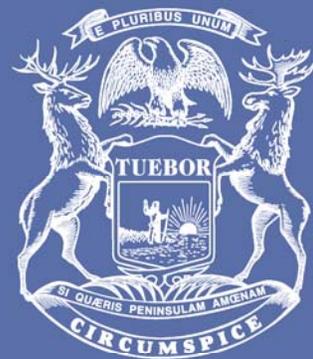


# CLEG NEWS



Jennifer M. Granholm  
Governor

## The Official Newsletter of the Council for Labor & Economic Growth

### A Message from the Chair

There is no issue more central to Michigan's economic vitality and growth than the strength and innovation of its workforce. Creating, maintaining and retaining that workforce is essential to make Michigan an economic powerhouse in the 21<sup>st</sup> century.

The challenges are many, but the rewards are great. The Council for Labor & Economic Growth can play a key role in developing and delivering workforce strategies that will make Michigan the epicenter of innovation and creativity.

As business and community leaders, each of you can provide essential information on what companies need and demand from the workforce of today and tomorrow.

This becomes increasingly critical as our "baby boomer" workforce moves into retirement and we have a critical shortage of talent. There are three generational demographic challenges facing Michigan as well as the rest of the United States. Experts point out that 1) The baby boomers are beginning to age out of the workforce, reducing labor supply at the same time they create additional demands because they are aging. Some 40,000 per year turn age 65 beginning in 2012; 2) Michigan will start losing population in the 20-64 age range in 2014 and will quickly reach losses of over 20,000 a year, starting in 2018; 3) There will be significant declines in the number of school age children in Michigan. These statistics represent substantial workforce challenges as Michigan's available workforce declines in all sectors whether it is advanced manufacturing, health care, information technology or services.

The challenges are not only statistical. Tomorrow's workforce will need a different set of skills. We all know these workers will need some form of higher education – college or technical school degrees, but they must be committed to life-long learning and understand how to be entrepreneurial and how to work in a global society. Our task as members of CLEG is to develop and help initiate strategies that will help Michigan deliver that workforce.

Our goal is to create a new mindset that will help Michigan and its citizens succeed in the new global economy. That new mindset includes several things. People must embrace a new economy where change is the norm, and where innovation, adaptation, and creativity are the keys to economic opportunity. All of Michigan's workforce development efforts must be guided by and support its current and future industries.

When the CLEG was announced Governor Granholm said, "The Council for Labor & Economic Growth will be our guide as we strive to meet Michigan's job needs of today while fostering the skilled and flexible workforce that Michigan businesses need to compete successfully in the future. This talented body will help us challenge the status quo on how best to develop and invest effectively in Michigan's 21<sup>st</sup> century workforce."

This is a big challenge, and a big opportunity. This Council has the talent, experience and commitment to deliver it. By working together we can help ensure the seeds of innovation continue to find root and grow in Michigan and that its citizens are prepared to succeed in the global economy.

Sincerely,

Marge Sorge, Chair



Governor Granholm addresses Marge Sorge, the chair of CLEG during the March 5 CLEG quarterly meeting.

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#### Advisory Administration Unit CLEG Support Staff

CLEG is staffed by a full-time core team within the Department of Labor & Economic Growth. The Advisory Administration Unit (AAU) is responsible for providing administrative, operational, and technical support to the Council, delivering a high level of professional events planning, logistics coordination, agenda development, and facilitation.

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Michigan Department of  
Labor & Economic Growth

## SOLUTIONS—Caught in the Act!

CLEG's SOLUTIONS for Michigan's 21<sup>st</sup> Century Workforce was signed at CLEG's quarterly meeting on June 5, in Traverse City. SOLUTIONS, developed by CLEG, are the guiding values that partner organizations across Michigan are following in reshaping and advancing Michigan's workforce.

SOLUTIONS values are: innovation and creativity, diversity and inclusion; growth and attraction; employability and advancement; education and training; and business solutions.

SOLUTIONS articulates overarching principles and a common agenda that state agencies, educators, employers, and other key workforce stakeholders agree to, and follow, to build a stronger workforce that can compete globally. SOLUTIONS also helps ensure alignment of programs and resources needed to increase workers' skills and knowledge.



