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September 6, 2016

On July 22, 2014, the President signed the Workforce Innovation and Opportunity Act (WIOA) into law (Public Law 113-128). Under the WIOA, the Governor of each state must submit a Unified or Combined State Plan to the U.S. Secretary of Labor that outlines a four-year workforce development strategy for the state's workforce development system. States must have approved plans in place in order to receive funding for the WIOA core programs.

Michigan's Unified State Plan must meet the requirements described in the WIOA, the WIOA Final Regulations, and other applicable published federal guidance. The plan must outline a four-year strategy for the following core programs:

- The Adult Program (Title I);
- The Dislocated Worker Program (Title I);
- The Youth Program (Title I);
- The Adult Education and Family Literacy Act (Title II);
- The Wagner-Peyser Act (Wagner-Peyser Act, as amended by Title III); and
- The Vocational Rehabilitation Program (Title I of the Rehabilitation Act of 1973, as amended by Title IV).

The major content areas of the plan include strategic and operational planning elements. All strategic and operational planning elements in the plan apply to all of the core programs.

Per the WIOA Final Regulations at 20 Code of Federal Regulations (CFR) Section 676.135(c), the State of Michigan is providing an opportunity for public comment on, and input into, the development of the State's Unified

Plan ***modification*** concurrent to its submission to the U.S. Department of Labor and the U.S. Department of Education. The ***modified*** plan will be posted at www.michigan.gov/bsbp until 5:00 p.m. on Thursday, October 6, 2016. ***Modified language is highlighted throughout the document in yellow and noted by the phrases [BEGIN MODIFICATIONS] AND [END MODIFICATIONS]***. All comments regarding the plan should be submitted to:

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To ensure your **comments** are considered, they **must be received no later than 5:00 p.m. on Thursday, October 6, 2016.**

State of Michigan

Workforce Innovation and Opportunity Act (WIOA) Unified State Plan

Modification #1

July 1, 2016 through June 30, 2020

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WIOA Unified Plan for the State of Michigan

Overview:
Under the Workforce Innovation and Opportunity Act (WIOA), the Governor of each state must submit a State Plan to the U.S. Secretary of Labor that outlines a four-year workforce development strategy for the state's workforce development system. The publicly-funded workforce development system is a national network of federal, state, regional, and local agencies and organizations that provide a range of employment, education, training, and related services and supports to help all jobseekers secure good jobs while providing businesses with the skilled workers they need to compete in the global economy. States must have approved State Plans in place to receive funding for core programs.

The WIOA reforms planning requirements previously governed by the Workforce Investment Act of 1998 (WIA) to foster better alignment of federal investments in job training, to integrate service delivery across programs and improve efficiency in service delivery, and to ensure that the workforce development system is job-driven and matches employers with skilled workers. One of the WIOA's principle areas of reform is to require States to plan across core programs and include this planning process in the State Plan. This reform promotes a shared understanding of the workforce needs within each state and fosters development of more comprehensive and integrated approaches, such as career pathways and sector strategies, for addressing the needs of businesses and workers.

Successful implementation of many of the approaches called for within the WIOA requires robust relationships across programs. The WIOA requires States and local areas to enhance coordination and partnerships with local entities and supportive service agencies for strengthened service delivery through the development of State Plans.

How the State Plan Requirements are Organized:
The major content areas of the Plan include strategic and operational planning elements. The WIOA separates the strategic and operational planning elements to facilitate cross-program strategic planning.

- The Strategic Planning Elements section includes analysis of the state's economic conditions, workforce characteristics, and workforce development activities. These analyses drive the required vision and goals for the state's workforce development system and alignment strategies for workforce development programs to support economic growth.
- The Operational Planning Elements section identified the State's efforts to support the State's strategic vision and goals as identified in the Strategic Planning Elements section. This section ensures that the State has the necessary infrastructure, policies, and activities to meet its strategic goals, implement its alignment strategy, and support ongoing program development and coordination. Operational planning elements include:
    - State Strategy Implementation,
    - State Operating Systems and Policies,
    - Assurances and Program Specific Requirements for Core Programs. When responding to the State Plan requirements, States must identify specific

strategies for coordinating programs or services for target populations. (Target populations include individuals with barriers to employment, as defined in the WIOA Section 3, as well as veterans, unemployed workers, and youth.) While discussion of and strategies for every target population is not expected, States must address as many as are applicable to their state's population and look beyond strategies for the general population.

Public Review and Comment:

Michigan's *draft* Unified State Plan *modification* is being posted on the Workforce Development Agency's website for public review and comment for 30 days. Notifications are being sent to required stakeholders as identified by each of the core programs and other partnering programs. See Appendix II for a list of stakeholder groups that will receive notification of the public review and comment opportunity. Comments, along with the State's responses, will be a part of the final plan modification.

Plan Format:

This Unified State Plan *modification* is designed in alignment with the WIOA, the WIOA Final Regulations, and U.S. Departments of Education and Labor issued guidance for Unified and Combined State Plans. The guidance requirements appear in italics ahead of each of the applicable sections of the plan for reference.

Workforce Innovation and Opportunity Act (WIOA)
Unified State Plan

Executive Summary

The following is Michigan's Unified State Plan, which meets the requirements described in the WIOA, the WIOA Proposed Rules, and other published federal guidance. A four-year strategy for the core programs is outlined in the Plan. The core programs include:

- The Adult Program (Title I);
- The Dislocated Worker Program (Title I);
- The Youth Program (Title I);
- The Adult Education and Family Literacy Act Program (Title II);
- The Wagner-Peyser Act Program (Wagner-Peyser Act, as amended by Title III); and
- The Vocational Rehabilitation Program (Title I of the Rehabilitation Act of 1973, as amended by Title IV).

The major content areas of the Plan include strategic and operational planning elements. All strategic and operational planning elements in the Plan apply to all of the core programs.

The Strategic Planning Elements section of the Plan includes analyses of the state's economic conditions, workforce characteristics, and workforce development activities. These analyses, as prepared by the Department of Technology, Management and Budget's Bureau of Labor Market Information and Strategic Initiatives, drive the required vision and goals for the State's workforce development programs to support economic growth. The required elements in this section allow the State to develop data-driven goals for preparing an educated and skilled workforce and to identify successful strategies for aligning workforce development programs to support economic growth.

The Operational Planning Elements section identifies the State's efforts to support the State's strategic vision and goals as identified in the Strategic Planning Elements section. This section ensures that the State has the necessary infrastructure, policies, and activities to meet its strategic goals, implement its alignment strategy, and support ongoing program development and coordination.

Operational planning elements include:

- State Strategy Implementation, which includes how the State Board will implement its functions as required under the WIOA and how the State will implement the State's strategies as identified in the Strategic Planning Elements section;
- State Operating Systems and Policies, which includes State operating systems that support the coordinated implementation, data collection, and reporting process used for all program activities, State policies, assessment of all core programs, funding

distribution, data alignment and integration between core programs, and performance accountability;

- Common assurances, for all core programs; and

- Program-Specific Requirements for each of the core programs.

When responding to the plan requirements, States must identify specific strategies for coordinating programs and services for target populations. While discussion of and strategies for every target population is not expected, States are required to address as many as are applicable to their state's population and look beyond strategies for the general population.

How the Strategies in the Unified State Plan Support the State's Vision:
Governor Rick Snyder's 2015 State of the State address outlined his priorities for his second term. His overall priority places an emphasis on putting people first, with the goal of helping all Michiganders succeed, no matter their stage in life. This priority will be accomplished through collaboration and cooperation to restructure State government, resulting in an effective, efficient, and accountable government that better serves its citizens.

The following key actions necessary to continue Michigan's reinvention include:

- Revolutionizing how government operates by reducing bureaucracy and inefficiencies in the system through restructuring government by combining talent and workforce operations;

- Focusing on early childhood education (prenatal through the third grade) by improving early literacy by providing half-day pre-school opportunities across the state. Proficiency in third grade reading is an early indicator of having a skilled workforce that is imperative to making Michigan stronger;

- Focusing on K-12 education to improve achievement in Michigan schools by improving efforts to nurture and educate our youth from prenatal and beyond;

- Ensuring that training is demand-driven by creating partnerships with education and employers, building a seamless One-Stop system for both employers and job seekers, emphasizing the value of science, technology, engineering, and math education, and by investing in skilled trades training and career tech education opportunities;

- Creating Prosperity Regions across the state, thereby allowing local areas to devote their resources to leverage State resources that help create more and better jobs and training;

- Assisting the structurally unemployed by offering services tailored to meet individual needs;

- Providing one-stop shopping for veterans; and

- Increasing accountability through measuring outcomes and results.

Created by Executive Order 2015-11 in April 2015, the Governor's Talent Investment Board is a business majority led board of industry executives, legislators, labor officials, education leaders, local elected officials, state agency directors, and other representatives consistent with the provisions of the WIOA Section 101(b). The Governor's Talent Investment Board plays a vital role in bringing citizen involvement, engagement, and oversight to the State's talent enhancement efforts, and serves as a catalyst for talent enhancement and economic development entities. The Governor's Talent Investment Board recommends policies to the Governor and state departments that guide workforce investment and training at both the state and local levels. The Governor's Talent Investment Board is the principal private-sector policy advisor on building a strong workforce system aligned with state education policies and economic development goals. The Governor's Talent Investment Board has established the following strategic priorities to guide its work:

- Educate students, parents, job seekers, teachers, counselors, and administrators about local in-demand careers and prepare students for those careers.

- Expand awareness of and access to adult learning opportunities to qualify for local in-demand careers.

In alignment with Governor Snyder's priorities and the Governor's Talent Investment Board's priorities, Michigan's Unified State Plan includes the following strategies:

Jobs Strategy:
Our jobs strategy is integrated into the Governor's overall strategic plan for Michigan's reinvention. Michigan's primary workforce development strategy is a demand-driven system that focuses on aligning all efforts, initiatives, programs, and funding around key industry clusters. This strategy includes the alignment of policies, operations, and administrative systems to avoid duplication of workforce programs and activities, as well as providing a way to leverage discretionary funding and formula-based investment across all programs. Our collaboration with workforce agencies, employers, economic developers, post-secondary education providers, and other partners with shared interests provides us with opportunities to leverage partner funds for services not funded under the WIOA. Our workforce programs are being implemented with innovation and efficiency in mind to deliver results-driven training and services in order to provide more and better jobs, assist employers with their workforce training needs, and revitalize our education system to better prepare youth.

Talent Enhancement Strategy:
Our talent enhancement strategy involves the alignment of economic development efforts at the Michigan Economic Development Corporation with workforce development efforts at the Workforce Development Agency. "Talent" is the education and work experience that employees bring to a job. "Enhancement" is the role the State of Michigan plays in improving the state's overall workforce pool. Talent enhancement efforts include: 1) talent development, 2) talent recruitment and attraction, 3) talent connections, 4) talent-based job creation and entrepreneurship, along with 5) workforce system reforms implemented by the Workforce Development Agency.

Strategy for Youth:
Career Preparation and Inspiration initiatives are used to ensure that every middle school student participates in a program to introduce them to local in-demand careers. Preparation for those careers may include job shadowing, talent tours, and internships. Other activities funded

through the WIOA Youth program may include Jobs for Michigan's Graduates and Youth Build programs in selected areas of the state.

Career and Technical Education programs operated through the Michigan Department of Education are also part of our State strategy to introduce students to local in-demand careers. Secondary and post-secondary career and technical education programs provide work-based learning experiences and support workforce development by prioritizing funding to instructional programs where there are job openings, successful placement of students in those jobs, and wages that are self-sustaining.

Other partner programs include the Martin Luther King Jr. – Cesar Chavez – Rosa Parks initiative and Career Pathways administered through the Adult Education and Family Literacy Act programs (Title II), and Pathways to Potential administered through the Department of Health and Human Services/Vocational Rehabilitation (Title IV) programs.

Strategy for Adult Learners and Employers:
The Talent Investment Agency will spearhead Governor Snyder's talent enhancement initiatives, which are critical to Michigan's economic prosperity. The Talent Investment Agency will be the State's leader in evaluating and implementing services and programs related to talent, such as job preparedness; career-based education; skilled trades training; incumbent worker training; employment assistance; science, technology, engineering, and math training programs; and programs designed to help the unemployed. By putting all talent investment efforts under a single agency, Michigan can leverage its ability to build talent that possesses in-demand skills while helping our state's businesses grow.

Michigan's Unified State Plan includes an emphasis on work-based learning and career opportunities, such as the Michigan Industry Cluster Approach and Michigan Apprenticeships, Internships, and Mentoring. Work-based learning will move Michigan's workforce system to a more demand-driven system through the development of industry-based partnerships that promote the economic health and welfare of regional area businesses and workers through engagement of local employers to provide direct information on in-demand jobs, skill sets required, training program requirements, and candidate assessment factors to improve successful transition from training to long-term employment. Stimulating the development of industry clusters, based on sound labor market information data, supports the overall goal of providing Michigan employers with a highly-skilled workforce and Michigan citizens with careers providing good wages and increased opportunities.

The Skilled Trades Training Fund provides competitive state funds for employer responsive training that enhances talent, productivity, and employment retention, while increasing the quality and competitiveness of Michigan's businesses. The Skilled Trades Training Fund ensures Michigan's employers have access to the talent they need to compete and grow, and individuals have the skills they need for in-demand jobs. Collaboration between Michigan Works! Agencies, economic development, and educational partners is essential to achieve demand-driven training that addresses the talent shortages hampering the growth of Michigan's priority industries.

The Community College Skilled Trades Equipment Program makes state funding available to community colleges to upgrade their facilities with new machinery and technologies to ensure Michigan community colleges can deliver educational programs in high-wage, high-skill, and high-demand occupations. Awards are made through a competitive process and require a cash match of 25 percent from the community college.

Coordination with Economic Development Strategies and Activities:
By developing positive and cooperative relationships with state agencies such as the Unemployment Insurance Agency, the Department of Health and Human Services, the Department of Education, Michigan Rehabilitation Services, the Bureau of Services for Blind Persons, and others, we can better serve our business customers and job seekers through unduplicated, coordinated services. By establishing common practices across the Talent System, we can ensure that our business customers as well as job seekers will have consistent quality of service, no matter where they enter the system. The Workforce Development Agency will work co-operatively with Talent System partners to implement common practices across regions, track performance, and measure employers' and job seekers' level of satisfaction to ensure consistent quality of service.

Prosperity Regions:
The Regional Prosperity Initiative will ensure that the State of Michigan is investing in the success of our regions, their local communities, and our economy in ways that are meaningful to the people who are working, playing, and doing business here every day. This will ensure that our finite resources are being used wisely. As a result of collaborative efforts for regional prosperity, the state will also be better equipped to attract and retain the talent that is so essential to remaining globally competitive. Finally, strong regions will give the state a new avenue by which to deliver state services that is more efficient and responsive to the needs of the regional economy. As federal dollars become scarcer, this helps to ensure that available resources have the greatest impact possible for both job creators and seekers.

Improved Performance and Accountability:
The Governor's Talent Investment Board will work with the Michigan Talent Investment Agency to meet regulatory responsibilities as prescribed by federal statute and regulation, including the development and updating of comprehensive state performance and accountability measures to assess the effectiveness of core programs.

Michigan Works! Agencies will provide the Unemployment Insurance Agency Work Test for claimants to ensure they are able to work, seeking work, and have not refused suitable work and provide re-employment services to profiled claimants selected by the Unemployment Insurance Agency. Profiled claimants are those claimants who will most likely exhaust their unemployment benefits before finding employment. Michigan Works! Agencies are also partnering with the Unemployment Insurance Agency to deliver the Re-employability Eligibility Assessment pilot program. This program provides one-on-one service to claimants who will more than likely exhaust their unemployment benefits prior to obtaining employment. This is similar to the re-employment profiling component mentioned above; however, claimants are to receive up to three re-employability assessments if employment has not been acquired. These re-employability assessments consist of re-employment services that are more intense and include follow-up case management services.

Part I: WIOA State Plan Type: Unified State Plan

This Plan includes the Adult Program, Dislocated Worker Program, Youth Program, Adult Education and Family Literacy Act Program, Wagner-Peyser Act Program, and Vocational Rehabilitation Program.

Part II: Strategic Elements

The Unified State Plan must include a Strategic Planning Elements section that analyzes the state's current economic environment and identifies the state's overall vision for its workforce development system. The required elements in this section allow the State to develop data-driven goals for preparing an educated and skilled workforce and to identify successful strategies for aligning workforce development programs to support economic growth. Unless otherwise noted, all Strategic Planning Elements apply to Combined State Plan partner programs included in the Plan as well as core programs.

Introduction

The Workforce Innovation and Opportunity Act (WIOA) of 2014 presents an extraordinary opportunity to improve job and career options for Michigan's workers and jobseekers through an integrated, job-driven public workforce system that links diverse talent to businesses. Michigan's WIOA Unified State Plan demonstrates how our workforce development system is strengthened through innovation and improvement in, and alignment with, employment, training, and education programs. The Michigan Talent Investment Agency is eager to collaborate with partners at all levels to bring a seamless service delivery system to all jobseekers and employers utilizing our One-Stop System.

Michigan faces several challenges in workforce and economic development. These include:

- Reducing unemployment and the number of long-term unemployed;
- Creating a higher-skilled talent pool in Michigan by improving educational attainment and worker training;
- Stimulating job creation; and
- Training and attracting the talent base needed by Michigan's growth sectors.

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

*(a) **Economic, Workforce, and Workforce Development Activities Analysis.** The Unified or Combined State Plan must include an analysis of the economic conditions, economic development strategies, and labor market in which the state's workforce system and programs will operate.*

(1) Economic and Workforce Analysis
(A) Economic Analysis. The Unified or Combined State Plan must include an analysis of the economic conditions and trends in the state, including sub-state regions and any specific economic areas identified by the state. This must include:

(i) Existing Demand Industry Sectors and Occupations. Provide an analysis of the industries and occupations for which there is existing demand.

(ii) Emerging Demand Industry Sectors and Occupations. Provide an analysis of the industries and occupations for which demand is emerging.

(iii) Employers' Employment Needs. With regard to the industry sectors and occupations identified above, provide an assessment of the employment needs of employers, including a description of the knowledge, skills, and abilities required, including credentials and licenses.

(B) Workforce Analysis:
The Unified or Combined State Plan must include an analysis of the current workforce, including individuals with barriers to employment as defined in Section 3 of the WIOA. This population must include individuals with disabilities among other groups in the state and across regions identified by the state. This includes:

(i) Employment and Unemployment. Provide an analysis of current employment and unemployment data, including labor force participation rates, and trends in the state.

(ii) Labor Market Trends. Provide an analysis of key labor market trends, including across existing industries and occupations.

(iii) Education and Skill Levels of the Workforce. Provide an analysis of the educational and skill levels of the workforce.

(iv) Skill Gaps. Describe apparent 'skill gaps'.

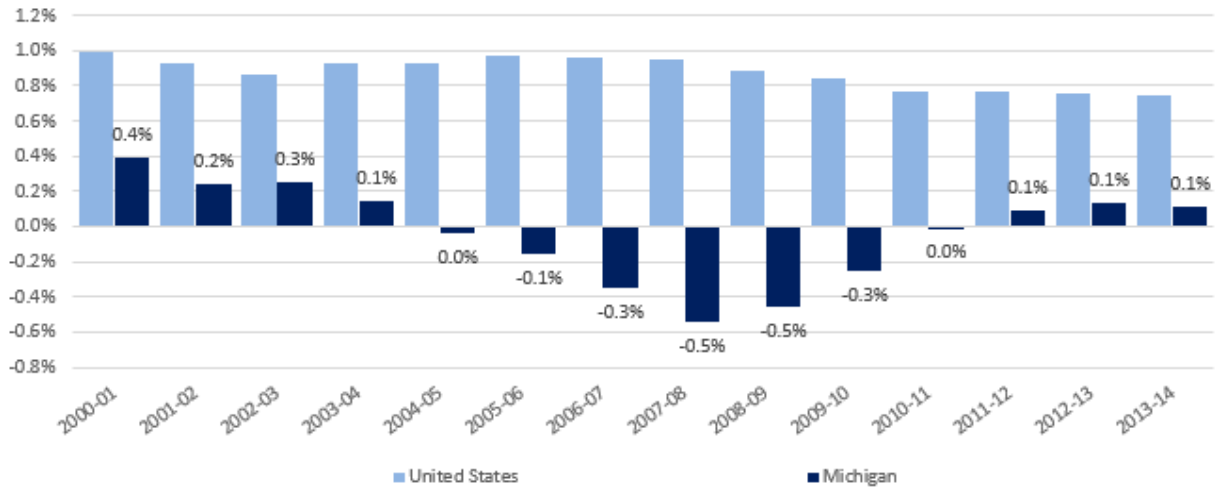
Economic and Workforce Analysis

Population

- In 2014, Michigan's population measured an estimated 9,900,000. Despite the recent population gains since 2010, Michigan's population remains below 2000 levels by 0.4 percent or -42,573 residents. In contrast, the U.S. population has shown impressive growth, up 36,694,645 or 13 percent since 2000.

