1,769	2,218
July		1,172	1,852	1,255	1,198
Total	20,267	18,695	25,728	21,950	19,012

* Includes all JET and FAET training activities. Now NWLB box must be checked yes.

▪ There is a delay between when participants enter training and when they appear in the system. Preliminary data may change until finalized at program year end.

People Newly Enrolled in Training - Michigan Rehabilitation Services

Month (Year)	Enrolled	Month (Year)	Enrolled
October (2007)	700	Total 10/1/07 – 7/31/08	5,965

November (2007)	736	August (2008)	622
December (2007)	588	September (2008)	438
January (2008)	1,066	October (2008)	567
February (2008)	462	November (2008)	328
March (2008)	461	December (2008) Preliminary	399
April (2008)	512	January (2009)	480
May (2008)	500	February (2009)	344
June (2008)	499	March (2009)	452
July (2008)	441		

▪ Tracking for NWLB participant training began October 1, 2007.

People Newly Enrolled in Training – Incumbent Worker

Reporting Period	Enrolled 2008 - 2009	Enrolled 2007 - 2008
July thru September	987	864
October thru December	2,023	1,385
January thru March		3,778
April thru June		7,038
Total		13,065

▪Incumbent Worker training is tracked quarterly. The above data includes one month (July 07) that was counted in the first year and July 08 that was counted in the second year. Information is available approximately 6 weeks after the end of the quarter. There may be duplicate count between quarters.

Participant Wait Lists

Date	Waiting for Orientation	Waiting for Training	Total
January 25, 2008	9,037	2,607	11,644
February 29, 2008	9,149	1,890	11,039
March 31, 2008	10,974	1,335	12,309
April 30, 2008	7,248	1,859	9,107
May 31, 2008	*Not Available	*Not Available	Not Available
June 30, 2008	*Not Available	*Not Available	Not Available
July 31, 2008	*Not Available	*Not Available	Not Available
**August 31, 2008	1,061	254	1,315
**September 30,2008	1,934	397	2,331
**October 31, 2008	3,020	852	3,872
November 30, 2008	2,565	1,414	3,979
December 31, 2008	2,912	1,869	4,781
January 31, 2009	3,113	1,358	4,471
February 28, 2009	3,235	1,788	5,023
March 31, 2009	3,437	2,342	5,779

*Waiting for updated information as tracking switched to an automated system

** Information reported through OSMIS - may be understated

Residents of Select Cities Newly Enrolled in Training (Year 1) NWLB Only

City	Enrolled	City	Enrolled
Battle Creek	262	Highland Park	23
Benton Harbor	166	Jackson	197
Detroit	1,275	Kalamazoo	428
Flint	345	Muskegon Heights	57
Grand Rapids	1,031	Pontiac	159
Hamtramck	34	Saginaw	315
Total Enrollments: 4,292			

* Adjusted for some JET and FAET training participants incorrectly entered into the OSMIS system

Career Education Consumer Report (CECR) Activity (During NWLB)

Month	Programs Updated/ Added	Schools Updating Programs	Month	Programs Updated/ Added	Schools Updating Programs
August (07)	959	114	July (08)	653	120
September (07)	641	112	1st Year Total	5,574	1,120
October (07)	735	117	August (08)	738	113
November (07)	278	86	September (08)	415	71
December (07)	363	61	October (08)	701	114
January (08)	327	85	November (08)	649	91
February (08)	243	76	December (08)	476	97
March (08)	258	75	January (09)	505	131
April (08)	425	83	February (09)	359	83
May (08)	308	85	March (09)	652	156
June (08)	392	106			

The CECR website lists all eligible training programs available to NWLB participants.

Career Education Consumer Report (Historical)

Mo.	Programs Updated /Added 2009	Schools Updating Programs 2009	Programs Updated /Added 2008	Schools Updating Programs 2008	Programs Updated /Added 2007	Schools Updating Programs 2007	Programs Updated /Added 2006	Schools Updating Programs 2006
Jan.	505	131	327	85	144	61	462	42
Feb.	359	83	243	76	261	65	142	51
Mar.	652	156	258	75	313	65	216	58
Apr.			425	83	251	72	208	56
May			308	85	407	92	316	68
Jun.			392	106	243	65	271	65
Jul.			653	120	349	64	298	57
Aug.			738	113	951	114	333	75
Sep.			415	71	641	112	378	63
Oct.			701	114	735	117	518	75
Nov.			649	91	278	86	182	55
Dec.			476	97	363	61	512	51
Total			5,585	1,116	4,936	974	3,836	716

November 2005 (369 and 58) December 2005 (221 and 59)