From right to left: former DLEG Director Robert Swanson, Mike Zelly, Matt Chambers, Trena Rusher, Mitch Tomlinson, and Doyle Hayes.

CLEG will use SOLUTIONS as a guide when it reviews and approves state workforce system initiatives. CLEG will also ask organizations seeking its support how their plan or proposal meets with the SOLUTIONS vision.

To date, more than 50 organizations have endorsed SOLUTIONS and are actively promot-

ing its principals at their workplaces. This column, *SOLUTIONS, Caught in the Act!* will feature organizations actively demonstrating SOLUTIONS values. Know of an organization with SOLUTIONS or wants to sign on? Let us know! You can contact CLEG at [www.michigan.gov/cleg](http://www.michigan.gov/cleg).

Two organizations already have been *Caught in the Act!*

### For Washtenaw County's MEGA-P, the Focus is on Growth & Attraction

Washtenaw County developed a county-wide MEGA-Partnership (MEGA-P) to provide workforce and economic development services that support growth and prosperity of its businesses and citizens. The MEGA-P, led by Michigan Works!, includes the following partners: Ann Arbor SPARK, the Ann Arbor and Ypsilanti Chambers of Commerce, Washtenaw Community College, Eastern Michigan University, and the University of Michigan.

Connectivity among partners is key to attaining their goal of service excellence. Here's how MEGA-P works:

- Connects the partners in ways that ensure alignment of services and resources. Connects employers to partners' services by 1) providing information in a seamless manner; 2) working jointly to solve employer problems, and 3) providing services to attract employers and help them grow.

- Connects entrepreneurs to services that will help them grow their companies in Washtenaw County.
- Connects residents to services that help them find jobs, education and training.

The partners meet regularly and have already had significant success; most notably, receiving funds to open a middle college targeted at health care career education and training.

### South Central Michigan Works! SOLUTIONS for Michigan's 21<sup>st</sup> Century Workforce Focusing on Innovation & Creativity

South Central Michigan Works! was proud to introduce their newest innovation, the Mobile One-Stop Center (MOC-1) in February 2005. MOC-1 is a self-contained vehicle equipped with state-of-the-art telecommunications equipment capable of being deployed inside or outside of the vehicle. The One-Stop unit offers a full array of employment, re-employment and employer services as additional outreach to those services currently provided through the Service Centers located in Hillsdale, Jackson, and Lenawee counties.

Employers can provide training in computers, job specific programming, or even certified Microsoft Office Specialist certification. Job seekers can utilize MOC-1 to access such activities as the Michigan Talent Bank, write resumes and cover letters, or receive personalized computer instruction. MOC-1 is also available in case of national and state disasters or emergencies.



## Welcome New Council Members!

Congratulations and welcome to the newly appointed members of CLEG. The new members are:

**Lisabeth Ardisana**, representing business, is CEO and principal owner of ASG Renaissance, a technical and communication services firm. Ms. Ardisana is responsible for the day-to-day operations and financial management of ASG Renaissance and also manages the company's consulting services department which provides clients with environmental program management and minority supply chain development services.

**James C. Epolito**, president and CEO of the Michigan Economic Development Corporation (MEDC), oversees the administration of the 21<sup>st</sup> Century Jobs Fund initiative. He also directs economic policy development, business retention and attraction, technology development, trade and international investment, tourism promotion and marketing, and community development functions. Mr. Epolito, as a state officer, will serve as a voting ex-officio member of the Council.

**Patrick "Shorty" Gleason**, representing labor, is the president of the Michigan Building and Construction Trades Council. He was formerly the business manager and financial secretary/treasurer of Iron Workers Local 25. Mr. Gleason is a member of the Mackinac Bridge Authority and is on the Executive Board of the Michigan State AFL/CIO.

**Timothy J. Nelson** is the president of Northwestern Michigan College in Traverse City. He has served as president since 2001. He received a bachelor of science degree in mathematics from Grand Valley State University and a master of science Degree in business administration from Michigan Technical University. He represents individuals and organizations that have experience in the delivery of workforce investment activities.