- Michigan's population displayed positive but declining annual growth rates between 2000 and 2004 before turning negative between 2005 and 2010. Michigan's loss of population worsened during the Great Recession, with close to 100,000 residents leaving the state. Since 2011, Michigan's population has shown gradual positive gains. (Figure 1)

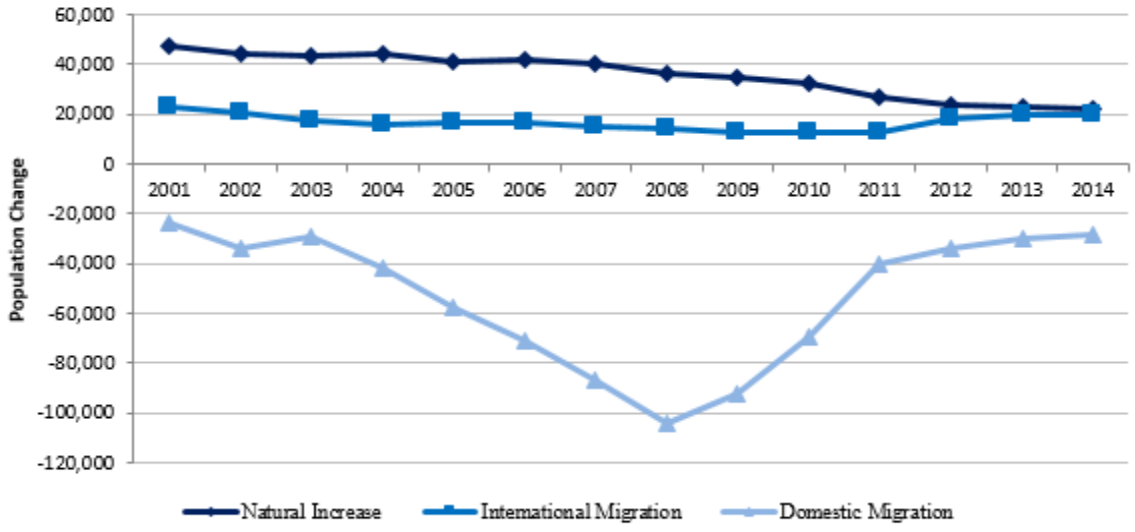
Figure 1: Annual Michigan Population Growth, 2000-2014



Source: U. S. Census Bureau, Population Estimates Division

- Both natural population increase (births minus deaths) and international migration have contributed positively to the statewide population. However, the rate of natural increase in the state's population has been declining over the past 15 years. Gains in international migration also lessened from 2000 to 2011, but ticked upward through 2014. In fact, by 2014, international migration and natural increase are estimated to equally contribute to the Michigan population gains. (Figure 2)

Figure 2: Michigan Components of Population Annual Change, 2000-2014



Source: U. S. Census Bureau, Population Estimates Division

- Unlike the natural population increase and international migration, domestic migration has been negatively impacting Michigan's population throughout the decade and continues to do so to date (2014). Between 2007 and 2008, Michigan recorded its largest annual domestic

out-migration of 104,000. Since 2008, the number of people moving to other states has abated, but domestic out-migration still reduced the statewide population by 29,000 in 2014. (Figure 2)

- Domestic migration affected virtually all population subgroups, but the impact on certain population segments has been more pronounced:

    - Persons with some form of post-secondary education were more mobile than those with only a high school degree or less. Individuals with post-secondary education and training comprised 82 percent of domestic out-migration.

    - The state's younger population cohorts also exhibited significant declines. About half of total domestic out-migration stemmed from individuals between the ages of 18 and 34.

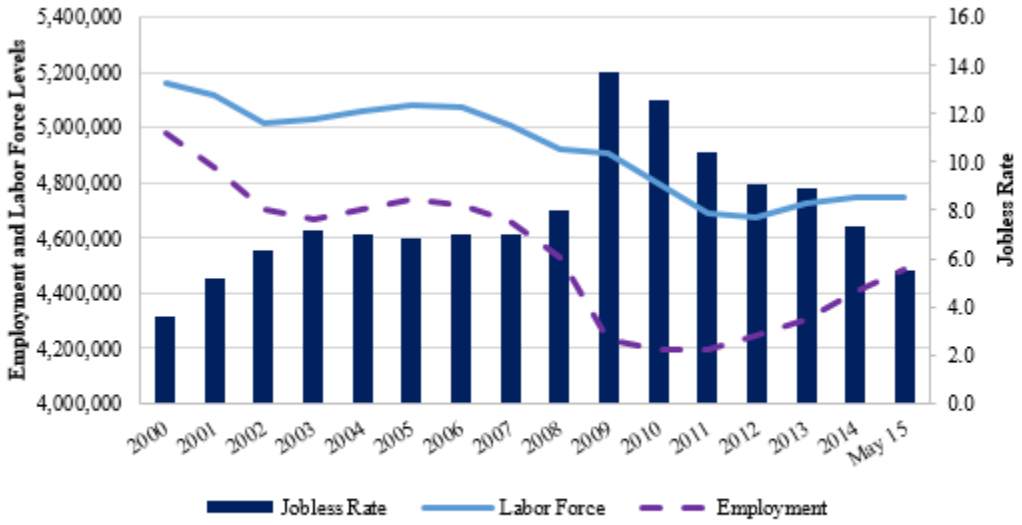
    - Domestic out-migration was more prevalent for those with an annual income of less than $50,000. Higher income earners (annual income of $50,000 or more) only represented 15.6 percent of domestic out-migration.

The migration patterns discussed above will greatly influence the state's labor pool. These demographic shifts will have implications on the future productivity of Michigan's labor force. The poor economic conditions in the state during most of the decade not only contributed to a declining population, but also a shrinking workforce.

Labor Market Trends

- Michigan's labor market has made a strong recovery since recessionary lows observed during the Great Recession. In 2009, Michigan had the highest unemployment rate in the country at 13.7 percent. Since then, Michigan's jobless rate has continued to fall all the way down to 5.5 percent as of May 2015. Employment levels have also bounced back strongly after reaching a low of 4,194,000 in 2010. Since that time, Michigan has added 293,000 employed persons to its economy. Michigan's labor force has also edged up slightly since 2012, advancing by 79,000 through May 2015. However, this followed seven consecutive years of labor force reductions from 2005-2012, with the state workforce falling by 412,000 or 8.1 percent. (Figure 3)

Figure 3: Employment Status of Michigan Workforce, 2000-2014

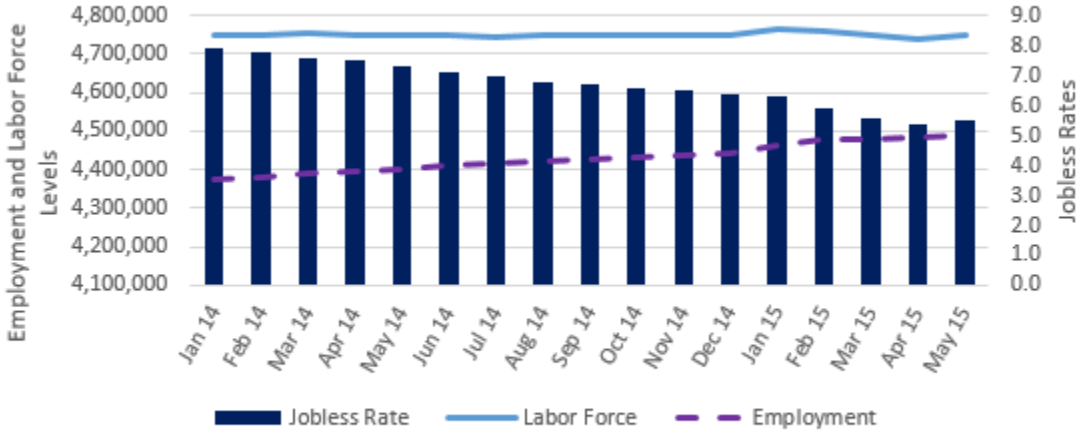


Source: DTMB, Bureau of Labor Market Information and Strategic Initiatives

- Despite the strong labor market performance since the Great Recession, Michigan workforce indicators remain well below the peaks established in 2000. The Michigan jobless rate in 2000 was 3.6 percent, well below the current rate of 5.5 percent. Far more striking were the long-term, massive losses in labor force and employment levels over this period. In May 2015, Michigan's labor force was 4,750,000, a very large drop of 413,000 since 2000. The same is true for employment, which has plunged in Michigan by 489,000 workers since 2000. The share of the Michigan population that was active in the labor market (the labor force participation rate) dropped sharply from 68.7 percent in 2000 to 60.5 percent in 2014. (Figure 3)

<u>Current Employment Status</u>

Figure 4: Current Employment Status of Michigan Workforce, January 2014-May 2015



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

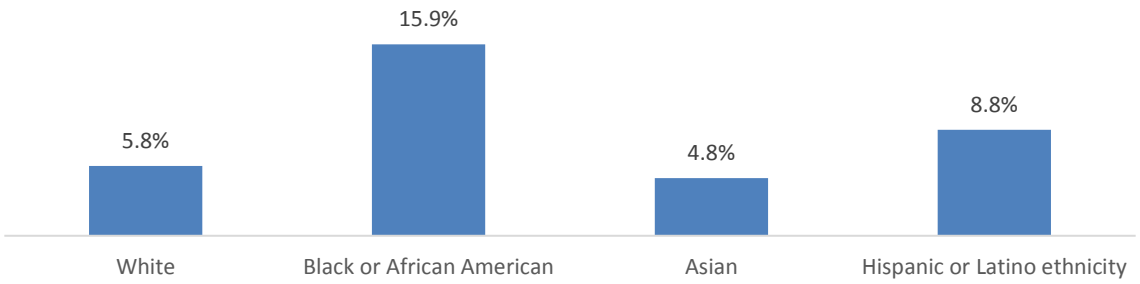
- More recently, Michigan workforce trends have shown strong improvement. Since January 2014, the jobless rate has dropped 2.4 percentage points to 5.5 percent and employment advanced from 4,373,000 in January 2014 to 4,487,000 in May 2015, a gain of 114,000 (Figure 4). However, there are still some areas of concern despite this general labor market recovery.
    - In 2014, 34.7 percent of the state's unemployed were without work for over 26 weeks, compared to just 3.2 percent in 2001.
    - The number of Michigan workers desiring full-time work but only able to find part-time work was 5.8 percent of total employment in 2014, compared to just 1.8 percent in 2001.
    - The U.S. Department of Labor, Bureau of Labor Statistics publishes six measures of labor underutilization rates for states. The broadest measure, the U6 underutilization rate, includes the unemployed (people without a job but actively looking for one and available to work), marginally attached workers (people willing to work but who have not looked for a job for the past 12 months), and persons working part-time involuntarily. This measure for the 12-month period ending March 2015 showed a U6 labor underutilization rate for Michigan of 13.1 percent, which was tied for the fifth highest in the nation. This was despite Michigan's official U3[1] unemployment rate in May 2015 of 5.5 percent, which ranked only 29th nationwide.

<u>Demographics of the Michigan Labor Force, Including Educational Attainment</u>

Jobless Rates by Demographic Categories**:**

- Unemployment rates in 2014 were reasonably similar for men and women in Michigan, but marital status made a difference. The 2014 jobless rates for men and women in the Michigan labor force were essentially equal at 7.1 and 7.4 percent, respectively. However, individuals who were married had significantly lower unemployment rates. Married men with a spouse present had a jobless rate of just 3.0 percent in 2014, and married women with a spouse present had a jobless rate of 3.7 percent, both significantly lower than either gender as a whole.

Figure 5: Michigan Jobless Rate by Race/Ethnicity, 2014



Source: U.S. Bureau of Labor Statistics, Current Population Survey (2014)

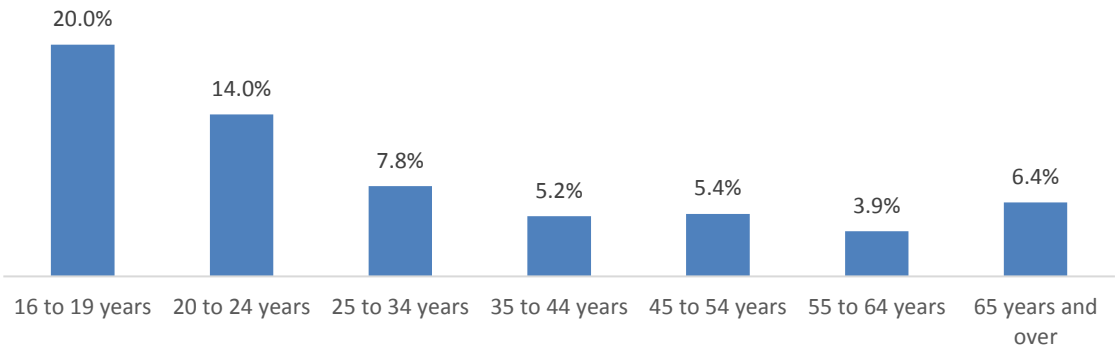
[1] The U3 unemployment rate is the total unemployed as a percent of the civilian labor force (official unemployment rate).

- Unemployment remained elevated for African Americans in 2014, despite improvements since the Great Recession. The rate for African Americans (15.9 percent) in Michigan was over double the rate for all workers (7.2 percent). (Figure 5)

- For individuals of Hispanic or Latino ethnicity, jobless rates in 2014 were also above average (8.8 percent), or over one percentage point higher than the rate for all workers.

- The racial group with the lowest unemployment rate in 2014 was Asians at 4.8 percent, followed by Whites with a jobless rate of 5.8 percent.

Figure 6: Michigan Jobless Rates by Age Category, 2014



Source: U.S. Bureau of Labor Statistics, Current Population Survey (2014)

- Jobless rates were generally inversely related to age in Michigan, until individuals reached 65 years of age and over. Teens and young adults face the highest unemployment rates in the state, at 20.0 percent and 14.0 percent, respectively. Competition with more experienced or skilled adults, and more frequent movement in and out of the workforce, partially explains these higher rates for younger workers. Jobless rates then tend to decrease with age down to a low of 3.9 percent for those aged 55 to 64 years old. For persons 65 years of age and older, labor force participation rates fall significantly, but unemployment rates go up as older workers at times face additional barriers to employment. (Figure 6)

<u>Full Versus Part-Time Employment</u>

- Women make up a larger share of the Michigan part-time workforce than men. In Michigan in 2014, women comprised 65 percent of part-time workers, but accounted for only 42 percent of full-time workers.

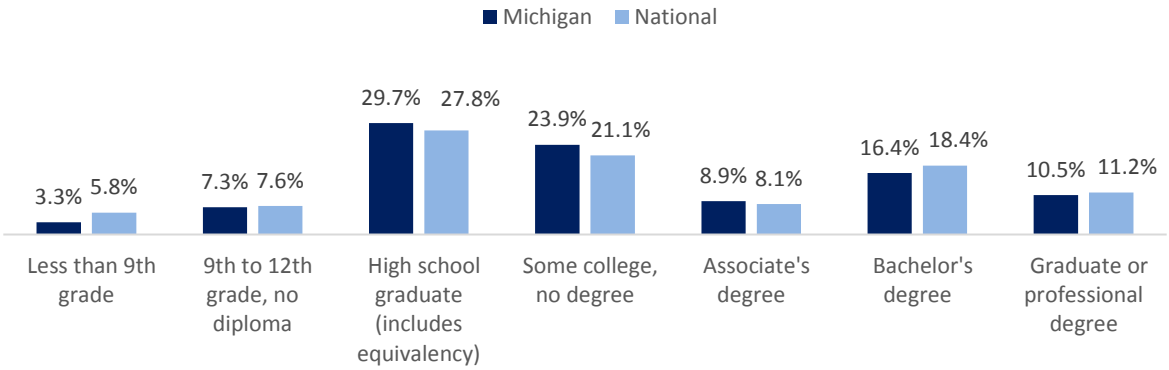
- About one in every four part-time workers would prefer to work full-time, and over half of these persons working part-time involuntarily are women. In 2014, 23 percent of part-time workers were working part-time due to economic reasons, and nearly 60 percent of these workers were women.

- Most unemployed persons (83 percent) in Michigan in 2014 were looking for full-time employment. A slightly higher share of men (87 percent) than women (79 percent) in 2014 were looking for full-time work.

Educational Attainment of the Michigan Workforce

- Compared to national averages, Michigan had a slightly higher share of the adult population that had attained a high school degree, had some college but no degree, or had an Associate's degree in 2013. The state had a smaller proportion of persons with less than a ninth grade education level than the nation (3.3 percent versus 5.8 percent). The state notably lagged behind the nation in the share of residents with Bachelor's degrees and Graduate or Professional degrees. (Figure 7)

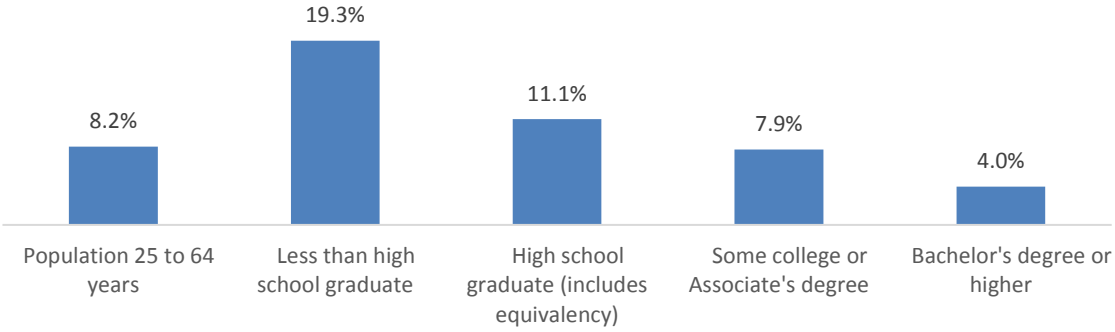
Figure 7: Educational Attainment of the Population (25 Years Old and Over), 2013



Source: U.S. Census Bureau, American Community Survey (2013 1-year Estimates)

- In general, unemployment declines as educational attainment increases, and Michigan is no exception. In 2013, individuals with less than a high school graduate level of education had the highest jobless rate at 19.3 percent. Unemployment rates generally declined with higher educational attainment levels to a low of just 4.0 percent for individuals with a Bachelor's degree or higher. (Figure 8)

Figure 8: Unemployment Rates by Educational Attainment (Population 25 to 64 Years Old), 2013



Source: U.S. Census Bureau, American Community Survey (2013 1-year Estimates)

- All education levels registered increased unemployment rates from 2005 to 2013 in Michigan, although the higher the level of education a group had the lower the rise in the jobless rate. These rate gains ranged from an increase of 2.9 percentage points for persons with less than a high school diploma, to a small rise of just 0.7 percentage points for Michigan residents with a Bachelor's degree or higher.

- People with a Bachelor's degree or higher were the only group to see gains in labor force and employment over the period 2005 to 2013. Also over this period, groups with less education had generally larger reductions in employment and labor force in Michigan.

- Poverty rates were also inversely related to educational attainment in Michigan in 2013. Poverty rates in 2013 ranged from 30.3 percent for persons with less than a high school education to 4.8 percent for residents with a Bachelor's degree or higher. Adults with a Bachelor's degree or higher were also the only education group to see a reduction in poverty rate from 2005 to 2013.