Number of Schools Updating Programs by Type of Training Provider

Month	Remedial Education Provider	2-Year Institutions	4-Year Institutions	Private For Profit/Non-Profit	*Other Provider
Aug (07)	7	20	18	67	2
Sep (07)	9	13	16	68	6
Oct (07)	7	13	22	71	4
Nov (07)	3	15	7	54	7
Dec (07)	4	15	12	27	3
Jan (08)	4	16	11	53	1
Feb (08)	7	10	5	51	3
Mar (08)	7	8	6	50	4
Apr (08)	3	14	6	56	4
May (08)	1	16	8	57	3
June (08)	4	20	10	70	2
July (08)	3	18	22	73	4
1st Year Total	59	178	143	697	42
Aug (08)	5	17	18	70	3
Sep (08)	6	13	10	41	1
Oct (08)	6	14	22	70	2
Nov (08)	4	20	12	52	3
Dec (08)	5	18	9	62	3
Jan (09)	10	11	29	77	4
Feb (09)	1	12	13	55	2
Mar (09)	7	16	26	99	8

Number of Programs Updated by Type of Training Provider

Month	Remedial Education Provider	2-Year Institutions	4-Year Institutions	Private For Profit/Non-Profit	*Other Provider
Aug (07)	29	372	30	525	3
Sep (07)	23	130	36	441	11
Oct (07)	22	217	218	261	17
Nov (07)	4	119	14	123	18
Dec (07)	18	75	28	230	12
Jan (08)	5	133	32	156	1
Feb (08)	22	57	15	141	8
Mar (08)	18	102	16	115	7
Apr (08)	10	237	13	158	7
May (08)	1	101	27	176	3
June (08)	17	149	27	190	9
July (08)	6	255	125	260	7
1st Year Total	175	1,947	581	2,776	103
Aug (08)	22	184	77	452	3
Sep (08)	35	58	37	284	1
Oct (08)	8	223	197	265	8
Nov (08)	8	354	51	220	16
Dec. (08)	28	198	22	224	4
Jan. (09)	28	45	87	323	22
Feb (09)	4	69	58	224	4
Mar (09)	27	193	121	285	26

NWLB Website and Newsletter Activity

Month	Website Page Views	Web listserv sign-ups (8,000 total dist.)	Month	Website Page Views	Web listserv sign-ups
Thru July (07)	53,703	271	June (08)	100,678	30
August (07)	217,662	1,185	July (08)	137,673	58
September (07)	141,923	748	1st Year Total	1,566,929	3,323
October (07)	131,456	422	August (08)	144,167	34
November (07)	84,932	180	September (08)	166,368	58
December (07)	69,233	52	October (08)	158,683	48
January (08)	142,253	73	November (08)	155,636	40
February (08)	134,559	78	December (08)	181,692	57
March (08)	129,846	74	January (09)	265,382	78
April (08)	119,938	91	February (09)	332,574	124
May (08)	103,073	54	March	327,936	86

NWLB Inquiries to State

Month	Email	Phone	Gov. Office	Total Inquiries	Com-plaints	Percent Complaints	Complaints Resolved	
August (07)	485	57	20	562	68	12.0 %	68	100%
September (07)	223	43	7	273	31	11.3%	31	100%
October (07)	96	56	3	155	24	15.0%	24	100%
November (07)	92	23	7	122	20	17.0%	20	100%
December (07)	62	23	4	89	13	14.0%	13	100%
January (08)	79	37	3	119	8	6.7%	8	100%
February (08)	124	39	26	189	66	34.9%	66	100%
March (08)	131	35	38	204	66	32.4%	66	100%
April (08)	134	53	9	196	54	27.6%	54	100%
May (08)	84	50	31	165	45	26.8%	45	100%
June (08)	57	34	15	106	32	29.9%	32	100%
July (08)	61	58	23	142	33	23.2%	33	100%
1st Year Total	1,628	508	186	2,322	460	20.0%	460	100%
August (08)	66	54	38	158	62	39.2%	58	100%
September (08)	77	50	33	160	48	30.0%	48	100%
October (08)	62	55	30	147	72	49.0%	72	100%
November (08)	45	40	17	102	37	36.3%	37	100%
December (08)	60	34	37	131	50	38.2%	50	100.0%
January (09)	81	45	27	153	51	33.3%	44	86%
February (09)	216	197	77	490	112	23.0%	89	80%
March (09)	268	233	42	547	91	16.6%	74	81%

NWLB funding includes all public monies used for training and currently comes from six sources: Workforce Investment Act (WIA); Trade Adjustment Assistance (TAA); Jobs, Education and Training (JET)/ Temporary Assistance for Needy Families (TANF); Food Assistance Employment & Training (FAET); Incumbent Worker Training (IWT) and Michigan Rehabilitation Services (MRS).