**Daniel J. Phelan**, president and CEO of Jackson Community College since 2001, represents

individuals and organizations that have experience and expertise in the delivery of workforce investment activities. He holds a Doctor of Philosophy Degree in Education/Higher Education Administration from Iowa State University, Ames, Iowa. The author of numerous professional articles, monographs, and essays, Dr. Phelan has been honored for his work in higher education and community services. In 2006, he was recognized by the Association of Community College Trustees as the recipient of the 2006 Central Region Chief Executive Officer Award.

**Marjorie A. Sorge**, representing the business sector, has been designated as Chair of the CLEG, and is also Chair of the Increasing Michigan's Global Competitiveness Committee. She is Vice-President of Corporate Communications at Metaldyne. Ms. Sorge provides executive leadership for all internal and external communications, including public relations, internal communications, marketing communications, government affairs and corporate events. She has extensive background in the automotive industry and as a journalist, executive and consultant.

**Fern Espino, Ph.D.**, representing business, holds three degrees from the University of Arizona in Tucson and has done postdoctoral studies at Harvard University. She is recognized as a strong leader for her expertise in education, public and private business and forming winning strategic partnerships nationally and internationally. She is president and CEO of Espino Enterprises, Inc., a consulting firm. Prior to becoming an entrepreneur, Dr. Espino was part of the top executive teams at Kettering University in Flint, Michigan and at College of the Mainland in Texas.

**Jennifer Cornell**, representing the business sector, is a media and publication relation's professional, and is currently vice president, director of client relations for Ann Arbor-based Eiler Communications. In addition to developing strategic public relations programs

for clients including Ann Arbor SPARK and Google, she routinely works with business, banking, finance, and technology media, regionally and nationally. Jenn is a graduate of Alma College where she earned her B.A. in communication.

**John James**, representing business, is a native of Starkville, Mississippi and is Chairman and CEO of James Group International, a group of supply chain-related companies on Fort Street near the Ambassador Bridge in Detroit. John and his uncle, Calvin Outlaw, founded O-J Transport Company in 1971, which later became one of the JGI companies. Mr. James was employed full time with Chrysler Corporation in Personnel and Labor Relations from 1969 until 1978 when he began to devote all of his time and attention to his companies.

**Paul W. Arsenault**, representing business, is the President and Owner of Concepts Consulting, Inc., a business finance consulting company. He has provided business consulting to small business for more than 17 years. Concepts Consulting specializes in SBA and USDA financial packages and hard-to-place loans. Paul has owned and sold several different businesses including a restaurant, clothing store, video rental stores, and toy store. He is also certified in Manufacturing Assessment Methodology (MAM).

**Stephen W. Balbierz**, representing business, is a lifelong resident of Marquette, Michigan. Since 1979, he has fulfilled his corporate career with SBC, and is currently the Director of External and Government Affairs for Northern Michigan. His current board memberships and affiliations are: Operation Action U.P. (board of directors), Lake Superior Community Partnership (board of directors), Michigan Works/Job Force Board Member, Upper Peninsula Economic Development Alliance (member), Marquette County Ambassadors (member and past president), Marquette West Rotary Club (member and past president).

## Promising Programs

### JET Pilot Program Off to Great Start; Aligns with Governor's Plan to Transform Michigan's Economy

The Jobs, Education and Training (JET) program has launched successfully with more than 50 percent of Michigan's Family Independence Program (FIP) recipients now being helped by the innovative program.

JET brings together the resources of the departments of Labor & Economic Growth and Human Services with support from Governor Jennifer M. Granholm. A sufficiency, JET is a comprehensive effort to connect Michigan families with the kind of jobs, education and training fundamental change in the way families move off welfare toward self that result in long-term career positions. JET's primary goal is to overcome the biggest barriers to economic opportunity, including meeting human services needs and providing education and job training for the community's greatest employment needs.

The JET pilot began in April 2006 at four pilot sites including the Depart-

ment of Human Service and Michigan Works! Agencies in Oakland, Wayne, Kent and Sanilac counties. In January 2007, the program expanded to 29 offices in 19 counties with key tools such as the Family Assessment Screening Tool (FAST) and Family Self Sufficiency Plan (FSSP) in place. With this expansion, more than half of Michigan residents who qualify for FIP are enrolled in JET.

JET streamlines existing resources by co-locating local DHS and MWAs agencies (allowing for jointly-developed local/regional plans for delivery of employment and training services) and eliminating duplicative services. JET expands the definition of proper education and training.