- Higher education levels were clearly related to higher median earnings in Michigan. Individuals who were less than high school graduates had median earnings in the past 12 months of just $19,141, which was far below the statewide median income of $32,886. Income was highest for those with advanced education. Persons with a Bachelor's degree in Michigan had 2013 median earnings of $47,043, and people with a Graduate or Professional degree recorded median earnings of $65,897.

Labor Market Status of Individuals with Barriers to Employment

The WIOA also requires states to address the employment and labor status of "individuals with barriers to employment, including individuals with disabilities." [WIOA, Section 102(b)(1)(B)].

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

Individuals with a Disability

Figure 9: Individuals with Disability Employment, Unemployment, & Labor Force Participation, 2010-2014

Year	Indicator	Michigan			United States		
		No Disability	With Disability	Total	No Disability	With Disability	Total
2010	Participation Rate	68.0%	20.6%	62.0%	70.1%	21.8%	64.7%
	Unemployment Rate	11.8%	21.9%	12.2%	9.4%	14.8%	9.6%
	Employed to Population	60.0%	16.1%	54.4%	63.5%	18.6%	58.5%
2012	Participation Rate	66.7%	18.7%	60.0%	69.4%	20.6%	63.7%
	Unemployment Rate	9.0%	11.9%	9.1%	7.9%	13.4%	8.1%
	Employed to Population	60.7%	16.5%	54.5%	63.9%	17.8%	58.6%
2014	Participation Rate	66.8%	20.5%	60.5%	68.7%	19.5%	62.9%
	Unemployment Rate	7.0%	13.5%	7.3%	5.9%	12.5%	6.2%
	Employed to Population	62.1%	17.8%	56.1%	64.6%	17.0%	59.0%

Source: Current Population Survey (CPS) (Unpublished Data)

In general, Michigan displays lower labor force participation rates than the nation for both individuals with and without a disability. However, in Michigan, the participation rate of persons with a disability trended differently than the rate for people without a disability, dropping by about two percentage points between 2010 and 2012 and bouncing back by 2014. The rate for individuals without a disability decreased between 2010 and 2012 but has stayed flat since then.

- In Michigan, the labor force participation rate and the employment to population ratio of individuals with a disability are close to three times lower than the rates for persons without a disability. (Figure 9)

- In 2014, the participation rate for individuals with disabilities was estimated at 21 percent, considerably lower than that for those with no disability (67 percent). Individuals with disabilities also faced higher unemployment rates measuring 13.5 percent, nearly double the 7.0 percent reported for those with no disability.

Figure 10: Educational Attainment of Individuals with Disability, 2014

	Michigan				United States			
Educational Attainment*/Disability	**No Disability**	**Percent of Total**	**With Disability**	**Percent of Total**	**No Disability**	**Percent of Total**	**With Disability**	**Percent of Total**
Less than high school	289,592	6.4%	37,465	16.1%	13,947,183	9.4%	668,247	11.7%
High school grad-diploma or equiv. (GED)	1,279,031	28.2%	63,478	27.2%	40,727,036	27.6%	1,828,167	32.1%
Some college but no degree	999,324	22.0%	66,299	28.4%	28,227,219	19.1%	1,236,736	21.7%
Associate's degree-occupational/voc.	213,768	4.7%	7,181	3.1%	6,831,924	4.6%	313,533	5.5%
Associate's degree-academic program	294,811	6.5%	16,338	7.0%	8,681,342	5.9%	326,340	5.7%
Bachelor's degree	917,022	20.2%	24,282	10.4%	33,572,382	22.7%	842,874	14.8%
Master's degree	416,595	9.2%	10,350	4.4%	13,138,577	8.9%	326,031	5.7%
Doctoral and professional	125,783	2.8%	7,942	3.4%	5,108,429	3.5%	145,855	2.6%

*Educational Attainment figures are for the population in the Labor Force
GED = General Educational Development

Source: Calculations from the Current Population Survey (CPS) Monthly Data

- In Michigan, the percentage of individuals with less than a high school diploma is higher for persons with a disability than for individuals without a disability by about 10 points. Additionally, persons with a disability lag behind as well in the share that attains Bachelor's and Master's degrees. The distribution for high school or equivalent (General Educational Development), some college but no degree, and Associate's degree is similar for both groups (with and without a disability). (Figure 10)

American Indian, Alaska Native, Native Hawaiian and Other Pacific Islanders

Figure 11: Groups' Labor Status, 2013

Group	Total Population	In Labor Force	Employed	Unemployment Rate
American Indian and Alaska Native	42,373	24,958	20,636	17.3%
Native Hawaiian and Other Pacific Islander	1,707	1,108	947	14.5%

Source: U.S. Census Bureau, American Community Survey, 2013 5-year Estimates, Table S2301

- At 58.9 and 64.9 percent, respectively, American Indian and Alaska Natives, and Native Hawaiian and Other Pacific Islanders recorded 2013 labor force participation rates that were within the margin of error of the statewide average rate of 61.2 percent. The two groups still showed higher unemployment rates, partially because of low population counts relative to the total state population. (Figure 11)

Individuals Living Below the Poverty Line

- According to data from the U. S. Census Bureau's American Community Survey (1-year Estimates), 17 percent of Michigan's population lived in poverty in 2013 (a little above the nation's poverty rate of close to 16 percent in the same year).

- About 54 percent of these individuals living under the poverty line in 2013 participated in the labor force, with only 36 percent actually holding a job, resulting in an unemployment rate of 32 percent, lower than the national jobless rate of almost 34 percent for this group (but over 3.5 times the statewide rate of 8.8 percent for all individuals in 2013).

Older Individuals

The WIOA Proposed Rules define "older individuals" as persons within the age bracket of 55 years and over.

- The U. S. Census Bureau estimated that in 2013 a little over 2.8 million "older individuals" lived in Michigan (in households and group quarters), with about 1,349,000 between the ages of 55 and 64, 836,000 between the ages of 65 and 74, and 650,000 in the 75 years and over bracket.

- An aging population and the recent Great Recession resulted in workers staying longer in the labor force. In fact, as of 2013, the labor force participation rate of persons between the ages of 55 and 64 was estimated at 59.0 percent, an increase of 1.4 percentage points since 2005. On the other hand, the rate for all individuals of working age (16 and older) was 61.2 percent in 2013, a decline of four percentage points since 2005.

- About 20 percent of the 65 to 74 years old individuals still participated in the labor force with an unemployment rate of 6.2 percent (2.6 percentage points below the statewide rate in 2013). Close to 5 percent of those who were 75 years old and over also continued to stay active in the labor force, with a 5.5 percent unemployment rate.

- A little over 8 percent of "older individuals," 65 years of age and over, who lived in households in 2013 (excluding group quarters) were below the poverty line.

Individuals with Limited English Ability

Figure 12: Labor Force Status of Individuals with Limited English Ability, 2013

Items	Speaks English Less Than "Very Well"
Population	294,712
Population 16 Years and Over	267,065
Population Under 16 Years	27,647
Employed	127,111
Unemployed	13,948
In the Labor Force	141,059
Unemployment Rate	9.9%
Not in the Labor Force	126,006
Labor Force Participation Rate	52.8%

Source: Derived from U. S. Census Bureau's 2013 American Community Survey, 1-Year Micro-data

- In 2013, the U. S. Census Bureau estimated that there were close to 295,000 individuals in Michigan that spoke English less than “very well.” Close to half of these individuals in the working age cohort of 16 years and over (about 126,000) did not participate in the labor force, representing a labor force participation rate of 52.8 percent (or about 8 percentage points below the statewide rate of 61.2 percent in 2013). (Figure 12)

Long-Term Unemployed Individuals

The U. S. Bureau of Labor Statistics defines long-term unemployed individuals as those who are unemployed for 27 weeks or more.

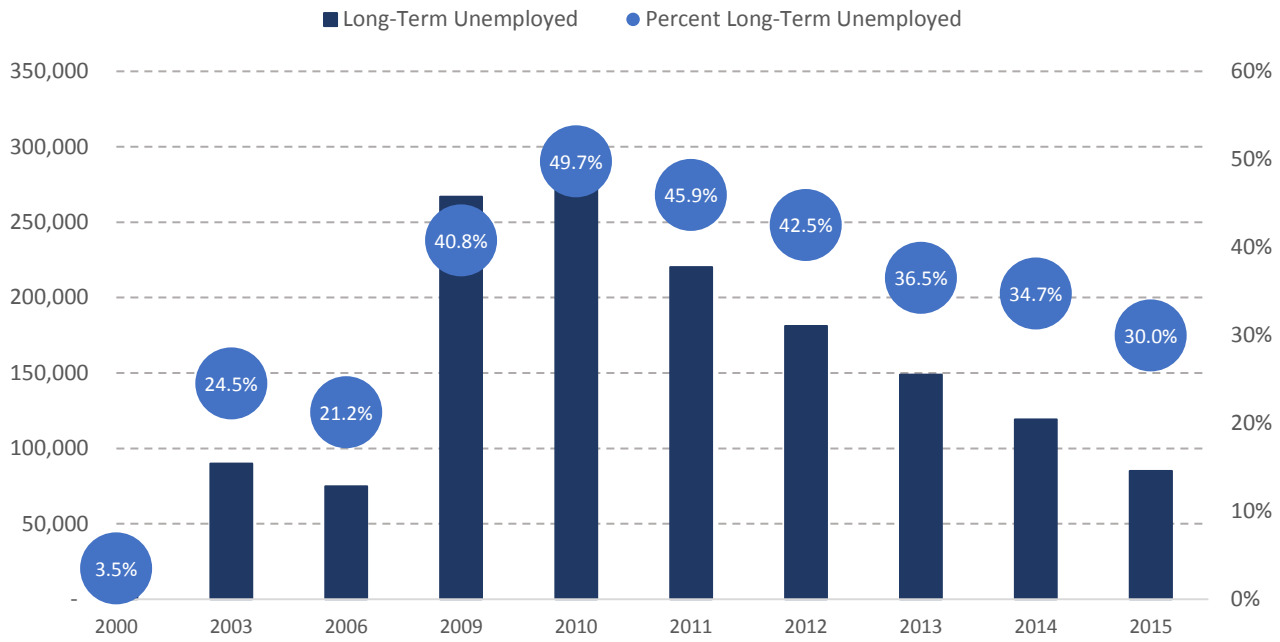


Figure 13: Duration of Unemployment in Michigan, August 2000-July 2015

- A 12-month moving average between August 2014 and July 2015 indicated an estimated 283,600 unemployed individuals in Michigan, of which 85,000 (30.0 percent) had been long-term unemployed (27 weeks or more).

- The share of long-term unemployed in the total number of unemployed peaked during the recent Great Recession. For example, in 2010, almost half of all unemployed individuals had been so for 27 weeks or more. Since these peaks, long-term unemployment has moderated somewhat but remains quite elevated when compared to both the 2000 and 2006 pre-Great Recessionary levels. In 2000, only 3.5 percent of the total number of unemployed were in the long-term category (about 6,500 individuals); in 2006, 21.2 percent of all unemployed individuals (or 75,000) were long-term, which is still close to 10 percentage points lower than the current (July 2015) percentage of long-term unemployed.

Figure 14: Unemployed Persons by Sex, Age, Race, Hispanic Origin, and Duration of Unemployment (Numbers in Thousands)

	Total	Less Than 5 Weeks	5 to 14 Weeks	15 Weeks and Over					Median Duration (Average of Monthly Median Duration)	Mean Duration
				Total	15 to 26 Weeks	27 Weeks and Over				
						Total	27 to 51 Weeks	52 Weeks and Over		
All Races	343.3	91.6	85.5	166.2	47.0	119.2	28.4	90.8	14.1	37.1
White	225.9	66.3	59.6	100.0	28.9	71.0	16.3	54.8	11.6	34.6
Black	95.9	19.7	22.1	54.1	14.4	39.7	9.6	30.1	23.1	40.3
Hispanic	19.6	6.7	6.5	6.5	3.1	3.4	2.2	1.2	9.8	14.8
Age 16-19	40.9	19.6	11.7	9.5	3.4	6.2	2.6	3.6	5.9	14.3
Age 20+	302.4	72.0	73.8	156.6	43.6	113.0	25.8	87.2	16.5	40.2
Male, 16+	174.8	42.1	37.6	95.1	22.7	72.4	14.8	57.6	19.7	46.0
Female, 16+	168.4	49.5	47.9	71.1	24.2	46.8	13.6	33.2	11.2	27.9

Source: Bureau of Labor Statistics, Current Population Survey, January 2014-December 2014

- In 2014, 119,200 unemployed persons in Michigan were classified as “long-term” (27 weeks or more of unemployment), which was a significant 35 percent of total unemployment in the state. The mean duration of unemployment was 37.1 weeks, while the median was 14.1 weeks.

- Men experienced a longer average period of unemployment with a mean of 46 weeks and a median of 19.7 weeks (Women: 27.9 and 11.2, respectively).

- Blacks recorded longer periods of unemployment, with a median duration twice as long as that of Whites. (Figure 14)

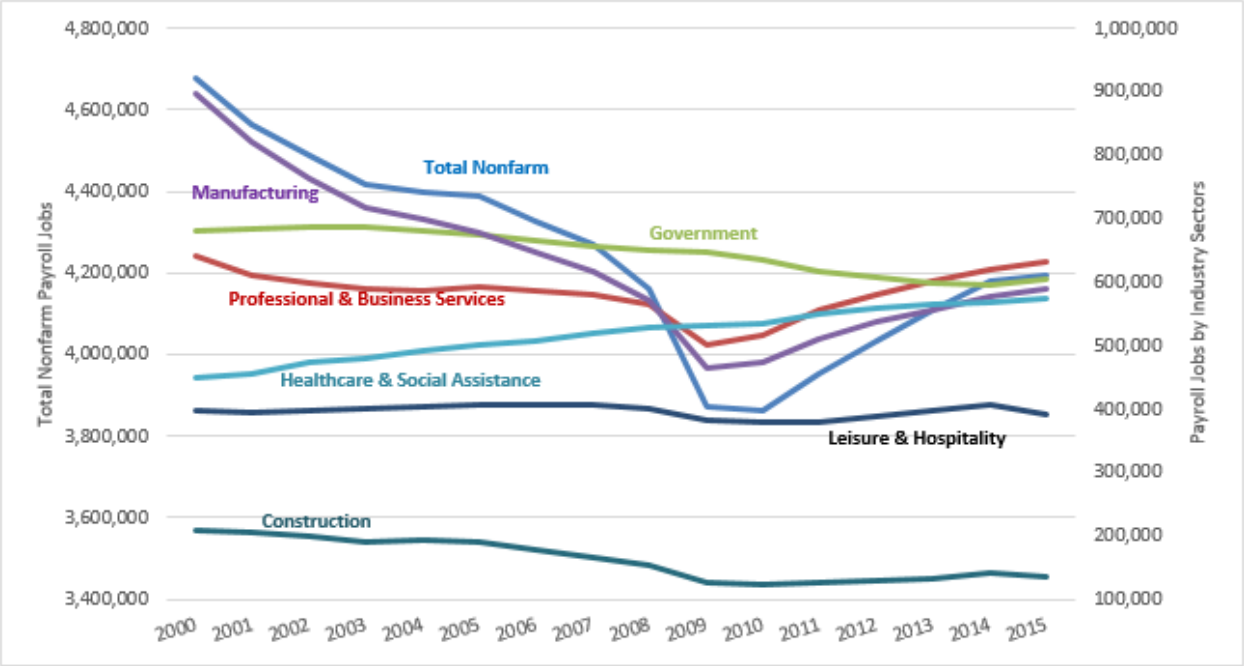
Information on the trends and characteristics of the Michigan workforce is important, as is an understanding of the characteristics of Michigan jobs by industry and occupation, and the potential future sources of these jobs. The following section provides information on recent payroll job trends in Michigan, in-demand and emerging industry sectors and occupations, and key knowledge and skills for the future workforce.

Existing and Emerging In-Demand Industry Sectors and Occupations

This section provides information and insights on existing and emerging in-demand industry sectors and occupations as well as the knowledge, skills, and abilities needed in those industries and occupations. The WIOA defines “in-demand industry” as: “An industry sector that has a substantial current or potential impact (including through jobs that lead to economic self-sufficiency and opportunities for advancement) on the state, regional, or local economy, as appropriate, and that contributes to the growth or stability of other supporting businesses, or the growth of other industry sectors”.

Michigan's Payroll Jobs Trend

Figure 15: Michigan's Payroll Jobs Trend Since the 2000 Recession

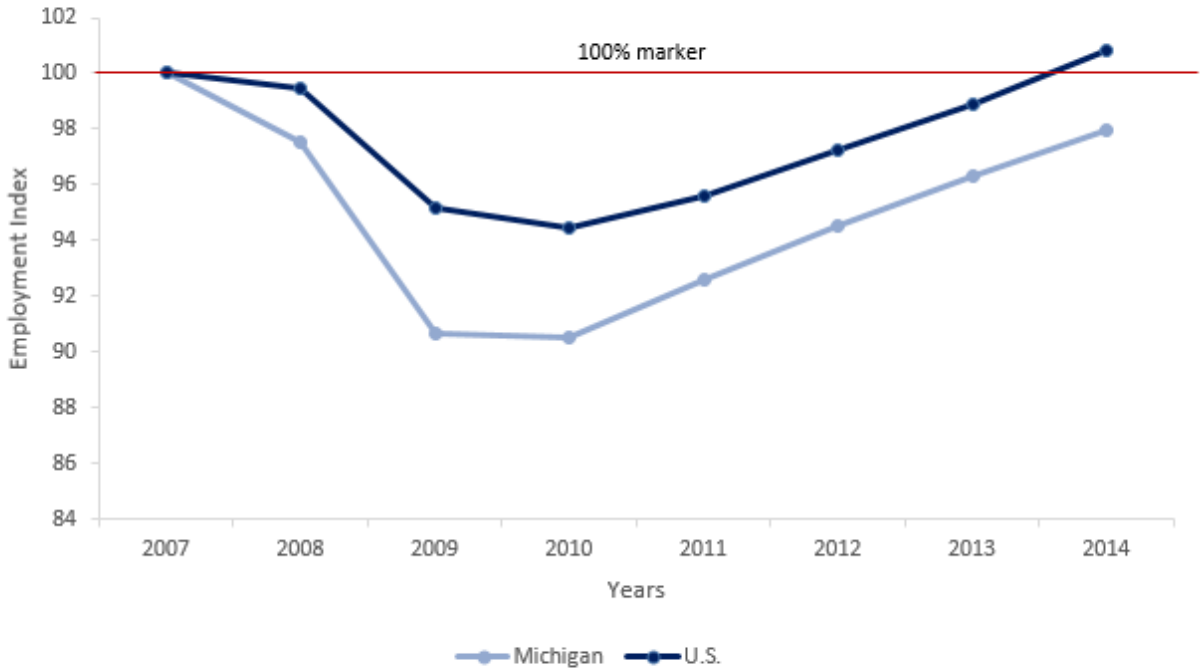


Source: DTMB, Bureau of Labor Market Information and Strategic Initiatives, Current Employment Statistics

- Michigan's economy never fully recovered from the massive *Manufacturing* layoffs that occurred at the turn of the Millennium in 2000, mostly blamed on outsourcing. In fact, by 2007, Michigan had lost an additional 408,600 payroll jobs, with -279,300 in *Manufacturing* alone. The impact of the late 2008 financial crisis that came on the heels of the national housing crash forced even greater job reductions among most of the state's sectors. The state shed an additional 397,000 jobs in the two-year period from 2007 to 2009 alone. As of 2015, Michigan's total nonfarm employment is close to a half million below the 2000 levels (- 484,500). (Figure 15)

Michigan's Total Payroll Job Change During and After the Recent Great Recession

Figure 16: Total Payroll Employment Index (Base Year = 2007)



Source: U.S. Bureau of Labor Statistics; DTMB, Bureau of Labor Market Information and Strategic Initiatives, Current Employment Statistics

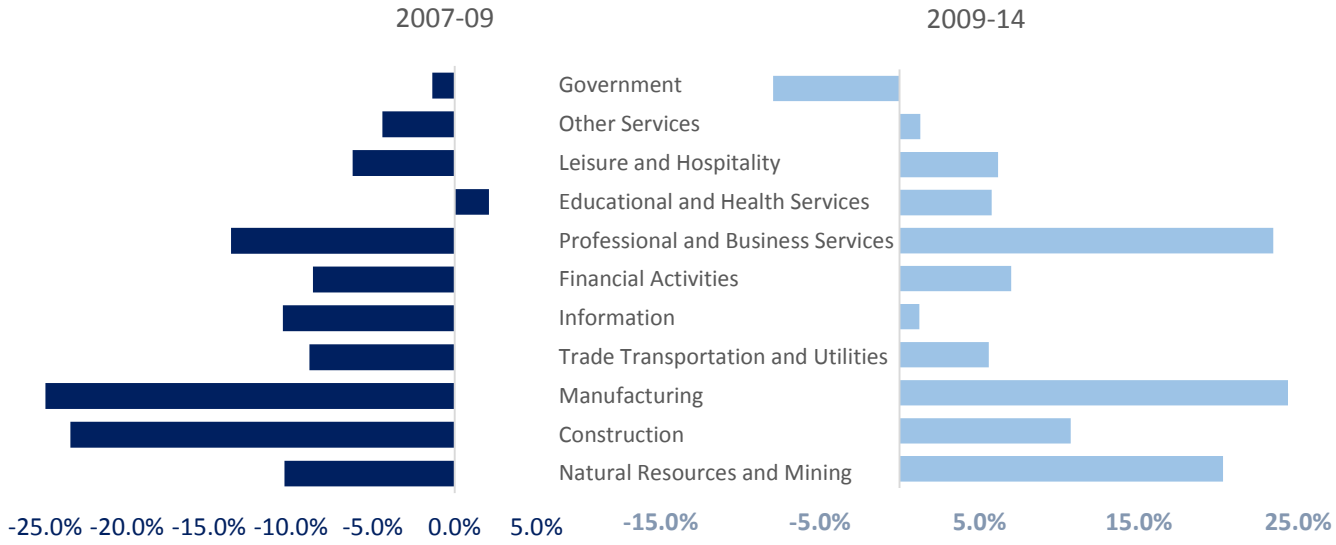
- Michigan's payroll employment dropped faster than the nation's during the recent Great Recession of 2008-2009. Michigan lost about 9 percent of its payroll jobs (or -397,300), while the nation's industry employment fell by 5 percent (-6.7 million).