JENNIFER M.
GRANHOLM
GOVERNOR

STATE OF MICHIGAN
DEPARTMENT OF ENERGY, LABOR & ECONOMIC GROWTH
LANSING

STANLEY "SKIP"
PRUSS
DIRECTOR
ATTACHMENT C

Bureau of Workforce Programs/Transformation (BWP/BWT)
Policy Issuance (PI): 07-16, Change 2

Date: May, 2009

To: Michigan Works! Agency (MWA) Directors

From: Liza Estlund Olson, Director, Bureau of Workforce Transformation

Subject: Workforce Investment Act (WIA) Comprehensive Five-Year Local Plans for Adults, Dislocated Workers, and Youth for the Period July 1, 2007, through June 30, 2010

Programs Affected: Programs Mandated for Inclusion in the Michigan Works! System

Rescissions: None

References: The American Recovery and Reinvestment Act (ARRA) of 2009
The WIA of 1998
WIA Final Rule 20 CFR Part 652, et al
United States Department of Labor (USDOL) Training and Employment Guidance Letter (TEGL) No.14-08, Change 1, issued April 15, 2009; No. 14-08, issued March 18, 2009; No. 13-08, issued March 6, 2009; and No.17-05, issued February 17, 2006
USDOL Training and Employment Notice 30-08, issued March 4, 2009
The Jobs for Veterans Act as published at Federal Register 78132 on December 19, 2008
BWP Policy Issuances (PIs) 07-16, Change 1, issued March 21, 2008; 07-31, issued January 8, 2008; and 07-16, issued September 14, 2007
BWP PIs 07-07, issued August 20, 2007; 04-26, issued January 26, 2005; and 04-04, issued September 7, 2004

Purpose: This policy issuance provides instructions for modification of the WIA Comprehensive Five-Year Local Plans for Adults, Dislocated Workers, and Youth for the Period July 1, 2007, through June 30, 2010, to incorporate provisions that implement the ARRA of 2009, with particular emphasis on the Youth component.

Performance levels for Program Year (PY) 2009 are being issued in this policy. Please see the attached tables.

The primary federal references for the Recovery Act are USDOL TEGL No. 14-08, “Guidance for Implementation of The Workforce Investment Act and Wagner-Peyser Act Funding in the American Recovery and Reinvestment Act of 2009 and State Planning Requirements for Program Year 2009,” issued March 18, 2009; and 14-08, Change 1, issued April 15, 2009. These TEGs may be accessed at <http://wdr.doleta.gov/directives>.

The primary Michigan Department of Energy, Labor & Economic Growth (DELEG) BWT reference for the Recovery Act is policy issuance 08-29, “American Recovery and Reinvestment Act (Recovery Act) of 2009 Adult, Dislocated Worker, and Youth Program Guidelines and Allocations for Program Year (PY) 2008 through PY 2010, the Period of February 17, 2009 through June 30, 2011,” issued April 17, 2009.

Background:

Each MWA, as a result of the Recovery Act, must modify their Comprehensive Five-Year Local Plan to include strategies MWAs will utilize when providing services authorized under the ARRA including increased services and training for workers and supportive services, including needs-related payments. If necessary, local areas should also include other modifications. Conditions which require a modification may include significant changes in local economic conditions, changes in the financing available to support WIA Title I and partner-provided WIA services, or significant changes in local policy. Modifications are subject to the same 30-day public review and comment requirements that were applied to the approval of the original local plan. In lieu of submitting supporting documentation, all documentation shall be maintained on file at the MWA for future monitoring by the DELEG.

The Summer Youth component (May through September), which represents the largest amount of Recovery Act funding, should have priority in Recovery Act planning. The ARRA funded Summer Youth Program has some flexibility in the services that are provided (the 10 Youth program elements, follow-up, type of assessment and Individual Service Strategy), procurement of service providers, and adherence to performance measures (reference USDOL TEGL 14-08, March 18, 2009, Section 16, “WIA Youth Program” and DELEG/BWT Policy Issuance 08-29).

Policy:

At a minimum, MWAs must modify their Comprehensive Five-Year Local Plans to include how:

- Recovery Act Youth funds will be used to significantly increase the number of participants served, at a number and a rate that at a minimum considers the ARRA Youth funding as a percentage of the total Youth funding, including the operation of an expanded summer youth employment experience during Summer 2009
- The Summer Youth Program of 2009 will operate (A description of the recruitment methods; the estimated amount and the percent of total Recovery Act Youth funding allocated to the Summer Program; the expected number of participants, in-school and out of school youth activities; MWA staff responsibilities, coordination with post-secondary training institutions, particularly community colleges; procurement of service providers and any expected waivers to the procurement process; and the transition to the Recovery Act Youth and Adult component, if applicable, beyond September 30, 2009)
- Recovery Act Adult and Dislocated Worker (DW) funds will be used to significantly increase the number of participants served and entered into training, at a figure and a rate that at a minimum includes the percent of ARRA funding of the total Adult and DW funding
- MWAs will identify high demand/green industries in the current economy