JET is a significant key to welfare reform and preparing all Michigan residents for Michigan's new economy. Individuals who do not participate in required job-related activities will be sanctioned for a period

of three months, during which time they will not qualify for FIP benefits. This sanction time period will count toward the new state time limits of 48 months to receive welfare benefits.

From August to December 2006, FIP caseloads at JET sites have decreased slightly, while FIP case-loads in the non-JET sites have increased nearly five percent in the same time period.

CLEG's Creating a Low Wage Worker Strategy Committee advocated for the system and policy changes at the state and local level that support the welfare reform proposal changes. The committee currently monitors and is assessing the new program in the pilot sites.

Funding for JET is provided by the State of Michigan and the U.S. Department of Health and Human Services and is administered by DLEG.

## Committee Spotlight

### Creating a Low-Wage Worker Advancement Strategy Committee:

Mitch Tomlinson, Chair; Sharon Parks, Vice Chair

The committee has been implementing its employer engagement strategy by hosting forums for employers in targeted communities. These forums provide a space for employers to dialogue about best practices in retaining and advancing their most vulnerable workers—hourly and entry level staff—whose struggles with poverty often impact their employment success. A modified poverty simulation is used to jumpstart awareness of these factors. The second part of the forum features CLEG members sharing their best practices, which leads into roundtable discussions among participants. The first forum- hosted by Peckham Inc., and Capital Area Michigan Works! in Lansing in fall 2006—served as a pilot of the idea. The second forum was hosted by committee member Lena Barkley at her CVS Regional Learning Center in partnership with the Detroit Regional Chamber of Commerce on

March 7, 2007 in Detroit. Evaluations of the event were extremely positive.

Comments about the Forum:

- Didn't realize how difficult life could be [for low-wage workers].
- Gives a perspective of what is going on in low-income families; helps understand their situation.
- Great simulation to use with co-workers. Examines the feelings and impact of low-income families.
- So very needed.

The committee has successfully produced its Low-Wage Worker Employer Toolkit. The toolkit outlines a number of strategies the employer can use to build the asset base of their employees in a range of

areas: home ownership, financial assets, child care networks, etc. It also profiles Michigan specific companies who have strategies in place that invest in their frontline staff. The Toolkit was distributed to all CLEG members on their March 5, 2007 meeting and was showcased during the Vulnerable Worker Forum on March 7. It has been widely requested—indicating a real need by employers for this kind of information.

The committee is devoting its meeting schedule during 2007 to discussing in depth various areas impacting low wagers by bringing in outside speakers to its quarterly meetings. In March, the committee discussed financial literacy and financial asset building with staff from the Michigan Credit Union League and the Harmony Financial Network.



Mitch Tomlinson, chair of the Creating a Low-Wage Worker Strategy Committee, gives an update on his committee's recent activities at the December 4 CLEG quarterly meeting.

## Committee Updates

### ***Workforce Issues Facing Key Industry Sector Committee, Jack Litzenberg, Chair; Derick Adams, Vice Chair***

The Industry Sector Committee has focused during the past year at creating a deeper understanding of the long-term human capital issues facing key industries in Michigan. The committee is developing maps of the issues, challenges and opportunities in those industries, the first of which will be released this Spring.

The committee has focused so far on three industries: health care, advanced manufacturing, and alternative energy. In each case, a committee member convened 1-2 half-day meetings during which diverse experts from the industry participated in facilitated discussions that included:

- What are major trends and forces of change facing the industry during the next 5-10 years?
- What are the implications of those trends in terms of workforce needs and opportunities within the industry?

In each instance, the results of those rich discussions have been compiled and used for the committee to then work on creating a clear, compelling map of the industry's workforce future and developing recommendations for the Governor on policy actions the State should take to anticipate and impact long-term challenges in these key industries.