- Since the official end of the Great Recession in the second half of 2009, Michigan's payroll employment recovery has followed the nation. However, unlike the nation which had surpassed the 2007 pre-recessionary levels by 2014, industry jobs in Michigan were 2 percentage points below the 2007 levels (or -88,100). (Figure 16)

- By May 2015; however, continued strong job expansion in Michigan brought payroll jobs in line with May 2007 levels.

Impact of the Recent Great Recession on Specific Sectors

Figure 17: Percent Change in Payroll Jobs by Industry Sectors During and After the Recession



Source: DTMB, Bureau of Labor Market Information and Strategic Initiatives, Current Employment Statistics

- *Manufacturing* was the hardest hit sector in Michigan during the Great Recession, with a job reduction of 25.0 percent. However, the sector has recorded the fastest job recovery since the end of the Great Recession (+24.4 percent).

- Jobs in *Professional and Business Services* declined by only around 14.0 percent during the Great Recession. Employment has grown by 23.4 percent since then.

- One sector, private *Education and Health Services*, recorded job gains during the Great Recession (+2.1 percent, or +12,500 workers) and continued to expand after the Great Recession, adding another 35,200 positions between 2009 and 2014.

- Employment in *Government* (including state and local public education) fell by 1.4 percent during the Great Recession (or -8,900) and continued to drop even further after the Great Recession. Jobs in this sector have dropped by 7.9 percent (or -51,400) over the 2009-2014 period. (Figure 17)

Current Distribution of Michigan's Payroll Jobs

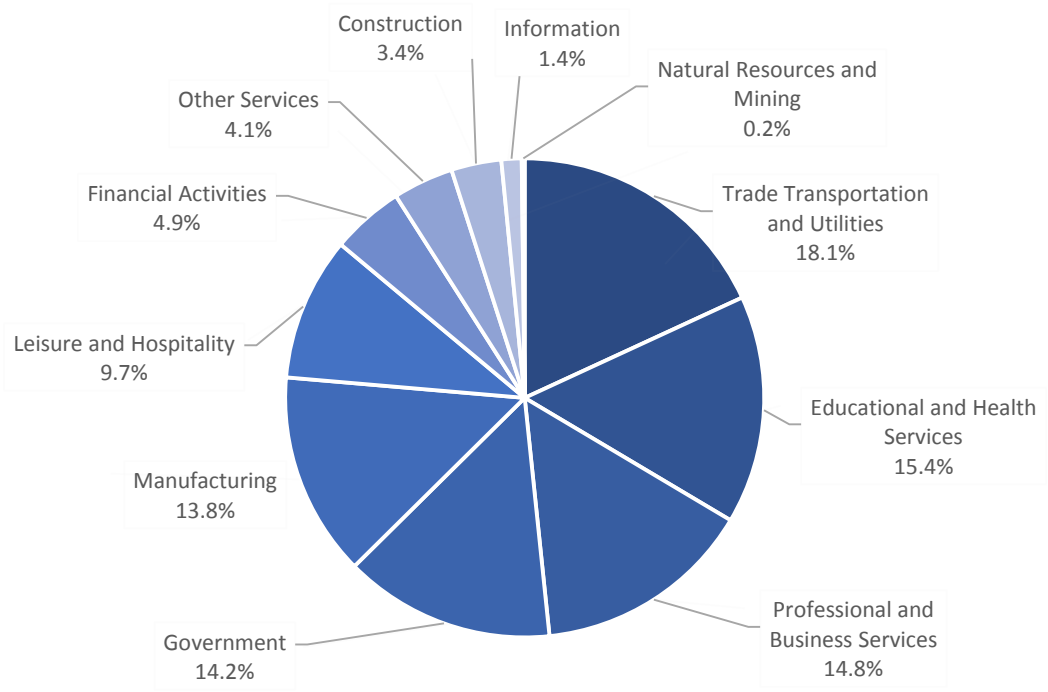
- Despite the recent job gains in goods producing sectors (particularly in *Manufacturing*), Michigan continued to display a shift toward a service-based economy. The top four broad industry sectors in terms of overall jobs were classified in the service-providing category. At the top of the list is the service sector of *Trade, Transportation, and Utilities*, which accounts for a little over 18 percent of industry employment in Michigan (or 757,300). A third of the jobs in this sector are in *Retail Trade.*

- Private *Education and Health Services* enjoyed steady growth, even during the Great Recession, to become the second largest employer in Michigan. Private *Education* is included in this broad sector, but *Healthcare and Social Assistance* accounts for almost 90 percent of the 644,400 jobs in this category. Employment expansion in this sector has been

a result of an increasing demand for healthcare services by an aging population and persistently improving medical technology.

- *Professional and Business Services* has recorded the second largest rate of job gain since the end of the Great Recession, at 23.4 percent. It has surpassed *Government* as the third largest sector in Michigan in terms of payroll jobs. This sector is very diverse when it comes to skill requirements, ranging from moderate-skilled jobs in *Employment Help Services*, *Administrative Support,* and *Waste Management Services* to high-skilled sub-sectors of *Architecture and Engineering, Legal Services, Accounting,* and others. (Figure 18)

Figure 18: Distribution of Michigan's Total Nonfarm Payroll Jobs Across Sectors, 2014



Source: DTMB, Bureau of Labor Market Information and Strategic Initiatives, Current Employment Statistics

In-Demand Industry Sectors

The Michigan Bureau of Labor Market Information and Strategic Initiatives interprets the phrase "in-demand industry that leads to economic self-sufficiency" as a growth industry that pays a high wage (above the average for all occupations). "Opportunity for advancement" refers to career pathways within an industry cluster.

While the law defines "in-demand" industry and occupations, no clear guidance is given to distinguish "existing" from "emerging" industries or occupations. In the current analysis, we define "existing" as industries that show a strong short-term rate of job expansion (over the past three years and/or in the next two years) and "emerging" as industries projected to show significant long-term job gains.

High-Demand and High-Wage Industries

These are industries that rank well in Michigan on a number of indicators, both in the short and long run. These sectors have displayed high recent employment growth (numeric and percent); have a strong long-term job outlook; provide above average wages; make a sizable contribution to the state's Gross Product; and show high input-output employment multipliers.

We sort and rank industry sectors by:

- Employment growth rate over the past three years (2012-2014);
- Projected long-term job growth rate for the next ten years (2012-2022);
- Numeric short-term projected job growth; and
- Average weekly wage.

We also look at the industry's share of Michigan's State Gross Domestic Product and at the industry's employment multiplier to account for the contribution to "the growth or stability of other supporting businesses […]"[2].

- *Transportation Equipment Manufacturing* is among the top 20 high-growth, high-wage industries in Michigan. Third in employment base, after *Professional, Scientific, and Technical Services*, this industry has added significant jobs over the past three years, at +21.2 percent between 2012 and 2014. The industry is also projected to continue to expand in the short-term (+5.3 percent), and in the long run (+12.9 percent). *Transportation Equipment Manufacturing* has the highest impact on employment creation in Michigan. In fact, for every new position opened in this sector, 3.2 more jobs are created across the economy, through supply chain and income spending. *Transportation Equipment Manufacturing* also has the second highest contribution to the state's Gross Domestic Product (7.6 percent in 2012) among the top 20 high-growth, high-wage industries, right after *Real Estate* (10.3 percent).

- After years of decline, *Construction* is now considered a "comeback" sector. All three major construction subsectors made the list of the top 20 high-growth and high-wage industries in Michigan: *Heavy and Civil Engineering Construction* was second on the list; *Construction of Buildings* was fifth; and *Specialty Trade* was eighth. (Figure 19)

[2] Workforce Innovation and Opportunity Act Section 3(23)

Figure 19: Michigan's Top 20 High-Growth, High-Wage Industries

Industry	3rd Quarter 2013	10-Year Growth	2012-14 Change	Weekly Wage 2014	Job Multiplier	Gross State Product
Securities, Commodities, & Other Financial Investments	12,430	22.1%	10.5%	$2,195	1.6085	0.4%
Heavy and Civil Engineering Construction	17,810	15.9%	18.0%	$1,386	1.9511	3.0%
Professional, Scientific, and Technical Services	257,640	18.1%	8.2%	$1,375	2.142	7.1%
Transportation Equipment Manufacturing	165,490	12.9%	12.2%	$1,316	4.2338	7.6%
Construction of Buildings	31,190	24.2%	15.9%	$971	1.9511	3.0%
Truck Transportation	41,290	16.0%	12.9%	$927	2.2039	0.9%
Management of Companies and Enterprises	57,530	8.7%	6.5%	$1,910	2.9649	2.0%
Specialty Trade Contractors	95,480	18.9%	9.3%	$1,011	1.9511	3.0%
Merchant Wholesalers, Durable Goods	91,860	9.1%	6.8%	$1,298	2.5605	6.5%
Support Activities for Transportation	12,430	18.8%	14.9%	$842	1.7711	0.5%
Plastics and Rubber Products Manufacturing	36,390	10.6%	12.5%	$953	2.7834	0.8%
Motor Vehicle and Parts Dealers	56,920	11.8%	8.3%	$878	1.5319	6.5%
Insurance Carriers and Related Activities	65,830	10.1%	6.7%	$1,182	2.2323	3.0%
Machinery Manufacturing	68,630	9.4%	5.8%	$1,210	2.821	1.6%
Ambulatory Health Care Services	194,760	21.6%	2.6%	$1,032	1.9881	3.8%
Warehousing and Storage	14,760	14.8%	8.0%	$970	1.7777	0.3%
Wholesale Electronic Markets and Agents and Brokers	25,130	11.8%	-0.7%	$1,532	2.5605	6.5%
Fabricated Metal Product Manufacturing	77,230	8.6%	4.7%	$975	2.7974	1.7%
Animal Production	16,970	7.2%	17.9%	$571	1.6998	1.0%
Real Estate	36,410	9.2%	7.6%	$716	1.5216	10.3%

Source: DTMB, Bureau of Labor Market Information and Strategic Initiatives, Quarterly Census of Employment and Wages; U.S. Bureau of Economic Analysis

Existing In-Demand Industries

These are industries that display high employment growth (numeric and percent) in the past three years and are projected to grow in the short run (until 2015); pay well; have a sizable contribution to the state's Gross Product; and show high input-output employment multipliers (Figure 20).

Figure 20: Michigan's Top 20 Existing/Current In-Demand Industries

Industry	3rd Quarter 2013	2-Year Growth	2012-14 Change	Weekly Wage '14	Job Multiplier	Gross State Product
Transportation Equipment Manufacturing	165,490	5.3%	12.2%	$1,316	4.2	7.6%
Heavy and Civil Engineering Construction	17,810	7.6%	18.0%	$1,386	2.0	3.0%
Professional, Scientific, and Technical Services	257,640	5.7%	8.2%	$1,375	2.1	7.1%
Securities, Commodities, & Other Fin. Investments	12,430	7.2%	10.5%	$2,195	1.6	0.4%
Management of Companies and Enterprises	57,530	6.2%	6.5%	$1,910	3.0	2.0%
Construction of Buildings	31,190	10.5%	15.9%	$971	2.0	3.0%
Merchant Wholesalers, Durable Goods	91,860	4.5%	6.8%	$1,298	2.6	6.5%
Truck Transportation	41,290	7.8%	12.9%	$927	2.2	0.9%
Plastics and Rubber Products Manufacturing	36,390	7.0%	12.5%	$953	2.8	0.8%
Machinery Manufacturing	68,630	4.3%	5.8%	$1,210	2.8	1.6%
Specialty Trade Contractors	95,480	1.7%	9.3%	$1,011	2.0	3.0%
Motor Vehicle and Parts Dealers	56,920	5.3%	8.3%	$878	1.5	6.5%
Insurance Carriers and Related Activities	65,830	3.2%	6.7%	$1,182	2.2	3.0%
Support Activities for Transportation	12,430	5.6%	14.9%	$842	1.8	0.5%
Warehousing and Storage	14,760	6.1%	8.0%	$970	1.8	0.3%
Chemical Manufacturing	28,820	1.2%	4.9%	$1,431	4.0	1.3%
Utilities	19,440	1.1%	3.8%	$1,956	3.1	2.0%
Fabricated Metal Product Manufacturing	77,230	3.9%	4.7%	$975	2.8	1.7%
Ambulatory Health Care Services	194,760	3.1%	2.6%	$1,032	2.0	3.8%
Wholesale Electronic Markets and Agents & Brokers	25,130	4.5%	-0.7%	$1,532	2.6	6.5%

Source: DTMB, Bureau of Labor Market Information and Strategic Initiatives, Quarterly Census of Employment and Wages; U.S. Bureau of Economic Analysis

Emerging In-Demand Industries

These are industries that are projected to display solid job gains (numeric and percent) over the next 10 years (until 2022); provide above average wages; contribute to Gross State Product; and have a high employment multiplier (Figure 21).

Figure 21: Michigan's Top 20 Emerging/Long-Term In-Demand Industries

Industry	2022 Employment	10-Year Growth	Weekly Wage '14	Job Multiplier	Gross State Product
Professional, Scientific, and Technical Services	291,620	18.1%	$1,375	2.1	7.1%
Securities, Commodities, and Other Financial Investments	14,260	22.1%	$2,195	1.6	0.4%
Transportation Equipment Manufacturing	176,270	12.9%	$1,316	4.2	7.6%
Ambulatory Health Care Services	231,340	21.6%	$1,032	2.0	3.8%
Specialty Trade Contractors	102,680	18.9%	$1,011	2.0	3.0%
Management of Companies and Enterprises	59,370	8.7%	$1,910	3.0	2.0%
Construction of Buildings	34,090	24.2%	$971	2.0	3.0%
Wholesale Electronic Markets and Agents and Brokers	26,790	11.8%	$1,532	2.6	6.5%
Heavy and Civil Engineering Construction	16,210	15.9%	$1,386	2.0	3.0%
Merchant Wholesalers, Durable Goods	96,650	9.1%	$1,298	2.6	6.5%
Insurance Carriers and Related Activities	70,370	10.1%	$1,182	2.2	3.0%
Machinery Manufacturing	72,310	9.4%	$1,210	2.8	1.6%
Truck Transportation	44,620	16.0%	$927	2.2	0.9%
Administrative and Support Services	313,380	17.9%	$601	1.4	3.4%
Hospitals	253,970	7.6%	$1,087	2.2	4.3%
Social Assistance	85,320	25.6%	$454	1.4	0.5%
Motor Vehicle and Parts Dealers	60,750	11.8%	$878	1.5	6.5%
Fabricated Metal Product Manufacturing	82,310	8.6%	$975	2.8	1.7%
Support Activities for Transportation	14,370	18.8%	$842	1.8	0.5%
Plastics and Rubber Products Manufacturing	37,870	10.6%	$953	2.8	0.8%

Source: DTMB, Bureau of Labor Market Information and Strategic Initiatives, Quarterly Census of Employment and Wages; U.S. Bureau of Economic Analysis

Now that we have identified Michigan's current and future in-demand industries, what are the current detailed occupations or job titles that are in-demand today, and which are projected to be in-demand in the future?

Existing In-Demand Occupations

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

Figure 22: Michigan's Top 25 Existing/Currently In-Demand Occupations

Occupational Title	Employment 2012	Real-Time Ads	Short-Term Growth	Wage(Per Hour)
Mechanical Engineers	31,120	3,080	1,880	$42.67
Industrial Engineers	24,420	4,157	1,390	$37.96
General and Operations Managers	51,610	988	1,560	$43.67
Computer Systems Analysts	13,470	1,771	770	$38.46
Software Developers, Applications	14,880	1,677	920	$37.74
Registered Nurses	93,990	6,045	770	$31.47
Accountants and Auditors	30,360	1,251	1,020	$29.67
Sales Representatives, Wholesale and Manufacturing *	53,990	1,727	1,710	$25.44
Management Analysts	13,600	1,224	580	$36.73
Sales Managers	10,670	956	340	$51.36
1st-Line Supervisors of Production and Operating Workers *	24,300	2,162	690	$27.10
Medical and Health Services Managers	11,740	1,675	180	$41.10
1st-Line Supervisors of Construction Trades Workers *	11,970	1,009	620	$27.81
Architectural and Engineering Managers	9,230	352	530	$56.00
Marketing Managers	3,370	1,410	130	$53.81
Electrical Engineers	5,700	922	290	$40.77
Sales Representatives, Technical and Scientific Products	9,170	906	350	$35.76
Software Developers, Systems Software	9,060	531	550	$41.96
Computer User Support Specialists *	19,980	1,435	870	$21.59
Financial Managers	13,080	694	320	$47.76
1st-Line Supervisors of Office and Admin. Support Workers *	32,550	2,024	430	$22.63
Physical Therapists	8,020	771	250	$38.28
1st-Line Supervisors of Mechanics, Installers, and Repairers *	11,720	1,104	250	$28.60
Network and Computer Systems Administrators	9,760	962	210	$33.73
Computer and Information Systems Managers	7,750	423	280	$49.71

*
Requires less than an Associate's Degree.

Source: DTMB, Bureau of Labor Market Information and Strategic Initiatives, Occupational Employment Statistics and Projections; The Conference Board, Help Wanted Online®

- Careers in-demand today in Michigan are a mix of occupations in terms of educational requirements. Six of the top 25 occupations require less than an Associate's degree. These are occupations that display a high level of real-time job postings online, are projected to grow fastest in the short run (until the end of 2015), and pay a wage that is above the all-occupation average.

- The hourly pay range in 2014 dollars is between $21.59 for Computer User Support Specialists to $56.00 for Architectural and Engineering Managers. (Figure 22)

Emerging In-Demand Occupations

Figure 23 presents occupations that are projected to record solid job expansion over the long-term (until 2022); along with high annual job openings and an above average wage (Figure 23).