- MWAs will incorporate priority of services for veterans and eligible spouses sufficient to meet the requirements of 20 CFR part 1010, published in the Federal Register 78132 on December 19, 2008.
- Identification, by the chief elected official, of the local grant recipient or entity designated as the local grant recipient responsible for the disbursement of grant funds

If necessary or feasible, local areas should modify the Youth section of the Comprehensive Five-Year Local Plan, particularly the Summer Youth component, in collaboration with the local Youth Council and Education Advisory Group.

Modified comprehensive plans must be submitted to DELEG/BWT by June 30, 2009.

NOTE: A preliminary copy of the Comprehensive Five-Year Local Plan incorporating the provisions implementing the Recovery Act and other “significant” changes warranting a modification, may be forwarded to BWT for informational purposes prior to the mandatory 30-day public review and comment period, consideration and approval by the Workforce Development Board (WDB), and submission by the deadline of June 30, 2009 with the signed Approval Request Form.

Action:

Local five-year plan modifications to incorporate the Recovery Act and other identified items must be submitted electronically to the BWT by June 30, 2009, to Ms. Teresa Keyton at KeytonT@michigan.gov. One signed copy of the Approval Request Form and, if applicable, any comments that represent disagreement with the plan, must be submitted to:

Accelerating Employment Division
 Bureau of Workforce Transformation
 Michigan Department of Energy, Labor & Economic Growth
 201 North Washington Square, 5th Floor
 Lansing, Michigan 48913

Additionally, MWAs must acknowledge receipt of the attached performance levels by submitting a separate, original Approval Request Form to the aforementioned address. The Plan Title(s) section of the form shall contain the following wording: “PY 2009 Performance Levels for Adults, Dislocated Workers, and Youth.”

Inquiries:

Questions regarding this policy issuance should be directed to your WIA state coordinator.

This policy issuance is available for downloading from the Internet system. Please contact Ms. Keyton at (517) 335-7418, for details.

The information contained in this policy issuance will be made available in alternative format (large type, audio tape, etc.) upon special request to this office. Please contact Ms. Keyton at (517) 335-7418, for details.

**Expiration
 Date:**

June 30, 2010

LEO:LS:tk
 Attachments

LOCAL FIVE-YEAR PLANS

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Approval Request Instructions

1. Michigan Works! Agency (MWA): Enter the name of the MWA.
2. MWA Number: Enter the number assigned to the MWA.
3. Plan Title: Enter the appropriate title(s) for the plan being submitted.
4. Plan/Modification Number: Each plan number will begin with the calendar year and subsequent modifications will be the next in sequence from 00, i.e., 00-01, 00-02, etc.
5. Program Period: Identify the period covered by this plan.

The required signatories are designated in accordance with Michigan Department of Labor & Economic Growth (DLEG)/Bureau of Workforce Programs Policy Issuance (PI) 07-13, issued August 29, 2007. Signatures are required from the Workforce Development Board Chair and the Chief Elected Official(s).

APPROVAL REQUEST

1. Michigan Works! Agency (MWA)	2. MWA No.
3. Plan Title(s)	
4. Plan/Modification Number	5. Program Period

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

Authorized Chief Elected Official (CEO)	Date
Authorized CEO	Date
Authorized CEO	Date
Workforce Development Board (WDB) Chairperson	Date

BWT-344 (5/09)

The Michigan Department of Energy, Labor & Economic Growth, 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.

SECTION I: Adults and Dislocated Workers

I. Labor Market Analysis

The Workforce Investment Act (WIA) envisions an integrated workforce investment system that coordinates more resources, serves more people, and achieves better outcomes for customers. To achieve this vision:

- A. Identify the workforce investment needs of businesses, job seekers, and workers, and high-demand or emerging industries in your Michigan Works! Area through Program Year (PY) 2009, and describe key trends expected to shape the economic environment during the same time period. Needs should be driven by past operational experience and from annual planning information reports.
 - 1. Identify the overall availability of current and projected employment opportunities by occupation; and
 - 2. The job skills necessary to obtain such opportunities.

II. Michigan Works! System

- A. Provide a description of each Michigan Works! Service Center (MWSC) and MWA satellite office in your geographical area, including the address for each site. Provide plans for expansion and/or improvement of service centers. Include how the local board will ensure continuous improvement of eligible providers of training services and ensure such providers meet the employment needs of local employers and participants. Provide a description of how coordination of mandated program services will be achieved in order to assure coordination and avoid duplication amongst programs and services.
- B. Memorandum of Understanding (MOU)

Provide a copy of the MOU executed between the Workforce Development Board (WDB) and each of the required One-Stop partners.