### ***Accelerating Re-employment/Workforce System Committee, Matt Chambers, Chair***

The committee's main focus over the last several months has been the development of guiding values for the State's workforce investment system, SOLUTIONS for Michigan's 21<sup>st</sup> Century Workforce. SOLUTIONS was formally adopted by the Council at its June 5, 2006 meeting, and a signing ceremony was held at the September 12, 2006 meeting. *SOLUTIONS-Caught in the Act!* will appear in each edition of CLEG News to site best practices of signatories highlighting how

their organizations align with the values and measure them. The committee is also focusing on the importance of soft skills and hosted a Soft Skills Symposium after the March 5, 2007 CLEG meeting. Next steps for the committee and partners that attended involve the development of a common definition and standards for the assessment of soft skills. This initiative will include collaboration with the Increasing Educational Attainment Committee.

### ***Increasing Educational Attainment Committee, Mike Schmidt, Chair***

The Educational Attainment Committee met on February 22 at the Capital Area Michigan Works! office in Lansing. The committee was joined by several regional Michigan Works! Directors to review the implementation status of the Cherry Commission Report and to discuss potential CLEG initiatives that could be undertaken in 2007. The committee has decided to focus its work on three critical areas: 1) Coordinating with the regional Michigan Works! Agencies to support the "Return to Learn" initiative; 2) Exploring ways that CLEG can support the new state graduation requirements, specifically the implementation of the "21st Century Applied Learning Core;" and 3) Joining forces with the Accelerating Re-employment Committee to work on the issue of promoting the teaching of "soft skills" across all state workforce development systems.

### ***Increasing Michigan's Global Competitiveness Committee, Marge Sorge, Chair***

The Global committee, now under the leadership of the new chair of CLEG, Marge Sorge, has met several times since January and is considering several projects to focus on.

### ***Creating a State Culture of Entrepreneurship Committee***

The committee's recommendations are under consideration by the Department of Labor & Economic Growth (DLEG) and the Michigan Economic Development Corporation (MEDC).



CLEG members listen to a presentation at the March 5th meeting.

## 21<sup>st</sup> Century Workforce Initiative — a Key Element of Michigan's Workforce Development Strategy

“Creating the 21<sup>st</sup> Century Workforce: Developing Coordinated Regional Strategies” is a new initiative designed to help Michigan compete and win in the new, global marketplace.

Thirteen partnerships led by Michigan Works! Agencies (MWAs), are charged with developing regional approaches to avert plant closings and worker dislocations, and address immediate and long-term workforce needs of employers and workers. More than \$1.3 million in 21<sup>st</sup> Century Regional Workforce Planning grants for MWAs and local partners were announced in July 2006.

MWAs are leading the multi-stakeholder teams that include many partners: employers, labor representatives, local governments and chambers of commerce, economic developers, community colleges, and others, who will work together in new ways to build a workforce that can embrace innovation, support the development of new industries, and strengthen and grow Michigan's economy.

The initiative will work to:

- prevent Michigan's manufacturing industries and jobs from leaving the state by adopting a lay-off aversion strategy;
- support community-led efforts to address plant closings and lay-offs through the development of strategies that link workforce and economic development;

- implement a new Skills Information Model to develop accelerated training programs, and; develop, attract, and retain talent to build and support the 21<sup>st</sup> Century economy.

Considering the influence of technology on business practices and the dynamic nature of the global economy, talent may be more important than many other factors in creating the economy of the future.

In November, Brenda Njiwaji, director of the Bureau of Workforce Programs in the Department of Labor & Economic Growth (DLEG) and the team of technical assistance and service providers from DLEG conducted site visits with the 13 regional partnerships and reviewed each region's strategic plan.



The governor talks to CLEG members at the March 5th meeting about creating a 21st Century Workforce.



## Vital Center/Great Lakes

On September 12, 2006, at the CLEG quarterly meeting, council member Michael Schmidt gave a presentation on the Great Lakes economy and how it is affecting Michigan and its neighboring states. This presentation was based on a multi-year research and policy development initiative by the Brookings Institution Metropolitan Policy Program and in partnership with a network of academic, public policy, business and civic organizations. The first major report of this initiative is entitled: *The Vital Center: A Federal-State Compact to Renew the Great Lakes Region*.

As part of the public release of this report, a series of regional

briefings were conducted in Chicago, Detroit, Lansing, Cleveland, Columbus, and Buffalo. John Austin, Brookings nonresident Senior Fellow and author of the report, conducted the briefings. Joining him at several locations were Bruce Katz, Brookings Institution, Vice-President Metropolitan Policy program, in addition to project co-hosts, partners and funders.