Figure 23: Michigan's Top 25 Emerging/Future In-Demand Occupations

Occupation Title	Employment 2012	Employment 2022	10-Year Percent Change	Total Annual Openings	Average Hourly Wage
Registered Nurses	93,990	104,730	11.4%	2,895	$32.30
Mechanical Engineers	31,120	35,020	12.5%	1,452	$42.66
Industrial Engineers	24,420	28,060	14.9%	1,078	$38.48
Computer User Support Specialists	19,980	23,680	18.5%	684	$23.21
Electricians	19,270	21,840	13.3%	620	$28.62
Insurance Sales Agents	16,900	19,210	13.7%	629	$26.79
Software Developers, Applications	14,880	18,050	21.3%	509	$39.35
Computer Systems Analysts	13,470	16,510	22.6%	516	$39.58
Tool and Die Makers	13,400	14,860	10.9%	227	$24.93
Industrial Machinery Mechanics	12,860	16,110	25.3%	697	$23.65
1st-Line Supervisors of Constr. Workers	11,970	14,040	17.3%	336	$30.02
Plumbers, Pipefitters, and Steamfitters	11,500	13,230	15.0%	317	$26.93
Market Research Analysts and Specialists	9,980	12,890	29.2%	427	$30.10
Software Developers, Systems Software	9,060	10,840	19.6%	294	$42.55
Dental Hygienists	9,030	10,660	18.1%	394	$28.61
Radiologic Technologists	7,480	8,300	11.0%	187	$25.25
HVAC Mechanics and Installers	6,530	7,650	17.2%	277	$22.25
Personal Financial Advisors	5,340	6,720	25.8%	224	$42.99
Mechanical Engineering Technicians	4,940	5,670	14.8%	175	$27.39
Physician Assistants	3,590	4,450	24.0%	151	$46.01
Millwrights	3,170	3,690	16.4%	101	$29.41
Web Developers	2,940	3,410	16.0%	93	$29.21
Diagnostic Medical Sonographers	2,330	3,090	32.6%	108	$28.82
Brick Masons and Block Masons	1,780	2,290	28.7%	70	$26.41
CNC Machine Programmers, Metal & Plastic	1,740	2,400	37.9%	115	$23.31

Source: DTMB, Bureau of Labor Market Information and Strategic Initiatives, Occupational Employment Statistics and Projections

- The criteria used were a combination of educational requirement, projected growth (numeric and percent) above the all-occupation average, sizable annual openings, and an above-average hourly wage.

[BEGIN MODIFICATIONS]
Throughout Michigan's demand-driven system, a network of 16 Michigan Works! Agencies and their respective local business services teams serve as the conduit and direct connection to employers for ascertaining industry talent needs**.** These basic employer services are further enhanced through local industry cluster groups convened by Michigan Works! Agencies and other partners utilizing the Workforce Development Agency's Michigan Industry Cluster Approach.

The Workforce Development Agency formed a cluster team in 2011 organized around five key industry sectors based on key metrics such as employment, skills, earnings, and related factors. The industry sectors are Agriculture, Energy, Health, Information Technology, and Manufacturing. The cluster team staff support activities to help stimulate industry group formation at the local level and support state and local business services team coordination using the Business Solutions Professional model. Guidelines on local cluster formation – the Michigan Industry Cluster Approach – were released in July 2012, to kick off the effort. Later, a "Readiness Index" was provided to the local Michigan Works! Agencies to gauge their preparedness to begin forming industry cluster groups.

To date, the Workforce Development Agency has documented over 40 formally identified industry cluster groups and several dozen more instances of where a Michigan Works! Agency or another partner is supporting a local industry cluster effort. These employer-led sector partnerships allow the Michigan Works! Agencies and other partners to identify current talent needs and track broader workforce trends while aligning key programs, services, and funding to anticipate and respond to employer demand. Since the Michigan Industry Cluster Approach is predicated on access to more and better data by convening employers through the establishment and expansion of local industry cluster groups, students and job seekers also benefit from data-driven decisions about in-demand training and careers by having better access to "real-time," qualitative labor market information coming directly from employers.

The Talent District Career Councils serve as another source for tracking and updating in-demand occupation lists. The Talent District Career Councils, which serve in an advisory role to the local workforce development boards, are required to ensure that industry representation on the Talent District Career Council reflects the region's priority clusters. The Talent District Career Councils are also responsible for approving Early College strategic plans, including rankings of the top career clusters within the region to ensure that Career and Technical Education/Early College programs align with in-demand industries and occupations.
[END MODIFICATIONS]

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

<u>Knowledge, Skills, and Abilities Needed in Industries and Occupations In-Demand</u>

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

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

Healthcare Practitioner and Technical Occupations

Knowledge, Skills, and Abilities

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

Knowledge	**Skills**	**Abilities**
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

Tools and Technologies and Certifications

- Tools and technologies related to *Healthcare* occupations include several that ensure quality in the delivery of health services as well as increasing efficiencies in delivery of care, such as electronic medical records and time management.

- There are many certifications in healthcare occupations as many careers involve licensure. Beyond occupational-specific requirements, important certifications are concentrated in particular areas of patient care.

Tools and Technologies	Certifications
Quality Assurance	Basic Life Support
Patient Electronic Medical Records	Certification in Cardiopulmonary
Microsoft Office	Advanced Cardiac Life Support
Time Management	Pediatric Advanced Life Support
Quality Control	Nurse Administration

Information Technology Occupations

Knowledge, Skills, and Abilities

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

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

Knowledge	Skills	Abilities
Computer & Electronics	Active Learning	Mathematical Reasoning
Customer & Personal	Reading Comprehension	Number Facility
Mathematics	Complex Problem Solving	Oral Comprehension
English Language	Critical Thinking	Problem Sensitivity
Design	Troubleshooting	Deductive Reasoning

Tools and Technologies and Certifications

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

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

Tools and Technologies	Certifications
Structured Query Language (SQL)	Web Services
Project Management	Top Secret Sensitive Compartmented
Software Development	Project Management Professional
Oracle Java	Certified Information Systems
Other programming languages (e.g., C, C++, etc.)	Cisco Network Associate (CCNA)

Architecture and Engineering Occupations

Knowledge, Skills, and Abilities

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

- Skills needed involve making decisions after analyzing tremendous volumes of data and mathematical information. Leading skills are complex problem solving, critical thinking, and judgment and decision making.

Knowledge	Skills	Abilities
Engineering and	Complex Problem Solving	Information Ordering
Design	Critical Thinking	Mathematical Reasoning
Mechanical	Active Listening	Deductive Reasoning
Mathematics	Judgment and Decision	Visualization
Physics	Operations Analysis	Written Communication

Tools and Technologies and Certifications

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

Tools and Technologies	Certifications
Project Management	Accreditation Board for Engineering and Technology (ABET)
Microsoft Office	American National Standards (ANSI)
Product Development	American Society for Quality (ASQ)
Quality Assurance (QA)	National Electrical Code (NEC)
Six Sigma	Environmental Protection Agency standards (EPA)

Business and Financial Occupations

Knowledge, Skills, and Abilities

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

Knowledge	**Skills**	**Abilities**
Mathematics	Mathematics	Oral Comprehension
Economics and Accounting	Active Listening	Written Comprehension
Customer & Personal	Critical Thinking	Problem Sensitivity
English Language	Judgment & Decision Making	Deductive Reasoning
Personal & Human	Reading Comprehension	Information Ordering

Tools and Technologies and Certifications

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

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

- A large number of certifications in this area are occupation specific, like Certified Public Accountant (CPA) and Series 7, which allow an individual to practice their trade in conformity with state and federal licensure requirements.

Tools and Technologies	**Certifications**
Microsoft Office	Certified Public Accountant (CPA)
Business Development	Financial Industry Regulatory Authority (FIRA)
Risk Management	Certified Internal Auditor (CIA)
Project Management	General Securities Representative Exam
Generally Accepted Accounting Principles	Chartered Financial Analyst (CFA)

Management and Supervisory Occupations

Knowledge, Skills, and Abilities

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

Knowledge	Skills	Abilities
Administration and	Speaking	Oral Expression
Customer and Personal	Active Listening	Oral Comprehension
English Language	Critical Thinking	Written Comprehension
Personnel and Human	Reading Comprehension	Problem Sensitivity
Mathematics	Coordination	Written Expression

Tools and Technologies

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

Tools and Technologies
Spreadsheet Software
Personal Computers
Electronic Mail Software
Word Processing Software
Notebook Computers

(2) Workforce Development, Education, and Training Activities Analysis.
The State Plan must include an analysis of the workforce development activities, including education and training in the state, to address the education and skill needs of the workforce, as identified in Education and Skill Levels of the Workforce above, and the employment needs of employers, as identified in Employers' Employment Needs above. This must include an analysis of –

*(A) The State's Workforce Development Activities. Provide an analysis of the state's workforce development activities, including education and training activities of the core programs, and mandatory and optional one-stop delivery system partners. **

(B) The Strengths and Weaknesses of the Workforce Development Activities. Provide an analysis of the strengths and weaknesses of the workforce development activities identified above.
(C) State Workforce Development Capacity. Provide an analysis of the capacity of state entities to provide workforce development activities identified above.

** Required one-stop partners: In addition to the core programs, the following partner programs are required to provide access through the one-stops: Career and Technical Education (Perkins), Community Services Block Grant, Indian and Native American programs, HUD Employment and Training programs, Job Corps, Local Veterans' Employment Representative and Disabled Veterans' Outreach program, National Farmworker Jobs program, Senior Community Service Employment program, Temporary Assistance for Needy Families (TANF) (unless the Governor determines TANF will not be a required partner), Trade Adjustment Assistant programs, Unemployment Compensation programs, and Youth Build.*

Workforce Development, Education, and Training Activities Analysis – The State's Workforce Development Activities

Michigan's economic growth is largely dependent on the talent of its citizens. A person's individual talent is critical to their ability to obtain employment and provide a decent family income. Currently in Michigan, there is a failure to match the supply of talent with the demand of employers. While Michigan's unemployment rate has been steadily decreasing and is at, or close to, the national unemployment rate, the decline in the unemployment rate is attributable to fewer unemployed residents actively seeking jobs. The unemployment figure does not include "discouraged" workers, marginally attached workers, and individuals working part-time but wanting full-time work. Meanwhile, there are thousands of **[BEGIN MODIFICATIONS]** good-paying technical jobs and training opportunities leading to living wage jobs that go unfilled. People who might be interested in such jobs frequently do not have sufficient basic literacy and job skills to qualify for entry-level jobs or to benefit from training that leads to better jobs. This means employers are not getting the talent they need to achieve maximum success and workers are losing out on higher wage jobs that would allow them to be better providers for their families.

Many individuals have inadequate skills to earn enough to support themselves and their families. Thus, a more concerted learning of basic competencies by a significant portion of Michigan's adults is needed to ensure that they can take advantage of the extensive array of job and training opportunities that Michigan offers now and promises to offer in the future.

Based on the economic and workforce analysis, the Workforce Development Agency is employing several strategies towards achieving the Governor's vision and goals. Michigan

continues to build upon the foundation laid out over the past few years and will continue to implement strategies previously identified under our 2014 State Plan.

Through collaboration with employers, Michigan Works! Agencies, other State agencies, economic development, training providers and other partners, examples of strategies include:

- Pure Michigan Talent Connect (Talent Connect) – Talent Connect is a web-based talent connector that brings together employers, educators, and talent. It provides strategic tools for employers to help them identify and develop their talent base and give job seekers the opportunity to create a personalized plan to help them more effectively navigate career decisions.

- Michigan Industry Cluster Approach – A demand-driven system is Michigan's primary workforce development strategy that focuses on aligning all efforts, initiatives, programs, and funding around key industry clusters, which are supported by Labor Market Information.

- Michigan Training Connect (Training Connect) – Serves as Michigan's federally required eligible training provider list. Training Connect aims to provide the general public with accurate and useful information about education and training programs available throughout the state. In addition to providing information for the general public, Training Connect serves as a virtual marketplace connecting individuals with individual training accounts to education and training providers offering in-demand training opportunities.

- Talent-Based Job Creation and Entrepreneurship – Community Ventures – The Workforce Development Agency, local Michigan Works! Agencies and the Michigan Department of Health and Human Services have developed a statewide network to assist the structurally unemployed, focusing on our Temporary Assistance for Needy Families population.

- Partnership. Accountability. Training. Hope (PATH) – Administered by Michigan Works! Agencies, PATH is a robust results-oriented work participation program designed to identify barriers and helps Temporary Assistance for Needy Families clients to connect to the resources they need to obtain employment.

- Adult Education – Talent District Career Council - Talent District Career Councils are being utilized to ensure that regional education programs are comprehensive to address the needs of all learners as well as the local economy.

- Vocational Rehabilitation – Business Services Initiative – The Michigan Rehabilitation Services Business Services Initiative is being integrated at many levels both internal to the State of Michigan and externally with Michigan businesses across the state.

<u>Adult Education</u>

Adult education serves the segment of the population that does not have the basic skills necessary to gain or secure family-supporting employment, or to succeed in occupational training that leads to such employment. The term "basic skills" refers to the levels of reading, writing, and mathematics that are associated with the attainment of a high school diploma and the ability to speak English proficiently. These skills are the foundation for building career-

specific occupational skills that are in-demand by the job market. While many adults without a high school diploma have deficiencies in one or more of these skill areas, some high school graduates also lose these skills over time or may not have completely mastered them while in high school. Adult education serves both sets of individuals.

Individuals without a high school diploma, low-income individuals and displaced homemakers with inadequate skills, individuals with limited English proficiency, and inmates in correctional institutions are the target groups for Michigan adult education and literacy efforts.

Under the Workforce Innovation and Opportunity Act, adult education will be focused on transitioning more adult learners to occupational training in high-wage and in-demand industries or occupations. The participants may be co-enrolled in Title I and Title II services, dual enrolled in adult education and postsecondary education, or receive services sequentially.

Vocational Rehabilitation
Michigan Rehabilitation Services

Michigan Rehabilitation Services has hired Pre-Employment Training Counselors to ensure Pre-Employment Training Services are provided to students with disabilities. With the assistance of the Pre-Employment Training Counselors, Pre-Employment Training Services are either purchased, coordinated, or provided by Michigan Rehabilitation Services staff to students with disabilities in Michigan. The purchased service provider may be a school, community rehabilitation organization, Center for Independent Living, or a private vendor.

Michigan Rehabilitation Services has always worked well with the business community. After the enactment of the Workforce Innovation and Opportunity Act, Michigan Rehabilitation Services has become more “intentional” about it. Michigan Rehabilitation Services has hired 13 new Business Resource Consultants who will promote Michigan Rehabilitation Services’ business services vision. The Business Resource Consultants will be the “one point of contact” in the business relationship. Their responsibilities are strictly aligned with the business customer, and will be strengthening relationships with core partners within the governor-established prosperity regions. The Business Resource Consultant will serve as a resource to the business customer, providing customized business solutions which includes coordination and delivery of services with other Michigan Rehabilitation Services staff (District Business Resource Champion, Michigan Career and Technical Institute, Business Network Unit, Occupational Therapists, Specialists and Small Business Consultants).

Each of the Michigan Rehabilitation Services District Offices has a Business Resource Champion (Vocational Rehabilitation Counselor). The Business Resource Consultant will provide Labor Market Information and other relevant industry/business trends, career counseling, internship and apprenticeship information, and needed local support to the Business Resource Champions (lead business services staff) that work in Michigan Rehabilitation Services district offices.

Michigan Rehabilitation Services Business Network Unit staff is using a web-based Michigan Business Resource System to track business accounts. Michigan Rehabilitation Services is able to share this system with our core partners to ensure we are not duplicating services. Michigan Rehabilitation Services is working collaboratively with Michigan’s One-Stops to ensure the development of an effective tool for use by core partners, including accessibility of programming and complimentary services. Coordination and cross-training of Michigan Works! business services staff and Michigan Rehabilitation Services consultants is in process.

After maximizing staff resources to ensure Michigan Rehabilitation Services is meeting the needs of our dual customers (businesses and individuals with disabilities), Michigan Rehabilitation Services' Business Network Unit and Business Resource Champions have significantly increased relationships and provided direct services, recruitment, and retention with Michigan businesses as well as businesses nationwide.

In addition, the governor of Michigan has issued Executive Directive 2014-1, charging State of Michigan directors to be model employers by hiring and retaining individuals with disabilities. Michigan Rehabilitation Services' Staff Development Unit, Business Network Unit, the Office of the State Employer, and Human Resources are developing Americans with Disability Act training to educate State of Michigan staff regarding accommodations and how to implement accommodations in the workplace. Additionally, Michigan Rehabilitation Services' Business Network Unit has a dedicated staff person assisting state departments, human resource managers and hiring managers with recruitment of qualified candidates from the Michigan Rehabilitation Services talent pool (individuals with disabilities). Lastly, Michigan Rehabilitation Services' Business Network Unit and Staff Development Unit collaborated with the Civil Service Training Unit to develop an online disability awareness training called "Focus on Ability" designed for all State of Michigan employees to participate per the requirement under Executive Directive 2014-1.

Michigan Rehabilitation Services is meeting with the Department of Health and Human Services and with the Workforce Development Agency to improve services to Temporary Assistance for Needy Families recipients with disabilities in the Partnership. Accountability. Training. and Hope. (PATH) program. Michigan Rehabilitation Services continues its partnership with the state's one-stop system, the Workforce Development Agency, and the one-stop partners on strategic planning for the Workforce Innovation and Opportunity Act and participated in the submission of two grants to improve services to individuals with disabilities in the one-stop system.

Michigan Rehabilitation Services has entered into an Interagency Agreement with Department of Corrections and the State Court Administrative Offices to provide rehabilitation services to high-risk felony offenders with a history of probation violations or failures. The Swift and Sure Sanctions Probation Program participants are primarily individuals with intellectual disabilities and substance abuse issues. Michigan Rehabilitation Services works closely with the Department of Corrections to develop programming to best serve this population. Judges in Michigan's Swift and Sure Sanctions Probation Program courts have reported a reduction in positive drug tests and failures to appear at scheduled meetings with probation officers among their Swift and Sure Sanctions Probation Program participant population.

Michigan Rehabilitation Services is in the process of expanding its utilization of Memorandums of Understanding with local partners to better detail collaborative efforts. Michigan Rehabilitation Services is vested in all local workforce development boards through its Michigan Works! Agency partnership and, in addition, is developing a statewide agreement with the Workforce Development Agency. These Memorandums of Understanding detail the collaborative efforts in place and all strategies by which to enhance collaborative efforts as we move forward.

Michigan Rehabilitation Services is collaborating significantly with the Centers for Independent Living, Michigan Transition Services Association, the Developmental Disabilities Council, educational entities, community rehabilitation organizations, and with private vendors to provide Pre-Employment Transition Services to Students with Disabilities. Michigan Rehabilitation Services has a Pre-Employment Transition Services contract with each of the Centers for

Independent Living to provide a variety of Pre-Employment Transition Services especially job exploration, job readiness, and self-determination. These contracts are relatively new and are in the early stages of implementation. The Michigan Transition Services Association donates funds to Michigan Rehabilitation Services that are specifically used for transition programming that often fall within Pre-Employment Transition Services such as job exploration, work-based learning, counseling on postsecondary options, job readiness and self-determination. The Developmental Disabilities Council has a grant with the Office of Disability Employment Policy where Michigan Rehabilitation Services is a partner in implementing an employment model where individuals are employed prior to exit from secondary education. This model provides many Pre-Employment Transition Services activities to students with disabilities especially job exploration and work-based learning. Community rehabilitation organizations have been partnering with Michigan Rehabilitation Services to provide the Pre-Employment Transition Services in many of the programs that have been previously identified. Local educational agencies and Michigan Rehabilitation Services have collaborated to create many Pre-Employment Transition Services opportunities, including the Department of Natural Resources Summer Program where 160 students participate in an eight week paid work-experience in the state parks; 17 Project SEARCH programs where 170 students attend school in host businesses and rotate through three 10 week internships in their last year of school and many locally created Pre-Employment Transition Services programs where students participate in a variety of developmental experiences that meet Pre-Employment Transition Services criteria to prepare them for competitive integrated employment.