III. Local Performance Measures

Performance measures for PY 2009, maintained at the PY 2008 levels, are attached to this policy.

IV. Adult and Dislocated Worker Employment and Training Activities

In accordance with the requirements of 20 CFR Section 661.350(5), provide a description and assessment of the type and availability of adult and dislocated worker employment and training activities in the local area, including a description of the local Individual Training Account (ITA) system and the procedures for ensuring that exceptions to the use of ITAs, if any, are justified under the consumers' choice requirements.

In accordance with BWP PI 04-04, issued September 7, 2004, provide a description or copy of your local adult and dislocated worker supportive services policy.

V. Rapid Response Activities

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

In accordance with 20 CFR 665.300, rapid response activities encompass activities necessary to plan and deliver services to enable dislocated workers to transition to new employment as quickly as possible, following either a permanent closure or mass layoff, or a natural or other disaster resulting in a mass job dislocation. The state is responsible for providing rapid response activities, which are carried out by the Rapid Response Section (RRS) located within the Department of Energy, Labor & Economic Growth (DELEG).

Rapid response activities are the primary responsibility of the RRS. Each RRS workforce consultant is responsible for a major geographical area of the state. Workforce consultants are supported with dislocated worker funds and are responsible for rapid response activities and program planning. The RRS's intervention in plant closings and mass layoffs is typically triggered by a Worker Adjustment Retraining Notification (WARN) Act notice. 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.

The RRS monitors media reports and uses a network of local contacts, such as the Unemployment Insurance Agency branch offices, MWAs, state and local economic development officials, and Account Management Teams to identify plant closings or layoffs.

VI. Funding

- A. Since eligibility for adult services is not contingent on income, there may not be sufficient funding available to provide intensive and training services to all adults who could benefit from such services. Employment conditions vary throughout the state; therefore, each local board must assess the availability of funding in the local area and determine when funds are limited under the WIA. In the event that a local area determines that the funds allocated for the WIA adult employment and training activities are limited, priority must be given to recipients of public assistance, low-income individuals, and other No Worker Left Behind (NWLB)-eligible individuals for intensive and training services in occupations that are considered in demand, as determined by each local area. The established priority must also comply with the Jobs for Veterans Act of 2002. The WIA prioritization does not need to be applied if funding in the local area is determined not to be limited.

Describe the criteria to be used to determine whether funds allocated for adult employment and training activities under the WIA are limited. Describe the process by which a priority for service will be applied. Included in this process, MWAs must outline how the established priority of service policy will ensure recipients of public assistance, low-income individuals, and other NWLB-eligible persons will be served in an equitable manner. The established priority must also comply with the Jobs for Veterans Act of 2002.

- B. Describe the competitive process to be used to award grants and contracts for activities carried out under local workforce investment systems, including the process to be used to procure training services that are made as exceptions to the ITA process (WIA Section 134(d)(4)(G)).

In general, grants and contracts are the mechanisms used to procure services, space, equipment, and supplies. The WIA reforms the local service delivery system by eliminating the practice of assigning participants to contracted training services and, instead, establishes the ITA system that maximizes customer choice in the selection of training providers. However, under certain circumstances, contracts for training rather than ITAs may be used.

- C. Identification, by the chief elected official, of the local grant recipient or entity designated as the local grant recipient responsible for the disbursement of grant funds (WIA Section 118(b)(8)).

VII. Review, Comment, and Publication Documentation

MWAs are required to publish plans in accordance with Section 118(c) of the Act. In lieu of submitting documentation, MWAs will maintain documentation on file for monitoring by the DELEG.

- A. The proposed plan will be published; and
- Such plans will be made available for review and comment to:
 - Members of the local board and members of the public, including representatives of business and labor organizations; and
 - The public through such means as public hearings and local news media.

2. The local board must submit any comments that express disagreement with the plan to the DELEG along with the plan.

The local board must make information about the plan available to the public on a regular basis through open meetings. The local plan should include a reference as to where and how copies of the complete plan can be obtained.

In accordance with the Americans with Disabilities Act (ADA), availability of the final Local Five-Year Plan for Adults and Dislocated Workers must include reference to accommodations or special requests of the plan in alternate formats, such as large print, audiotape, etc. In addition, public meetings concerning the plan must comply with physical access requirements of the ADA.

SECTION II: Youth

I. Local Vision and Goals

- A. Describe your broad strategic, economic, and workforce development goals for youth.
- B. Describe your youth vision and how the workforce investment system will help to attain these goals.