Despite its long leadership in manufacturing and business, and assets of having major universities, and abundant natural amenities, the Great Lakes Region is struggling to develop the human capital, entrepreneurial culture,

and dynamic metropolitan regions needed to compete in the global economy. The report examines the region's challenges, and calls for a new federal-state compact around a series of educational, economic, social, and infrastructure initiatives that can help the region reassert its global economic leadership.

The full report can be downloaded at [www.brook.edu/metro/pubs/20061020\\_renewgreatlakes.htm](http://www.brook.edu/metro/pubs/20061020_renewgreatlakes.htm)

## Granholtm Announces Keith W. Cooley as New DLEG Director

Governor Granholtm announced the appointment of Keith W. Cooley, chief executive officer of Focus: HOPE, as the new DLEG director effective March 5. He replaces DLEG Director Robert Swanson who retires March 2.

Cooley brings a wealth of experience in diversifying the workplace, establishing education and training programs and workplace management programs. Cooley is currently the chief executive officer of Focus: HOPE, the highly respected and nationally known civil and human rights organization in Detroit that offers education and training in the areas of manufacturing, engineering and information technology that have helped thousands of minorities and women establish careers and financial independence. Cooley also serves on the board for the \$15 million West Michigan Workforce Innovation for Regional Economic Development (WIRED) grant designee that brings together public and private sector assets and resources to develop a more highly skilled workforce.

Focus: HOPE has strong ties to DLEG. Under Cooley's leadership, the organization received numerous awards from the Michigan Occupational Safety and Health Administration (MIOSHA) for health and safety, and accident reduction; it is a 2006 Cool Cities designee; and is a key DLEG partner in workforce development by receiving nearly \$5.9 million to provide on-the-job training and academic education in advanced manufacturing technologies in the Detroit area.

Cooley began his professional career as an experimental physicist with General Electric Corporation. For more than 20 years, Cooley was employed by General Motors where he held several positions for the company, including director of strategic planning for GM corporate communications. He later joined Motorola Corp. as director, Telematics International Sales.

Cooley has bachelor's of science degree in engineering physics, and a master's of science degree in nuclear engineering from the University of Michigan.

## New DLEG Deputy Director Levin Oversees Workforce Initiatives

Andy Levin, DLEG's new deputy director, is responsible for overseeing several DLEG areas, including Work-



force Programs, Career Education, and other key programs. Levin will be instrumental in leading several of the Governor's economic transformation initiatives including creating a 21<sup>st</sup> Century workforce, providing accelerated worker training, and matching workers with jobs through the MI Opportunity Partnership. He began his official duties January 29.

Levin brings extensive labor and business experience to DLEG. At the national AFL-CIO, the U.S. Department of Labor, and the Presidential Commission on the Future of Worker-Management Relations, Levin helped create programs and lead innovative policy campaigns to improve economic security for working families and create business-labor partnerships. In addition, Levin's experience studying and working in Haiti, India, and China will bring additional strength to the Governor's efforts to attract business to Michigan from all over the world. Mr. Levin is the son of U.S. Representative Sander Levin and the nephew of U.S. Senator Carl Levin. He earned a bachelor's degree from Williams College, a master's degree in Asian Languages and Cultures from the University of Michigan's Rackham Graduate School and a Law degree from Harvard University.

## Director Swanson Retires After 34 Year Career in Public Service

Congratulations and best wishes to DLEG Director Robert Swanson on his retirement March 2. Through his leadership, Swanson is credited with moving forward many components of the Governor's economic plan and 21<sup>st</sup> Century workforce strategy, including success of the MI Opportunity Partnership and Accelerated Health Professional Training, expansion of Regional Skills Alliances, implementation of an unprecedented three Workforce Innovation for Regional Economic Development program (WIRED) grants, launch of the 21<sup>st</sup> Century Regional Workforce Planning Grant initiative, JET Pilot Program and the Career Transition Program.

Governor Granholtm appointed Swanson as DLEG director in May 2006. He served as deputy director at DLEG from 2003 until 2006 when he was acting director. His retirement marks a distinguished career spanning 34 years in public services at the state and local levels, including 25 years of state service.



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