Governor Snyder has provided seed money to the Department of Health and Human Services to fund a Michigan Career and Technical Institute Community Expansion program. This project builds on a successful community expansion program that the Michigan Career and Technical Institute piloted in partnership with the Michigan Works! Association, Department of Health and Human Services, and Michigan Rehabilitation Services. The program utilized Michigan Career and Technical Institute's expertise in working with individuals with disabilities to launch a community-based Certified Nursing Assistant training program targeting Temporary Assistance for Needy Families recipients in Benton Harbor. The tuition is being paid by the Department of Health and Human Services. Most of the customers were determined eligible for services. The Benton Harbor site has since trained additional cohorts, replicating the program in Detroit, Kalamazoo, Battle Creek, Muskegon and Grand Rapids.

Bureau of Services for Blind Persons

Bureau of Services for Blind Persons is cultivating partnerships with local Michigan Works! Agencies, Centers for Independent Living, and Community Rehab Programs in order to provide youth and students with employment experiences that will result in increasing work skills that will enhance the development of employability skills. Providing these services at an early age encourages a stronger outcome of sustainable employment when students and youth become adults that may not be as possible without the early intervention.

Bureau of Services for Blind Persons has reassigned a management position to coordinate with staff and facilitate a dual customer philosophy of service (students, youth, and adults with disabilities and businesses). This position will be working with the Workforce Development Agency, private employers, and other partners to identify opportunities for individuals who are blind/low vision.

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Vocational Rehabilitation

Vocational Rehabilitation Senior Managers represent Vocational Rehabilitation at Michigan Works! Director's Council meetings. Further, Vocational Rehabilitation Managers serve on local workforce development boards and are included in regional plans for the Prosperity Regions.

Vocational Rehabilitation recently signed a Super Memorandum of Understanding with Michigan Department of Education, Michigan Rehabilitation Services, Michigan Bureau of Services for Blind Persons, Michigan Behavioral Health and Developmental Disabilities Administration, the Michigan Workforce Development Agency, and the Michigan Developmental Disabilities Council to work together on behalf of students with disabilities in secondary education to assist those students to achieve competitive integrated employment. This Memorandum of Understanding is an effort to align partners to improve collaborative efforts to expand employment opportunities for young people.

Vocational Rehabilitation is also participating in an Office of Disability Employment Policy grant that is supporting four pilot sites in Michigan with the goal of students with disabilities achieving competitive integrated employment prior to exiting secondary education. The four pilot sites are utilizing a collaborative approach involving core partners where education and adult agencies (for example, Vocational Rehabilitation and Behavioral Health and Developmental Disabilities Administration) provide early intervention and work experiences while the student is still in secondary education.

Vocational Rehabilitation and the Workforce Development Agency are working toward an enhanced Vocational Rehabilitation presence in the one-stops by discussing how to strengthen referrals and cross-train staff of the core agencies.

Vocational Rehabilitation continues its partnership with the state's one-stop system, the Workforce Development Agency, and the one-stop partners on strategic planning for the Workforce Innovation and Opportunity Act.
[END MODIFICATIONS]

Workforce Development, Education, and Training Activities Analysis – The Strengths and Weaknesses of Workforce Development Activities
[BEGIN MODIFICATIONS]
Michigan's greatest challenge is ensuring that employers have access to the talent they need. To address the challenges of meeting employer skill needs, the Workforce Development Agency is collaborating with employers, other state agencies, economic development, training providers, and other partners by employing several strategies to boost the education/skill level of workers and match Michigan's unemployed and low income population with available job vacancies.

Michigan's strengths include:

- Three of the four core programs (Title I, Title II, and Title III) are positioned within the Workforce Development Agency. This colocation provides more effective and efficient

services to job seekers, employers, and others who partner and participate within the workforce system. Our approach involves a demand-driven approach to workforce development, which involves an industry-driven effort that includes “smart” connections and “results-driven” training, with a particular focus on industry clusters.

- Our regional approach early on has maximized workforce resources and created a nimble and responsive system through its alignment with economic development partners. The alignment between workforce services and economic development is being addressed through the coordinated regional and local planning process.

- Our partnering and collaboration with educational partners and state agencies outside of the Workforce Development Agency to implement the Workforce Longitudinal Data System to align and link data from all of Michigan’s workforce programs. The Workforce Longitudinal Data System will assist us with analyzing the impact education, workforce development, and job training services have on employment outcomes, help collect key data to track the achievement of students and workers through programs and into the workforce, and inform policy and programming decisions.

- Vocational Rehabilitation continues to be a valued partner as we work to identify more ways to collaboratively serve our mutual customers.

- Even though the Final Regulations were not released until June 2016, Vocational Rehabilitation began working with its partners as soon as the Workforce Innovation and Opportunity Act was enacted. Full implementation of the law is in process.

Michigan’s weaknesses include:

- The state agencies administering the Workforce Innovation and Opportunity Act programs use multiple different customer and employer data collection systems. Due to confidentiality provisions and the complexity of merging systems, this will be a challenge for the partners moving forward.

Michigan is addressing the skills gap and skills shortages by providing services and program activities. Examples of innovations related to workforce development activities that address employer concerns about worker and skills shortages include:
[END MODIFICATIONS]

- Pure Michigan Talent Connect (“Talent Connect”): Talent Connect attempts to address this mismatch by more quickly and effectively connecting employers to the talent they need. Talent Connect is a web-based talent connector that is a single, centralized hub that connects educators, employers and talent. Strategic skills development, retraining tools, cutting edge labor market data and trends, networking, and employment matching opportunities are pulled together into one easy to use location, creating a one stop resource for career planning, employment connections, business growth, and economic development. Talent Connect provides strategic tools for employers to help them identify and develop their talent base, and gives job seekers the opportunity to create a personalized plan to help them more effectively navigate career decisions. Talent Connect provides job seekers with the tools to make educated decisions concerning hiring, career choices, and other talent-related efforts, such as skill assessments, educational webinars, job leads, etc.

- Michigan Industry Cluster Approach: A demand-driven workforce system is Michigan's primary workforce development strategy, focusing on aligning all efforts – initiatives, programs and funding – around industry clusters. The Michigan Industry Cluster Approach provides a coherent method for addressing local employer concerns about worker shortages, skill shortages, training mismatches, and other workforce challenges, including identifying needs that may be addressed by means other than occupational training. This includes work-related academic assessments, work-related assessment tools, training to upgrade basic work ethic, work readiness, and customer service skills, assistance with recruitment and screening, and K-12 initiatives. As industry clusters are established at the local level, the focus of the workforce system shifts emphasis on talent issues to an industry basis, rather than a single employer at a time.

- Talent-Based Job Creation and Entrepreneurship: The Workforce Development Agency, local Michigan Works! Agencies and the Michigan Department of Health and Human Services have developed a statewide network to assist the structurally unemployed. The effort, Community Ventures/Social Entrepreneurship, is a resource for local communities and businesses seeking to establish worksites that provide assistance and employment to Michigan's low-skilled and hard-to-serve populations. The program, which operates in four urban areas, will address the needs of the target population, **[BEGIN MODIFICATIONS]** with a focus on families receiving Temporary Assistance for Needy Families, while restoring our cities.

- Partnership. Accountability. Training. Hope. (PATH): PATH provides job assistance and training to parents receiving cash assistance. During January 2013, the Michigan Department of Health and Human Services, the Workforce Development Agency, and Michigan Works! Agencies began the implementation of Partnership. Accountability. Training. Hope. (PATH). PATH is a robust, results-oriented work participation program designed to identify barriers and help clients connect to the resources they need to obtain employment. The program is administered by the Workforce Development Agency through Michigan Works! One-Stop Service Centers. Individual participants who are eligible may also be referred to education and training activities funded through the Workforce Innovation and Opportunity Act to maximize effectiveness of resources. **[END MODIFICATIONS]**

- Adult Education: Adult education plays a critical role in Michigan's workforce development system, and more importantly to the adult learners served by providing opportunities to gain the educational skills necessary to transition to and succeed in post-secondary education, job training, and employment, as well as to reach their full potential as a family member, productive worker and citizen.

  Adult education serves the segment of the population that does not have the basic skills necessary to gain secure, family-sustaining employment or to succeed in occupational training that leads to such employment. The term "basic skills" refers to the levels of reading, writing, and mathematics that are associated with the attainment of a high school diploma and the ability to speak English proficiently. These skills are the foundation for building career-specific occupational skills that are in-demand by the job market. While many adults without a high school diploma have deficiencies in one or more of these skill areas, some high school graduates also lose these skills over time or may not have

completely mastered them while in high school. Adult education serves both sets of individuals.

According to a Michigan League for Public Policy report released in March 2015, several indicators show that the number of working age adults needing adult education far surpasses those receiving it:

- Over 221,500 Michigan adults age 25-44 lack a high school diploma or its equivalent, yet fewer than seven percent have enrolled in adult education in any year since 2004.
- More than 225,000 Michigan adults speak English less than "very well," but fewer than five percent enroll in English as a Second Language adult education programs.
- Around 60 percent of community college students per year need to take developmental (remedial) education classes due to having not mastered one or more skill areas needed for post-secondary education or training.

[BEGIN MODIFICATIONS] To address this need, **[END MODIFICATIONS]** adult education will provide the following critical services and activities to support adult learners with the goal of improving access to education and training opportunities, as well as employment:

- Assist adults to become literate and obtain the knowledge and skills for employment and economic self-sufficiency;
- Support the educational and skill achievement of parents and family members to participate in the educational development of their children and improve economic opportunities for families;
- Assist immigrants and English learners in improving their English and math proficiency and understanding the rights and responsibilities of citizenship; and
- Assist incarcerated individuals in strengthening their knowledge and skills to promote successful re-entry into society.

Adult education will also play a key role in the development of high-quality career pathway programs that lead to the attainment of meaningful secondary and post-secondary credentials, include contextualized curriculum and integrated education and training opportunities, offer career guidance and career planning services, provide comprehensive support services, and are aligned to in-demand regional employment opportunities.

A critical component in addressing a skills gap now and in the future is to ensure that education and training programs are meeting the needs of employers and the workforce. The education system needs to adequately prepare adults with the skills and knowledge necessary to access in-demand and emerging job opportunities, and employers and workforce professionals must be able to communicate job and skill requirements so education and training programs can be developed accordingly. **[BEGIN MODIFICATIONS]** To address this need, **[END**

MODIFICATIONS] the workforce system in Michigan is working to facilitate this information exchange and program alignment by:

- Including education representatives in meetings with employers. Engage business to take greater responsibility for identifying education and skills needs. When business liaisons meet with employers to discuss hiring needs, skill level requirements, and gaps in the latter areas, an Adult Education provider and/or community college representative must be at the table to receive that key information. Business Service Professional training will also include information on local education program offerings so employers are made aware of programs available to refer individuals to or to work with in providing needed training to current workers.

- Increasing collaboration between adult education, post-secondary, vocational rehabilitation, and Michigan Works! The WIOA provides opportunities for greater collaboration between the core programs, and now more than ever there is a greater need to reduce duplication of services and align investments in basic skills and post-secondary education at the regional level. Regular meetings between leaders in education, workforce and the business community must occur to share data that crosses institutional boundaries. Michigan also will build on innovative approaches only possible through collaboration, such as contextualized instruction and career pathways to become the systemic delivery system statewide. Increased collaboration will occur not only locally, but at the state level as well to align policies and funding between education, workforce and economic development.

- Utilizing the Talent District Career Council to ensure that regional education programs are comprehensive to address the needs of all learners as well as the local economy. Talent District Career Councils serve in an advisory capacity to the local Workforce Development Board on education issues. The Talent District Career Council membership ensures that representation of local school districts, post-secondary institutions, intermediate school districts, career and technical educators, as well as labor representatives and employers are present at the table in educational and workforce discussions.

- Vocational Rehabilitation Strategies **[BEGIN MODIFICATIONS]** to Address Skills Shortages: **[END MODIFICATIONS]** By understanding the current skills gaps of Vocational Rehabilitation consumers, Vocational Rehabilitation staff can effectively direct funding to meet the training needs of the consumer and Michigan businesses. This will positively impact the successful rehabilitation rate by increasing an individual's potential for employment in today's job market. Examples of Vocational Rehabilitation strategies to address these skills gaps include:

    - Business Services Initiative: The Michigan Rehabilitation Services Business Services Initiative is being integrated at many levels both internal to the State of Michigan and externally with Michigan businesses across the state. Using the Governor's Business to Business Summit as a foundation, major Michigan businesses were initially brought together to strive to understand and address the current workforce demands, hiring practices, and advancement strategies of business for persons with disabilities. Out of the summits that were held over a three-to-four year period, Michigan Rehabilitation Services, in partnership with the Governor's office, has jointly created a blueprint for government and business to work together to develop business

solutions, identify best practices, and outline steps that can be put in place to increase the employment and retention of individuals with disabilities. Additionally, Lieutenant Governor Brian Calley and Michigan Supreme Court Justice Bernstein are continuing to travel across the state on the "Hidden Talent Tour" to talk with businesses about the "hidden workforce." Michigan Rehabilitation Services is continuing to play a predominant role in reaching out to businesses across the state to provide business solutions.

Michigan Rehabilitation Services, in conjunction with the Governor's Executive Directive for the implementation of Employment First in Michigan, will continue to play a primary role in advancing the hiring of individuals with disabilities. Additionally, Michigan Rehabilitation Services will work with each department within the state through a needs assessment process to identify job opportunities, needed training, and supports to meet the workforce demands within the state. As part of this initiative, Michigan Rehabilitation Services will work with each department to implement a coordinated hiring process within the state consistent with civil service rules and practices.

- Michigan Career and Technical Institute Community Expansion Program: The program builds upon a successful community expansion program that the Michigan Career and Technical Institute piloted in partnership with Michigan Works! Agencies, the Workforce Development Agency, the Michigan Department of Health and Human Services, and Michigan Rehabilitation Services. The program utilizes Michigan Career and Technical Institute's expertise in working with individuals with disabilities to launch a community-based Certified Nurses Aid training program targeting Temporary Assistance for Needy Families recipients in Benton Harbor. The tuition is paid by the Michigan Department of Health and Human Services. Most of the customers were determined eligible for Michigan Rehabilitation Services. Since its inception, the Benton Harbor site has since trained two additional cohorts, the program has since been replicated in Detroit, with a second cohort being added.

- Pathways to Potential: The Pathways to Potential Program places the Department of Health and Human Services caseworkers into schools to help families overcome barriers to academic success for students with a mental illness, a substance use disorder, or a developmental disability. Department of Health and Human Services funds will be utilized as a match to draw down Federal funds to provide Michigan Rehabilitation Services to transition students involved in the secondary system as well as family members with disabilities interested in employment. Services may include but are not limited to: Diagnostic services, vocational assessment, on-the-job evaluation, work experience, work adjustment training, post-secondary vocational training, on-the-job training, internships, assistive technology, job placement support, and job coaching.

  Additionally, the Michigan Department of Natural Resources has identified 27 work-based learning sites where students with disabilities work for pay in the summer to gain work experience in collaboration with Pathways to Potential and the Department of Natural Resources.

- Project SEARCH: Project SEARCH, a transition-related initiative that teaches young people with developmental disabilities, in particular youth with autism, to work successfully with businesses in their local communities. Michigan Rehabilitation

Services has been selected by the Governor's Commission on Mental Health and Wellness to lead expansion activities related to Project SEARCH sites throughout Michigan. This will be done in collaboration with Michigan Rehabilitation Services, Bureau of Services for Blind Persons, Department of Education, Department of Health and Human Services, Community Rehabilitation Organizations, Centers for Independent Living, and host businesses. Currently, Michigan Rehabilitation Services has eleven Project SEARCH work-based learning sites. The goal is to teach people various work habits, behaviors, and skills.

- The Bureau of Services for Blind Persons will work with consumers to develop an individualized plan for employment that is consistent with current labor market trends. Vocational Rehabilitation funds will be expended to assist consumers in obtaining training to meet the needs of the workforce and employers in the state.

- Bureau of Services for Blind Persons staff can complete job analysis for in-demand jobs to look at the accommodation needs that individuals with disabilities may have in order to complete the essential functions of specific positions.

[BEGIN MODIFICATIONS] In addition to skills gap challenges identified by employers, additional challenges include **[END MODIFICATIONS]** remote accessibility to resources and services. Even though our Michigan Works! One-Stop Centers have computer access to all of our web-based resources, there are many job seekers in areas of the state that may not always be close to a Michigan Works! One-Stop to access needed resources to assist them with their search for training, job openings in high-demand jobs where they can utilize their training, and labor market information to assist job seekers with their training decisions.

- The SHARE Network Michigan is a unique initiative which partners the state's workforce development system with faith-based organizations. SHARE Network Michigan features an Online Resource Directory and the many SHARE Network Access Points in faith-based and community organizations where job seekers and others can access State of Michigan online job search tools (Pure Michigan Talent Connect) and obtain referrals to other service providers.

- Through Pure Michigan Talent Connect, employers and job seekers have access to a robust talent connector that links educators, employers and talent. By bringing Training Connect in-house and embedding it on Talent Connect, Michigan talent can be connected to job opportunities in high-demand jobs, quality education and training, and relevant Labor Market Information all in one place. By rebuilding and modernizing the Training Connect application and embedding it as part of Pure Michigan Talent Connect, the application will support a wide range of device types, with the layout and content e-Michigan compliant with State of Michigan security protocols included throughout the application.

- The Workforce Development Agency is also addressing the challenge of access to resources by bringing our Eligible Training Provider List, Michigan Training Connect or "Training Connect"), in-house and embedding the application within Pure Michigan Talent Connect. This transition was completed in February, 2016.

[BEGIN MODIFICATIONS]
Vocational Rehabilitation

Michigan Rehabilitation Services

Michigan Rehabilitation Services has hired Pre-Employment Training Counselors to ensure Pre-Employment Training Services are provided to students with disabilities. With the assistance of the Pre-Employment Training Counselors, Pre-Employment Training Services are either purchased, coordinated, or provided by Michigan Rehabilitation Services staff to students with disabilities in Michigan. The purchased service provider may be a school, community rehabilitation organization, Center for Independent Living, or a private vendor.

Michigan Rehabilitation Services has always worked well with the business community. After the enactment of the Workforce Innovation and Opportunity Act, Michigan Rehabilitation Services has become more "intentional" about it. Michigan Rehabilitation Services has hired 13 new Business Resource Consultants who will promote Michigan Rehabilitation Services' business services vision. The Business Resource Consultants will be the "one point of contact" in the business relationship. Their responsibilities are strictly aligned with the business customer, and will be strengthening relationships with core partners within the governor-established prosperity regions. The Business Resource Consultant will serve as a resource to the business customer, providing customized business solutions which includes coordination and delivery of services with other Michigan Rehabilitation Services staff (District Business Resource Champion, Michigan Career and Technical Institute, Business Network Unit, Occupational Therapists, Specialists and Small Business Consultants).

Each of the Michigan Rehabilitation Services District Offices has a Business Resource Champion (Vocational Rehabilitation Counselor). The Business Resource Consultant will provide Labor Market Information and other relevant industry/business trends, career counseling, internship and apprenticeship information, and needed local support to the Business Resource Champions (lead business services staff) that work in Michigan Rehabilitation Services district offices.

Michigan Rehabilitation Services Business Network Unit staff is using a web-based Michigan Business Resource System to track business accounts. Michigan Rehabilitation Services is able to share this system with our core partners to ensure we are not duplicating services. Michigan Rehabilitation Services is working collaboratively with Michigan's One-Stops to ensure the development of an effective tool for use by core partners, including accessibility of programming and complimentary services. Coordination and cross-training of Michigan Works! business services staff and Michigan Rehabilitation Services consultants is in process.

After maximizing staff resources to ensure Michigan Rehabilitation Services is meeting the needs of our dual customers (businesses and individuals with disabilities), Michigan Rehabilitation Services' Business Network Unit and Business Resource Champions have significantly increased relationships and provided direct services, recruitment, and retention with Michigan businesses as well as businesses nationwide.