With the identification of goals for youth in your area, a description of the shared vision and how the workforce investment system will support attainment of these goals is required. A vision creates organizational alignment around a picture of a transformed future. It propels the organization toward achieving difficult but attainable strategic goals. Local areas should work with all required and, where appropriate, optional partners to creatively design an integrated MWSC(s), with seamless services for all customers. This vision should address how youth programs will be enhanced to post-secondary education opportunities, leadership development activities, mentoring, training, community service, and other community resources, so young people have the resources and skills needed to succeed in the state's economy. Examples of some specific questions that should be answered by the vision statement are:

- In five years, how will services for youth be further streamlined?
- Typically, what information and services for youth will be provided and how will customers access them?
- How will youth programs be enhanced and expanded so young people have the resources and skills needed to succeed in the state's economy?

- C. Describe who are the youth customers of the workforce investment system in your area.

The description of youth customers may be segmented into in-school and out-of-school youth with a minimum of 30 percent of the funds to be used to provide youth activities to out-of-school youth.

- D. Describe the competitive and non-competitive processes that will be used at the local level to award grants and contracts for youth activities under Title I of the WIA, including how potential bidders are made aware of the availability of grants and contracts.

Grants and contracts for activities under the WIA must be awarded using a competitive process conducted in a manner that provides open and free competition. MWAs shall maintain a written procurement system that shall apply in the selection of service providers and vendors for all procurement utilizing DELEG/BWT funds. All procurements are to follow the guidelines set forth in DLEG/Office of Workforce Development PI 04-03, issued February 27, 2004. The state has delegated responsibility to local boards to provide the definition regarding a sixth youth eligibility criterion at Section 101(13)(C)(vi).

Local boards have an opportunity to provide a definition of an individual who requires additional assistance to complete an educational program, or to secure and hold employment.

- E. Describe the current status of the One-Stop Service Center(s), including all existing youth activities and how they are included in the development of the One-Stop integrated service delivery system.

The WIA encourages youth programs to be connected to the One-Stop system as one way to connect youth to all available community resources. The effectiveness of services offered for youth will be directly proportional to how well they meet the needs of local employers (small, medium, and large) in the local labor markets. As a critical customer group, employers should be extensively involved in setting job and skill requirements, which are reflected in job orders, as well as the local labor market information available through the One-Stop delivery system.

II. Strategies for Improvement

- A. Describe how the local board, Youth Council, and Education Advisory Group (EAG) will develop and manage effective youth programs.

The local Workforce Investment Board (WIB) should utilize the Youth Council and EAG to their full extent and have the Youth Council and EAG take the lead roles in youth planning for the local area. The WIB, Youth Council, and EAG must ensure it connects youth with the full range of services and community resources that will lead to academic and employment success.

- B. Describe the strategy for providing comprehensive services to eligible youth, including coordination with foster care, education, welfare, and other relevant resources. Include requirements and activities to assist youth who have special needs or barriers to employment, including those who are pregnant, parenting, or have disabilities. Describe how coordination with Job Corps, youth opportunity grants, and other youth programs will occur.

To ensure a connection with the full range of services, Youth Councils and EAGs must coordinate with all available resources, such as Job Corps, educational agencies, youth opportunity grants, welfare agencies, community colleges, and other youth related programs and agencies. The WIA lists ten program elements (Section 664.410) that must be available to youth in the local area. Local programs must include each of the ten program elements as options available to youth participants. Describe how your local program design includes each element:

1. Tutoring, study skills training, and instruction leading to secondary school completion, including dropout prevention strategies;
2. Alternative secondary school offerings;
3. Summer employment opportunities directly linked to academic and occupational learning;
4. Paid and unpaid work experiences, including internships and job shadowing;
5. Occupational skills training;
6. Leadership development opportunities, which include community service and peer-centered activities encouraging responsibility and other positive social behaviors;
7. Supportive services;
8. Adult mentoring for the duration of at least 12 months that may occur both during and after program participation;
9. Follow-up services; and
10. Comprehensive guidance and counseling, including drug and alcohol abuse counseling, as well as referrals to counseling, as appropriate to the needs of the individual youth.

III. Review, Comment, and Publication Documentation

The MWAs are required to publish plans in accordance with Section 118(c) of the Act. In lieu of submitting documentation, MWAs will maintain documentation on file for monitoring by the DELEG.

The proposed plan will be published, and such plans will be made available for review and comment to:

Members of the local board and members of the public, including representatives of business and labor organizations; and

The public through such means as public hearings and local news media.

The local board must submit any comments that express disagreement with the plan to the DELEG along with the plan.

The local board must make information about the plan available to the public on a regular basis through open meetings. The local plan should include reference as to where and how copies of the complete plan can be obtained.

In accordance with the ADA, availability of the final Local Five-Year Plan for Youth must include reference to accommodations or special requests of the plan in alternate formats, such as large print, audiotape, etc. In addition, public meetings concerning the plan must comply with physical access requirements of the ADA.

Table 1

WIA Title I - Adult Performance Levels

Program Year 2009 (July 1, 2009 through June 30, 2010)

Michigan Works! Agency	Entered Employment Rate	Employment Retention Rate	Average Earnings (\$)	Employment and Credential Rate
ACSET	89.0%	86.0%	\$10,400	84.0%
Berrien/Cass/Van Buren	88.0%	84.0%	\$10,000	75.0%
Calhoun ISD	89.0%	84.0%	\$10,400	84.0%
Capital Area	89.0%	85.0%	\$10,200	84.0%
Career Alliance	82.0%	80.0%	\$8,500	80.0%
Central Area	89.0%	86.0%	\$10,200	84.0%
City of Detroit	82.0%	82.0%	\$10,400	84.0%
Eastern U.P.	89.0%	86.0%	\$10,400	84.0%
Job Force	89.0%	86.0%	\$9,500	84.0%
Kalamazoo-St. Joseph	89.0%	85.0%	\$9,000	82.0%
Livingston County	89.0%	86.0%	\$10,200	84.0%
Macomb/St. Clair	88.0%	85.0%	\$9,500	82.0%
Muskegon County	89.0%	86.0%	\$10,200	84.0%
Northeast	89.0%	86.0%	\$10,200	84.0%
Northwest	89.0%	85.0%	\$10,400	83.0%
Oakland County	89.0%	86.0%	\$10,400	84.0%
Ottawa County	88.0%	85.0%	\$9,000	80.0%
Region 7B	89.0%	85.0%	\$9,500	83.0%
Saginaw/Midland/Bay	89.0%	85.0%	\$10,400	84.0%
South Central	89.0%	86.0%	\$10,200	84.0%
SEMCA	89.0%	85.0%	\$10,200	84.0%
Thumb Area	78.0%	84.0%	\$10,000	75.0%
Washtenaw County	89.0%	86.0%	\$10,200	84.0%
West Central	88.0%	84.0%	\$10,200	82.0%
Western U.P.	87.0%	82.0%	\$9,500	83.0%
Statewide	88.0%	85.0%	\$10,200	83.0%

Table 2

WIA Title I - Dislocated Worker Performance Levels

Program Year 2009 (July 1, 2009 through June 30, 2010)

Michigan Works! Agency	Entered Employment Rate	Employment Retention Rate	Average Earnings (\$)	Employment and Credential Rate
ACSET	95.0%	93.0%	\$13,400	84.0%
Berrien/Cass/Van Buren	95.0%	92.0%	\$12,800	84.0%
Calhoun ISD	94.0%	92.0%	\$13,200	84.0%
Capital Area	94.0%	92.0%	\$13,000	84.0%
Career Alliance	92.0%	90.0%	\$10,800	83.0%
Central Area	95.0%	92.0%	\$13,200	84.0%
City of Detroit	94.0%	90.0%	\$11,300	84.0%
Eastern U.P.	95.0%	92.0%	\$12,200	84.0%
Job Force	95.0%	93.0%	\$12,800	84.0%
Kalamazoo-St. Joseph	95.0%	92.0%	\$13,400	84.0%
Livingston County	95.0%	92.0%	\$13,200	84.0%
Macomb/St. Clair	94.0%	92.0%	\$12,800	83.0%
Muskegon County	95.0%	92.0%	\$13,200	84.0%
Northeast	95.0%	93.0%	\$13,000	84.0%
Northwest	95.0%	92.0%	\$13,400	77.0%
Oakland County	95.0%	92.0%	\$13,400	84.0%
Ottawa County	94.0%	92.0%	\$12,800	84.0%
Region 7B	94.0%	92.0%	\$11,200	84.0%
Saginaw/Midland/Bay	94.0%	92.0%	\$13,200	84.0%
South Central	95.0%	93.0%	\$13,200	84.0%
SEMCA	94.0%	92.0%	\$13,400	84.0%
Thumb Area	87.0%	92.0%	\$12,800	72.0%
Washtenaw County	92.0%	92.0%	\$13,400	83.0%
West Central	94.0%	92.0%	\$13,200	83.0%
Western U.P.	94.0%	92.0%	\$12,200	84.0%
Statewide	94.0%	92.0%	\$13,200	83.0%

Table 3

WIA Title I - Older Youth (19-21) Performance Levels

Program Year 2009 (July 1, 2009 through June 30, 2010)