In addition, the governor of Michigan has issued Executive Directive 2014-1, charging State of Michigan directors to be model employers by hiring and retaining individuals with disabilities. Michigan Rehabilitation Services' Staff Development Unit, Business Network Unit, the Office of the State Employer, and Human Resources are developing Americans with Disability Act training to educate State of Michigan staff regarding accommodations and how to implement accommodations in the workplace. Additionally, Michigan Rehabilitation Services' Business Network Unit has a dedicated staff person assisting state departments, human resource managers and hiring managers with recruitment of qualified candidates from the Michigan

Rehabilitation Services talent pool (individuals with disabilities). Lastly, Michigan Rehabilitation Services' Business Network Unit and Staff Development Unit collaborated with the Civil Service Training Unit to develop an online disability awareness training called "Focus on Ability" designed for all State of Michigan employees to participate per the requirement under Executive Directive 2014-1.

Michigan Rehabilitation Services is meeting with the Department of Health and Human Services and with the Workforce Development Agency to improve services to Temporary Assistance for Needy Families recipients with disabilities in the Partnership. Accountability. Training. and Hope. (PATH) program. Michigan Rehabilitation Services continues its partnership with the state's one-stop system, the Workforce Development Agency, and the one-stop partners on strategic planning for the Workforce Innovation and Opportunity Act and participated in the submission of two grants to improve services to individuals with disabilities in the one-stop system.

Michigan Rehabilitation Services has entered into an Interagency Agreement with Department of Corrections and the State Court Administrative Offices to provide rehabilitation services to high-risk felony offenders with a history of probation violations or failures. The Swift and Sure Sanctions Probation Program participants are primarily individuals with intellectual disabilities and substance abuse issues. Michigan Rehabilitation Services works closely with the Department of Corrections to develop programming to best serve this population. Judges in Michigan's Swift and Sure Sanctions Probation Program courts have reported a reduction in positive drug tests and failures to appear at scheduled meetings with probation officers among their Swift and Sure Sanctions Probation Program participant population.

Michigan Rehabilitation Services is in the process of expanding its utilization of Memorandums of Understanding with local partners to better detail collaborative efforts. Michigan Rehabilitation Services is vested in all local workforce development boards through its Michigan Works! Agency partnership and, in addition, is developing a statewide agreement with the Workforce Development Agency. These Memorandums of Understanding detail the collaborative efforts in place and all strategies by which to enhance collaborative efforts as we move forward.

Michigan Rehabilitation Services is collaborating significantly with the Centers for Independent Living, Michigan Transition Services Association, the Developmental Disabilities Council, educational entities, community rehabilitation organizations, and with private vendors to provide Pre-Employment Transition Services to Students with Disabilities. Michigan Rehabilitation Services has a Pre-Employment Transition Services contract with each of the Centers for Independent Living to provide a variety of Pre-Employment Transition Services especially job exploration, job readiness, and self-determination. These contracts are relatively new and are in the early stages of implementation. The Michigan Transition Services Association donates funds to Michigan Rehabilitation Services that are specifically used for transition programming that often fall within Pre-Employment Transition Services such as job exploration, work-based learning, counseling on postsecondary options, job readiness and self-determination. The Developmental Disabilities Council has a grant with the Office of Disability Employment Policy where Michigan Rehabilitation Services is a partner in implementing an employment model where individuals are employed prior to exit from secondary education. This model provides many Pre-Employment Transition Services activities to students with disabilities especially job exploration and work-based learning. Community rehabilitation organizations have been partnering with Michigan Rehabilitation Services to provide the Pre-Employment Transition Services in many of the programs that have been previously identified. Local educational agencies and Michigan Rehabilitation Services have collaborated to create many Pre-Employment Transition Services opportunities, including the Department of Natural Resources

Summer Program where 160 students participate in an eight week paid work-experience in the state parks; 17 Project SEARCH programs where 170 students attend school in host businesses and rotate through three 10 week internships in their last year of school and many locally created Pre-Employment Transition Services programs where students participate in a variety of developmental experiences that meet Pre-Employment Transition Services criteria to prepare them for competitive integrated employment.

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[END MODIFICATIONS]

Workforce Development, Education, and Training Activities Analysis –Workforce Development Capacity

Yearly declines in Workforce Investment Act funding allocations from Program Year 2008 through Program Year 2013 resulted in a 57 percent reduction in Statewide Activities funding and exacerbated Michigan's ability to fund and carry out required workforce investment activities throughout all areas of the state. Since 2008, Michigan has experienced a 22.4 percent reduction in the number of One-Stops and an 8.5 percent reduction in the number of satellite offices.

In addition to a reduction in the number of One-Stops and Satellite Centers, some of our vocational rehabilitation partners have been relocated to state-owned buildings in an effort to reduce operational costs. Other partner programs may only be available at the One-Stop Service Center on an itinerant basis.

As federal funds become scarcer, the ability to leverage resources is tantamount to compete locally in an increasing global economy. With the establishment of Michigan's Regional Prosperity Initiative, local and regional partners work in collaboration toward a shared vision of economic prosperity. Better regional collaboration helps partners leverage resources in ways most beneficial for the region, including increased utilization of technology within the One-Stop Service Centers.

In 2004, state funding for adult education in Michigan was cut from $75 million to $20 million. Because of the drastic decline in funding, there has been a natural reduction in the number of adult learners served in the state as well as in the number of programs offering adult education services. Prior to 2004, enrollment in adult education was over 70,000 annually. In recent years, enrollment has been just under 30,000, whereas the number of adults aged 18-64 without a high school diploma is approximately 570,000 based on 2014 American Community Survey data. The participation rate in adult education is only five percent of those adults in need of adult education services. The challenge in Michigan is to increase capacity through collaboration with greater efficiency.

Despite budget cuts, the dedication of Michigan's Adult Education providers, including local school districts, community-based organizations, volunteer literacy programs, and community colleges, we have remained steadfast. Through ongoing communication with these organizations, as well as the state's Workforce Development Boards and other stakeholders, the Office of Adult Education will continue to explore options during the coming years for strengthening its current capacity. The end result will be an adult learning system that ensures:

- Responsiveness to the complex variety of adult learning levels, contexts and needs;
- Use of performance standards to continuously improve program services;
- Optimal use of available funds;
- Flexibility in meeting the needs of each service area;
- Equitable funding targeted to areas of greatest needs;
- Strong instructional and administrative staff that responds to the needs of the adult learners; and
- Inclusion of public and private partnerships that engage practitioners and partners in planning and delivering services.

[BEGIN MODIFICATIONS]

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Michigan Rehabilitation Services has entered into an Interagency Agreement with Department of Corrections and the State Court Administrative Offices to provide rehabilitation services to high-risk felony offenders with a history of probation violations or failures. The Swift and Sure Sanctions Probation Program participants are primarily individuals with intellectual disabilities and substance abuse issues. Michigan Rehabilitation Services works closely with the Department of Corrections to develop programming to best serve this population. Judges in Michigan's Swift and Sure Sanctions Probation Program courts have reported a reduction in

positive drug tests and failures to appear at scheduled meetings with probation officers among their Swift and Sure Sanctions Probation Program participant population.

Michigan Rehabilitation Services is in the process of expanding its utilization of Memorandums of Understanding with local partners to better detail collaborative efforts. Michigan Rehabilitation Services is vested in all local workforce development boards through its Michigan Works! Agency partnership and, in addition, is developing a statewide agreement with the Workforce Development Agency. These Memorandums of Understanding detail the collaborative efforts in place and all strategies by which to enhance collaborative efforts as we move forward.

Michigan Rehabilitation Services is collaborating significantly with the Centers for Independent Living, Michigan Transition Services Association, the Developmental Disabilities Council, educational entities, community rehabilitation organizations, and with private vendors to provide Pre-Employment Transition Services to Students with Disabilities. Michigan Rehabilitation Services has a Pre-Employment Transition Services contract with each of the Centers for Independent Living to provide a variety of Pre-Employment Transition Services especially job exploration, job readiness, and self-determination. These contracts are relatively new and are in the early stages of implementation. The Michigan Transition Services Association donates funds to Michigan Rehabilitation Services that are specifically used for transition programming that often fall within Pre-Employment Transition Services such as job exploration, work-based learning, counseling on postsecondary options, job readiness and self-determination. The Developmental Disabilities Council has a grant with the Office of Disability Employment Policy where Michigan Rehabilitation Services is a partner in implementing an employment model where individuals are employed prior to exit from secondary education. This model provides many Pre-Employment Transition Services activities to students with disabilities especially job exploration and work-based learning. Community rehabilitation organizations have been partnering with Michigan Rehabilitation Services to provide the Pre-Employment Transition Services in many of the programs that have been previously identified. Local educational agencies and Michigan Rehabilitation Services have collaborated to create many Pre-Employment Transition Services opportunities, including the Department of Natural Resources Summer Program where 160 students participate in an eight week paid work-experience in the state parks; 17 Project SEARCH programs where 170 students attend school in host businesses and rotate through three 10 week internships in their last year of school and many locally created Pre-Employment Transition Services programs where students participate in a variety of developmental experiences that meet Pre-Employment Transition Services criteria to prepare them for competitive integrated employment.

Governor Snyder has provided seed money to the Department of Health and Human Services to fund a Michigan Career and Technical Institute Community Expansion program. This project builds on a successful community expansion program that the Michigan Career and Technical Institute piloted in partnership with the Michigan Works! Association, Department of Health and Human Services, and Michigan Rehabilitation Services. The program utilized Michigan Career and Technical Institute's expertise in working with individuals with disabilities to launch a community-based Certified Nursing Assistant training program targeting Temporary Assistance for Needy Families recipients in Benton Harbor. The tuition is being paid by the Department of Health and Human Services. Most of the customers were determined eligible for services. The Benton Harbor site has since trained additional cohorts, replicating the program in Detroit, Kalamazoo, Battle Creek, Muskegon and Grand Rapids.

Bureau of Services for Blind Persons

Bureau of Services for Blind Persons is cultivating partnerships with local Michigan Works! Agencies, Centers for Independent Living, and Community Rehab Programs in order to provide youth and students with employment experiences that will result in increasing work skills that will enhance the development of employability skills. Providing these services at an early age encourages a stronger outcome of sustainable employment when students and youth become adults that may not be as possible without the early intervention.

Bureau of Services for Blind Persons has reassigned a management position to coordinate with staff and facilitate a dual customer philosophy of service (students, youth, and adults with disabilities and businesses). This position will be working with the Workforce Development Agency, private employers, and other partners to identify opportunities for individuals who are blind/low vision.

Bureau of Services for Blind Persons has reassigned a management position to coordinate with staff to more effectively facilitate and monitor the implementation of Pre-Employment Transition Services.

Vocational Rehabilitation

Vocational Rehabilitation Senior Managers represent Vocational Rehabilitation at Michigan Works! Director's Council meetings. Further, Vocational Rehabilitation Managers serve on local workforce development boards and are included in regional plans for the Prosperity Regions.

Vocational Rehabilitation recently signed a Super Memorandum of Understanding with Michigan Department of Education, Michigan Rehabilitation Services, Michigan Bureau of Services for Blind Persons, Michigan Behavioral Health and Developmental Disabilities Administration, the Michigan Workforce Development Agency, and the Michigan Developmental Disabilities Council to work together on behalf of students with disabilities in secondary education to assist those students to achieve competitive integrated employment. This Memorandum of Understanding is an effort to align partners to improve collaborative efforts to expand employment opportunities for young people.

Vocational Rehabilitation is also participating in an Office of Disability Employment Policy grant that is supporting four pilot sites in Michigan with the goal of students with disabilities achieving competitive integrated employment prior to exiting secondary education. The four pilot sites are utilizing a collaborative approach involving core partners where education and adult agencies (for example, Vocational Rehabilitation and Behavioral Health and Developmental Disabilities Administration) provide early intervention and work experiences while the student is still in secondary education.

Vocational Rehabilitation and the Workforce Development Agency are working toward an enhanced Vocational Rehabilitation presence in the one-stops by discussing how to strengthen referrals and cross-train staff of the core agencies.

Vocational Rehabilitation continues its partnership with the state's one-stop system, the Workforce Development Agency, and the one-stop partners on strategic planning for the Workforce Innovation and Opportunity Act.
[END MODIFICATIONS]

State Strategic Vision and Goals. *The Unified or Combined State Plan must include the state's strategic vision and goals for developing its workforce and meeting employer needs in order to support economic growth and economic self-sufficiency. This must include -*

(1) Vision. Describe the state's strategic vision for its workforce development system.

(2) Goals. Describe the goals for achieving this vision based on the analysis above of the state's economic conditions, workforce, and workforce development activities. This must include –

(A) Goals for preparing an educated and skilled workforce, including preparing youth and individuals with barriers to employment and other populations. ***

(B) Goals for meeting the skilled workforce needs of employers.

(3) Performance Goals. Using the table provided in Appendix I, include the State's expected levels of performance relating to the performance accountability measures based on primary indicators of performance described in section 116(b)(2)(A) of the WIOA. (This Strategic Planning element only applies to core programs.)

(4) Assessment. Describe how the State will assess the overall effectiveness of the workforce development system in the State in relation to the strategic vision and goals stated above and how it will use the results of this assessment and other feedback to make continuous or quality improvements.

** Individuals with barriers to employment include displaced homemakers; low-income individuals; Indians, Alaska Natives, and Native Hawaiians; individuals with disabilities; older individuals; ex-offenders; homeless individuals, or homeless children and youths; youth who are in or have aged out of the foster care system; individuals who are English language learners, individuals who have low levels of literacy, and individuals facing substantial cultural barriers; eligible migrant and seasonal farm workers (as defined at Section 167(i) of the WIOA Training and Guidance Letter No. 35-14); individuals within 2 years of exhausting lifetime eligibility under the Temporary Assistance for Needy Families Program; single parents (including single pregnant women); and long-term unemployed individuals.*

*** Veterans, unemployed workers, and youth and any other populations identified by the State.*

State Strategic Vision and Goals

Governor Rick Snyder's 2015 State of the State address outlined his priorities for his second term. His overarching priority places an emphasis on putting people first, with the goal of helping all Michiganders succeed, no matter their stage in life. This priority will be accomplished through collaboration and cooperation to restructure state government, resulting in an effective, efficient, and accountable government that better serves its citizens.

The following key actions to continue Michigan's reinvention include:

- Revolutionizing how government operates by reducing bureaucracy and inefficiencies in the system through restructuring government by combining talent and workforce operations;

- Focusing on early childhood education (prenatal through the 3rd grade) by improving early literacy by providing half-day pre-school opportunities across the state. Proficiency in third-grade reading is an early indicator of having a skilled workforce that is imperative to making Michigan stronger;

- Focusing on K-12 education to improve achievement in Michigan schools by improving efforts to nurture and educate our youth from prenatal and beyond;

- Ensuring that training is demand-driven by creating partnerships with education and employers, building a seamless One-Stop system for both employers and job seekers, emphasizing the value of Science, Technology, Engineering, and Math education, and by investing in skilled trades training and career tech education opportunities;

- Creating Prosperity Regions across the state, thereby allowing local areas to devote their resources to leverage state resources that help create more and better jobs and training;

- Assisting the structurally unemployed by offering services tailored to meet individual needs;

- Providing one-stop shopping for veterans; and

- Increasing accountability through measuring outcomes and results.

The Governor's Talent Investment Board provides a vital role in ensuring the Governor's vision and goals are achieved. The following strategic priorities were drafted based on comments during the Board's quarterly meeting held on September 14, 2015.

Priority #1: (K-12)

Educate students, parent job seekers, teachers, counselors and administrators about local in-demand careers and prepare students for those careers.

Priority #2 (Adult Learners)

Expand awareness of and access to adult learning opportunities to qualify for local in-demand careers and prepare students for those careers.
Achievement of these priorities will be accomplished through strategies that:

- Increase career options for middle and high school students.
- Prioritize state education and training funds to prepare students for local in-demand jobs.
- Improve work-based learning opportunities for students age sixteen and older.
- Align high school and community college curriculums to provide career-ready graduates.
- Require all state-funded career skill training programs to justify and share state-purchased assets.
- Expand access to career and technical education type training for rural and other students who currently do not have access to secondary career and technical education programs.
- Improve performance and accountability of the Unemployment Insurance system and its coordination with Michigan Works!

These priorities are consistent with, and realized through, the alignment of employment and training activities operated by each of our core programs and their partnering agencies and organizations.

State Strategic Vision and Goals - Performance Goals
Please refer to Appendix I for Michigan's proposed levels of performance relating to the performance accountability measures.

Detailed guidance is pending from one or more federal partners regarding data definitions, sources, validation, and submission requirements. The Workforce Development Agency, which oversees the WIOA Title I Adult, Dislocated Worker, and Youth programs, the WIOA Title II Adult Education and Family Literacy Act program, and Title III Wagner-Peyser Act program, will work with the Michigan Departments of Health and Human Services and Licensing and Regulatory Affairs which oversees the WIOA Title IV Vocational Rehabilitation program (Michigan Rehabilitation Services and Bureau of Services for Blind Persons respectively), to adopt joint

performance reporting requirements as outlined in the WIOA Section 116. Joint performance measures for the WIOA will consist of six customer outcomes specific to core indicators of performance and employer (customer) satisfaction by program.

State Strategic Vision and Goals - Assessment

The WIOA performance measures serve as indicators to track progress toward meeting the state's goals and vision for the workforce investment system. The state uses the performance accountability system to assess the effectiveness of local areas in achieving continuous improvement of workforce investment activities in order to optimize the return on investment of WIOA funds. Both the WIOA Title I and Title III performance are tracked in the One-Stop Management Information System. Reports detailing performance on all performance 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

The state will determine the level of the performance goals for all core programs. Instructions are issued to all local areas to provide the state with recommended performance levels for all measures for the applicable Program Year. These recommended levels must be both reasonable and defendable 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 negotiated levels.

Each local area is subject to the same primary indicators of performance for all core programs that apply to the state. Local areas that fail to meet adjusted levels of performance for the primary performance indicators for any program year will receive technical assistance. Technical assistance may include:

1. Assistance in the development of a performance improvement plan

2. Development of a modified local or regional plan

3. Other actions designated to assist the local area in improving performance.

If failure to meet the same performance measure(s) continues for a third consecutive program year, the state takes corrective action(s). 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 is 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 WIOA),

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.

Additionally, Michigan has implemented a workforce system dashboard that provides information on key performance measures in aggregate, which is then further broken out by each of our local service delivery areas.

***State Strategy**. The Unified or Combined State Plan must include the state's strategies to achieve its strategic vision and goals. These strategies must take into account the state's economic, workforce, and workforce development, education and training activities, and analysis provided in Section (a) above. Include a discussion of specific strategies to address the needs of populations provided in Section (a).*

(1) Describe the strategies the state will implement, including industry or sector partnerships related to in-demand industry sectors and occupations and career pathways, as required by the WIOA section 101(d)(3)(B), (D). "Career pathway" is defined at WIOA section 3(23). In-demand industry sector or occupation is defined at WIOA section (3)(23).

(2) Describe the strategies the state will use to align the core programs, State Plan partner programs included in this plan, required and optional one-stop partner programs, and any other resources available to the state to achieve fully integrated customer services consistent with the strategic vision and goals described above. Also describe strategies to strengthen workforce development activities in regard to weaknesses identified in section II(a)(2)

State Strategy – Strategies the State will Implement

Governor Rick Snyder's vision and overarching goals addresses Michigan's job strategy and how it is integrated into our state's overall strategic plan for reinvention. The Workforce Development Agency is responsible for activities to ensure a skilled workforce. Talent enhancement activities include developing, retaining, attracting, and matching an exceptional talent base with guidance based on the needs of Michigan's employers. This is achieved by:

- Improving talent matching through our network of 16 Michigan Works! Agencies and through enhancement of our Pure Michigan Talent Connect Web site to allow better matching of skills with job openings;

- Rebuilding and enhancing our Eligible Training Provider List (Michigan Training Connect) by bringing it in-house and embedding it into Pure Michigan Talent Connect;

- Attracting and retaining talent by providing support to employers through a demand-driven, industry cluster strategies approach; and

- Developing existing talent by retraining the current workforce to meet those employer-identified needs and offering training and education services.