Michigan	Entered Employment	Employment	Average Earnings	Credential Rate
Works!	Rate	Retention Rate	Change (\$)	
Agency				
ACSET	84.0%	86.0%	\$3,500	80.0%
Berrien/Cass/Van Buren	84.0%	86.0%	\$3,800	80.0%
Calhoun ISD	78.0%	82.0%	\$3,800	77.0%
Capital Area	83.0%	85.0%	\$3,000	79.0%
Career Alliance	80.0%	75.0%	\$2,600	75.0%
Central Area	84.0%	86.0%	\$3,800	80.0%
City of Detroit	78.0%	85.0%	\$3,500	72.0%
Eastern U.P.	84.0%	86.0%	\$3,800	80.0%
Job Force	84.0%	86.0%	\$3,500	79.0%
Kalamazoo-St. Joseph	84.0%	85.0%	\$3,300	79.0%
Livingston County	84.0%	86.0%	\$3,800	80.0%
Macomb/St. Clair	80.0%	78.0%	\$3,000	72.0%
Muskegon County	84.0%	86.0%	\$3,500	80.0%
Northeast	84.0%	86.0%	\$3,100	80.0%
Northwest	83.0%	86.0%	\$3,300	80.0%
Oakland County	84.0%	86.0%	\$3,800	79.0%
Ottawa County	83.0%	85.0%	\$3,100	80.0%
Region 7B	83.0%	85.0%	\$3,100	80.0%
Saginaw/Midland/Bay	80.0%	85.0%	\$3,300	72.0%
South Central	84.0%	85.0%	\$3,500	80.0%
SEMCA	83.0%	85.0%	\$3,300	75.0%
Thumb Area	80.0%	85.0%	\$3,300	72.0%
Washtenaw County	84.0%	85.0%	\$3,000	80.0%
West Central	84.0%	85.0%	\$3,800	79.0%
Western U.P.	78.0%	78.0%	\$3,000	70.0%
Statewide	83.0%	85.0%	\$3,500	79.0%

Table 4

WIA Title I - Younger Youth (14-18) Performance Levels

Program Year 2009 (July 1, 2009 - June 30, 2010)

Michigan	Skill Attainment	Diploma or Equivalent	Retention Rate
Works!	Rate	Attainment Rate	
Agency			
ACSET	95.0%	90.0%	80.0%
Berrien/Cass/Van Buren	95.0%	90.0%	80.0%
Calhoun ISD	95.0%	89.0%	80.0%
Capital Area	95.0%	88.0%	79.0%
Career Alliance	92.0%	90.0%	67.0%
Central Area	95.0%	89.0%	80.0%
City of Detroit	96.0%	90.0%	67.0%
Eastern U.P.	96.0%	90.0%	80.0%
Job Force	95.0%	90.0%	80.0%
Kalamazoo-St. Joseph	92.0%	89.0%	79.0%
Livingston County	92.0%	90.0%	80.0%
Macomb/St. Clair	92.0%	88.0%	79.0%
Muskegon County	95.0%	89.0%	80.0%
Northeast	96.0%	90.0%	80.0%
Northwest	96.0%	90.0%	80.0%
Oakland County	96.0%	90.0%	80.0%
Ottawa County	96.0%	82.0%	79.0%
Region 7B	95.0%	90.0%	77.0%
Saginaw/Midland/Bay	92.0%	82.0%	77.0%
South Central	96.0%	90.0%	80.0%
SEMCA	95.0%	89.0%	79.0%
Thumb Area	92.0%	89.0%	79.0%
Washtenaw County	95.0%	89.0%	80.0%
West Central	95.0%	89.0%	80.0%
Western U.P.	96.0%	82.0%	67.0%
Statewide	95.0%	89.0%	79.0%

Table 5

Customer Satisfaction Performance Levels

Program Year 2009 (July 1, 2009 - June 30, 2010)

Michigan	Participant Score	Employer Score
Works!		
Agency		
ACSET	91.0	86.0
Berrien/Cass/Van Buren	91.0	86.0
Calhoun ISD	91.0	86.0
Capital Area	91.0	86.0
Career Alliance	91.0	86.0
Central Area	91.0	86.0
City of Detroit	91.0	86.0
Eastern U.P.	91.0	86.0
Job Force	91.0	86.0
Kalamazoo-St. Joseph	91.0	86.0
Livingston County	91.0	86.0
Macomb/St. Clair	91.0	86.0
Muskegon County	91.0	86.0
Northeast	91.0	86.0
Northwest	91.0	86.0
Oakland County	91.0	86.0
Ottawa County	91.0	86.0
Region 7B	91.0	86.0
Saginaw/Midland/Bay	91.0	86.0
South Central	91.0	86.0
SEMCA	91.0	86.0
Thumb Area	91.0	86.0
Washtenaw County	91.0	86.0
West Central	91.0	86.0
Western U.P.	91.0	86.0
Statewide	91.0	86.0