Based on our economic and workforce analysis, the Workforce Development Agency is employing several strategies to achieve the Governor's vision and goals. In collaboration with employers, Michigan Works! Agencies, other State agencies, economic development, training providers and other partners, examples of these strategies include:

- Michigan Industry Cluster Approach – A demand-driven system is Michigan's primary workforce development strategy which focuses on aligning all efforts, initiatives, programs

and funding around key industry clusters, which are supported by Labor Market Information. The State's five key clusters are Agriculture, Energy, Health Care, Information Technology, and Manufacturing.

- Pure Michigan Talent Connect (Talent Connect) –Talent Connect is a web-based talent connector that brings together employers, educators, and talent. It provides strategic tools for employers to help them identify and develop their talent base and give job seekers the opportunity to create a personalized plan to help them more effectively navigate career decisions.

- Michigan Training Connect – Michigan's newly redesigned Eligible Training Provider List is housed within Pure Michigan Talent Connect. The Michigan Training Connect has a new look, new features, and greater overall functionality, providing job seekers with the tools they need to choose a training program to become employed in a high-demand job or industry.

- Talent-Based Job Creation and Entrepreneurship – The Workforce Development Agency, local Michigan Works! Agencies, the Michigan Department of Human Services, and the Michigan Department of Natural Resources have implemented a statewide support structure to assist the structurally unemployed. The effort, known as Community Ventures/Social Entrepreneurship, is a resource for local communities and businesses seeking to establish worksites that provide assistance and employment to Michigan's low-skilled population. The program's mission is to promote safe and vibrant communities by providing structurally unemployed community residents with a career pathway out of poverty.

- Workforce Reforms – Employers, our primary workforce partners, provide jobs to thousands of residents across Michigan. The Workforce Development Agency and Michigan Economic Development Corporation work in unison to enhance the talent of our citizens and fuel Michigan's economic engine under a unified, coordinated, talent enhancement strategy.

  When it comes to workforce programs, our customers are the employers and workforce partners who provide jobs to the thousands of job seekers across the state of Michigan. We will implement the following innovative audit and communication systems to better review, understand, communicate, and serve all of our customers:

- Talent Connections: The workforce system is made up of a variety of diverse entities and partners that span federal, state, and local government and also includes a wide variety of private employers and non-profits. In an effort to improve communication and coordination between partners, we have implemented the Talent Connect. The Talent Connect is a state-wide communication network designed to identify problems and improve communications between "talent partners." "Talent partners" include employers, Michigan Works! Agencies, local economic development agencies, etc. – basically anyone working with a focus on talent.

- Coordination with Economic Development Strategies and Activities: To facilitate the match between job seekers and employers, Business Service Teams will be utilized at the one-stops. Business Services Teams work closely with companies in high-growth/high-demand industries. The Michigan Industry Cluster Approach Team and the

Michigan Economic Development Corporation collaborate with the Michigan Works! Agencies Business Services Teams to provide information and support for employers growing within or moving into the local area. The partnerships between the one-stops, the Michigan Industry Cluster Approach, and the Michigan Economic Development Corporation will establish a relationship with employers in order to obtain skilled workers through Michigan's labor exchange system.

- Governor's Talent Investment Board and Local Workforce Development Boards: Michigan continues its focused efforts to become a national leader in developing a talented workforce. Governor Snyder signed Executive Order 2015-11 to locate the State Workforce Board within the Talent Investment Agency. State staff will continue to facilitate closer working relationships with the Governor's Talent Investment Board and local Workforce Development Boards and assist the boards in becoming more effective, through communications, training, regional partnership building, and selection of appropriate board members. The State's strategy moving forward includes a three-pronged effort. First, we will provide an orientation effort which includes welcoming new members with contact information and an orientation guide to assist them with understanding responsibilities and mission. Second, we will work more closely with both the Governor's Talent Investment Board and local Workforce Development Boards to connect with them directly through information sharing, visiting board meetings, and working together on state/regional projects and building state and regional partnerships. Third, we will review and collect feedback from the Governor's Talent Investment Board and local Workforce Development Boards and provide training and technical assistance to boards, as needed.

- Workforce Development Agency Reforms. The Michigan Workforce Development Agency has gone through a reorganization to provide more effective and efficient services to job seekers, employers, and others who partner and participate with the workforce investment system. The newly created Talent Investment Agency joins the efforts of the Workforce Development Agency and the Unemployment Insurance Agency to integrate new workers into the economy and help those workers that have been in or out of the workforce transition into new jobs.

  The Talent Investment Agency will spearhead Governor Snyder's talent enhancement initiatives, which are critical to Michigan's economic prosperity. We will be the State's leader in evaluating and implementing services and programs related to talent, such as job preparedness; career-based education skilled trades training; incumbent worker training; employment assistance; science technology engineering and math training programs; and programs designed to help the unemployed. By putting all talent investment efforts within a single agency, Michigan can leverage its ability to build talent that possesses in-demand skills while helping our state's businesses grow.

  The Workforce Development Agency continues to include a focus on our clients through the formation of industry clusters. Through these industry clusters we connect more closely and effectively with industries. Our Industry Cluster Team is organized around the State's major business segments, including Manufacturing, Energy, Healthcare, Information Technology, and Agriculture, to collaborate with industry partners, college and university systems, and our public school system. This unique approach provides current working adults, as well as our children who will be entering the workforce, the training and education opportunities to match skill development with job opportunities.

- Regional Approach: In the past, the workforce system has not been uniformly aligned with all of the economic developers within their particular areas and there has not been consistent measures of success across regions. In order to maximize workforce resources and create a nimble and responsive system, it is critical that the regional workforce system be aligned with economic development and community partners. This alignment between workforce services, economic development, and community partners can be achieved through both coordinated regional planning and regional industry alliances. Tying this effort together will be regional metrics – measures of success - that share commonality between workforce and economic efforts, and are also comparable across different regions.

- Federal Program Flexibility: We will work with the U.S. Department of Labor to allow more innovative use of federal workforce program funding and initiatives. The State needs to have the flexibility to make systemic changes that will make its workforce system grow through innovation and efficiencies. We need to develop a workforce system that supports our efforts to foster collaboration among workforce agencies, employers, economic developers, post-secondary providers, and other partners with shared interests.

[BEGIN MODIFICATIONS]

State Strategy – Industry or Sector Partnerships

In an effort to move Michigan's workforce system toward being more demand-driven, in 2012 the Workforce Development Agency implemented its Michigan Industry Cluster Approach which is predicated on two interrelated concepts--the need for more and better data, which is achieved through the convening of employers through the establishment and expansion of industry cluster groups. To date, the Michigan Industry Cluster Approach has documented more than 75 instances of Michigan Works! Agencies and other local partners actively supporting industry cluster work, including commitments from all 24 Michigan Works! Agencies to support the Michigan Industry Cluster Approach through their engagement with industry cluster groups within their regions.

The Michigan Industry Cluster Approach will help to promote and develop ongoing and sustained strategic partnerships through a variety of efforts, including:

- Continual expansion and ongoing support of the statewide Michigan Industry Cluster Approach network through the provision of guidance, technical assistance, etc. to Michigan Works! Agencies and other partners engaging in industry cluster work. Most of this support typically occurs on the front end with the exploration, formation, and launch of the industry cluster groups; however, industry cluster work is an iterative process which may require ongoing involvement/engagement, which is evident by the fact that several Michigan Industry Cluster Approach team members continue to serve on advisory boards for many of these local industry cluster groups. In other instances, the Michigan Industry Cluster Approach team has been tasked with aligning partners and resources to support a specific industry cluster project like the Northwest Michigan Developer Consortium, the Michigan Energy Workforce Consortium, or the Clemens Food Group expansion project. The Michigan Industry Cluster Approach team has also assisted different stakeholder groups with developing or enhancing their workforce/talent strategies, having partnered with numerous statewide associations such as the Michigan Manufacturers Association, the Printing Industries of Michigan, Michigan Infrastructure and Transportation Association, etc. as well as other state-level efforts being driven by the Michigan Energy

Office, the Michigan Economic Development Corporation's Transportation, Logistics and Distribution team, etc.

- Creation and dissemination of tools and resources to assist with the development, implementation, and/or enhancement of industry cluster work. Several helpful tools and resources have been developed in consultation with our Michigan Works! Agency partners, including the Michigan Industry Cluster Approach Funding and Resource guide, Recruitment and Training Activities Template, Cluster Readiness and Progress Indices, etc. These tools are all available in a virtual tool-kit which is accessible through the "Industry and Business" portion of the Workforce Development Agency's website and have been extensively promoted through webinars, conference presentations/workshops, articles, etc.

- Increased promotion of the Michigan Industry Cluster Approach and industry cluster groups through a variety of communication/marketing channels. Local industry cluster groups and their accomplishments are regularly showcased in the Michigan Industry Cluster Approach "Cluster Chronicle" e-newsletter and as part of panel presentations/ workshops at events like the annual Michigan Works! Conference. The Industry Cluster Map and the Prosperity Regions Talent Map both provide a way to inventory and promote local industry cluster groups around the state. Partners are routinely required to demonstrate the extent of their industry cluster work when responding to various requests for proposals sent out by the Workforce Development Agency which has helped to reinforce that the Michigan Industry Cluster Approach remains one of the agency's top priorities. A series of special technical assistance sessions/webinars is being planned with the Michigan Works! Association, as well as regular updates to its Business Services User Group at their bi-monthly meetings to enhance communication through an established statewide network. The cluster team has also partnered with Labor Market Information & Strategic Initiatives (LMISI) within Michigan's Department of Technology, Management, and Budget to publish a series of cluster analysis reports and corresponding updates to identify key opportunities and challenges for each of the agency's five priority industry clusters – agriculture, energy, health care, information technology, and manufacturing.

Finally, with the Talent Investment Agency joining the efforts of the Workforce Development Agency and the Unemployment Insurance Agency to integrate new workers into the economy and help those workers that have been in or out of the workforce transition into new jobs, there were a number of programs that moved over under the Workforce Development Agency's Office of Michigan Industry Cluster Approach as part of this reorganization. These include the Skilled Trades Training Fund Program and several of the Michigan Economic Development Corporation's talent enhancement initiatives, including the Michigan Advanced Technician Training Program, the Community College Skilled Trades Equipment Program, and Career Jump Start. By having all of these talent programs under one umbrella, the Michigan Industry Cluster Approach can more effectively align programs and resources and will be in a better position to integrate these programs into the state's workforce system.
[END MODIFICATIONS]

Career Pathways: Michigan is committed to developing and implementing a high-quality, comprehensive career pathway system with multiple entry and exit points that meets learners where they are; provides education, training and support services needed for career advancement; and ensures a skilled workforce that meets Michigan's talent needs. The

Workforce Development Agency has and will continue to dedicate staff and resources necessary to realize this vision.

The Office of Adult Education took advantage of the valuable opportunity to participate in *Moving Pathways Forward*, the U.S. Department of Education, Office of Career, Technical, and Adult Education funded project designed to assist states in advancing career pathway systems to transition low-skilled adults to post-secondary education and employment. The intensive technical assistance provided helped organize and focus Michigan's efforts to advance state systems development, as well as increased local career pathway activities.

As part of this effort, a Career Pathway Steering Committee was convened to guide and strategically develop a career pathway system in Michigan. The focus of *Moving Pathways Forward* is on career pathway programs for adult learners, but the steering committee intentionally and purposefully broadened the population for career pathways to include <u>all</u> learners in Michigan.

The steering committee originated as a state interagency team, and was expanded to include representation from key local stakeholders. This 32-member committee includes representation from:

- Workforce Development Agency Office of Adult Education
- Workforce Development Agency WIOA Section
- Workforce Development Agency Welfare Reform/PATH Program
- Workforce Development Agency Community College Services
- Workforce Development Agency Cluster Team
- Michigan Department of Education Office of School Improvement
- Michigan Department of Education Office of Career and Technical Education
- Michigan Rehabilitation Services
- Michigan Association of State Universities
- Michigan College Access Network
- Bureau of Labor Market Information and Strategic Initiatives
- Michigan Department of Corrections, Prisoner Education
- Michigan Community College Association
- Michigan Works! Association
- Michigan Association of Community and Adult Education
- Workforce Intelligence Network

- Great Lakes Comprehensive Center
- Corporation for a Skilled Workforce
- Michigan League for Public Policy

The creation of the steering committee and designated space for collaborative discussions, thoughtful planning, and strategizing in and of itself has created valuable synergy and momentum around career pathways.

The key accomplishments to date center around identifying and prioritizing the following career pathway components:

1. Building Interagency Partnerships
    - Gained consensus on the vision and mission statements for Michigan's career pathway system.
    - Defined the role and benefit of partner agencies within the career pathway system.
2. Aligning Policies and Programs
    - Conducted an assessment of current career pathway activities at the state and local level.
    - Analyzed essential programs and current initiatives at both the state and local level to identify areas to leverage efforts, as well as the potential for alignment and collaboration between programs to maximize the impact and sustainability.
    - Inclusion of career pathways development in all relevant state policies and guidance issued to ensure common message is communicated by all agencies.
    - Passage of state legislation supporting pilots, including one pilot to support and increase dual enrollment in adult education and secondary career and technical education; and another to increase early/middle college programs and strengthen the alignment to broader career pathway efforts.
    - Identification of potential barriers in state policy that may impede career pathway development, and propose modifications, *(Currently no barriers have been identified)*

The steering committee will continue to meet quarterly to advance career pathway system development, and will be exploring the potential for utilizing the existing Michigan Industry Cluster Approach and established local sector partnerships to inform the development of career pathway programs in each Prosperity Region.

In program year 2015-16, the Office of Adult Education convened a focus group of adult education directors that are piloting or implementing one or more career pathway components. This focus group was pulled together to share and evaluate promising approaches to partnership building, contextualized curriculum for all levels of instruction, integrated education and training

programs, a common intake process, and comprehensive career planning. The goal is to utilize this cohort of directors to share promising practices and possible approaches, as well as identify data elements necessary to measure and evaluate the effectiveness of the components of career pathway programs.

The Office of Adult Education has offered and will continue to offer professional development on career pathways for core partners as requested. In previous years, professional development has been provided to adult education providers, Michigan Works! Agencies, and community colleges on the career pathways model, key components, and resources to assist local providers in the development of career pathway programs. In program year 2015-16, technical assistance was provided regionally and was tailored based on the requests of each region. Professional development and technical assistance will continue to play an important role in advancing the development of career pathway program development, and will be offered based on regional needs.

[BEGIN MODIFICATIONS]
State Strategy – Alignment of Core Programs
Michigan Industry Cluster Approach

Since the Michigan Industry Cluster Approach is predicated on access to more and better data by convening employers through the establishment and expansion of local industry cluster groups, students and job seekers benefit from data-driven decisions about in-demand training and careers by having better access to "real-time," qualitative labor market information coming directly from the employers.

The Michigan Industry Cluster Approach helps those individuals most in need and/or who have significant barriers to employment successfully connect with education and training opportunities that lead to employment through a variety of efforts, including:

- Collaboration with other state agencies such as the Michigan Department of Agriculture and Rural Development, Michigan Department of Community Health, Michigan Department of Education, Michigan Department of Corrections, Michigan Department of Transportation, Michigan Veterans Affairs Agency, etc. to align the Michigan Industry Cluster Approach with their respective talent development strategies/initiatives while exploring opportunities for better integration with the workforce system. For example, the cluster team has been able to promote the Department of Corrections' revamped vocational training program to Michigan Works! Agencies who have local industry cluster groups open to hiring returning citizens/ex-offenders.

- Collaboration with other Workforce Development Agency program areas such as the Education and Career Success Division, Veterans' Services Division, Migrant and Seasonal Farm Worker program, etc. to jointly develop strategies which will produce more opportunities, better awareness, and increased access for the specific populations they serve. For example, the cluster team partnered with the Education and Career Success Division to obtain information about all adult education programs in the state and uploaded this data onto the Prosperity Regions Talent Map so it is accessible to any of our education and workforce partners who may be assisting individuals who are in need of these programs/services. The cluster team has also partnered with the Veterans' Services Division on numerous occasions to address industry's needs for talent by making better connections to Michigan's veteran talent pool and designing specific

recruitment strategies. Industries and sectors that have been assisted include infrastructure and transportation construction, water utilities, and others.

In addition, the state's MI-AIM strategy (Michigan Apprenticeships, Internships, and Mentoring) consists of a diverse set of partners, each of whom contribute their own unique expertise/ perspective to the broader effort. This cross-functional approach allows the partners to build off each others' strengths. By committing to working together, the efforts of the individual partners will be enhanced which will improve the overall system and yield better results for the individuals they serve.

The Detroit Registered Apprenticeship Program serves as one example of a best practice that has the potential to be more broadly shared and replicated across the MI-AIM partner network. The Detroit Registered Apprenticeship Program provides a blueprint for how pre-apprenticeship programs can be used to create an on-ramp to help prepare low-skilled workers with the basic/soft skills which are needed to enter into a registered apprenticeship program. The local Michigan Works! Agency, Detroit Employment Solutions Corporation, has identified creative ways to leverage its WIOA funding for ITAs, providing opportunities for some of their hardest-to-serve customers to enroll into classroom training as part of a pre-apprenticeship program that puts them on a direct path to apprenticeships which will be created as a result of several major construction projects that will soon be ramping up in the City of Detroit.

Similarly, successful employability training programs like Ready Now (a partnership between West Michigan Works!, the Grand Rapids Area Chamber of Commerce, and local economic developer the Right Place, Inc.) and 10-day Path to Apprenticeship equip prospective apprenticeship applicants with the basic/work readiness skills which could help them to secure employment. For many of the hardest-to-serve customers, these work readiness programs are a necessity to compete for even the most basic of jobs.

Michigan Rehabilitation Services

Michigan Rehabilitation Services has always worked well with the business community. After the enactment of the Workforce Innovation and Opportunity Act, Michigan Rehabilitation Services has become more "intentional" about it. Michigan Rehabilitation Services has hired 13 new Business Resource Consultants who will promote Michigan Rehabilitation Services' business services vision. The Business Resource Consultants will be the "one point of contact" in the business relationship. Their responsibilities are strictly aligned with the business customer, and will be strengthening relationships with core partners within the governor-established Prosperity Regions. The Business Resource Consultant will serve as a resource to the business customer, providing customized business solutions, which includes coordination and delivery of services with other Michigan Rehabilitation Services staff (District Business Resource Champion, Michigan Career and Technical Institute, Business Network Unit, Occupational Therapists, Specialists and Small Business Consultants).

Each of the Michigan Rehabilitation Services District Offices has a Business Resource Champion (Vocational Rehabilitation Counselor). The Business Resource Consultant will provide Labor Market Information and other relevant industry/business trends, career counseling, internship and apprenticeship information, and needed local support to the Business Resource Champions (lead business services staff) that work in Michigan Rehabilitation Services district offices.

Michigan Rehabilitation Services' Business Network Unit (Business Network Unit) staff is using a web-based Michigan Business Resource System to track business accounts. Michigan Rehabilitation Services is able to share this system with our core partners to ensure we are not duplicating services. Michigan Rehabilitation Services is working collaboratively with Michigan's one-stops to ensure the development of an effective tool for use by core partners including accessibility of programming and complimentary services. Coordination and cross-training of Michigan Works! business services staff and Michigan Rehabilitation Services consultants is in process.

After maximizing staff resources to ensure Michigan Rehabilitation Services is meeting the needs of our dual customers (businesses and individuals with disabilities), Michigan Rehabilitation Services' Business Network Unit and Business Resource Champions have significantly increased relationships and provided direct services, recruitment, and retention with Michigan businesses as well as businesses nationwide.

In addition, the governor of Michigan has issued Executive Directive 2014-1, charging State of Michigan directors to be model employers by hiring and retaining individuals with disabilities. Michigan Rehabilitation Services' Staff Development Unit, Business Network Unit, the Office of the State Employer, and Human Resources are developing Americans with Disability Act training to educate State of Michigan staff regarding accommodations and how to implement accommodations in the workplace. Additionally, Michigan Rehabilitation Services' Business Network Unit has a dedicated staff person assisting state departments, human resource managers, and hiring managers with recruitment of qualified candidates from the Michigan Rehabilitation Services talent pool (individuals with disabilities). Lastly, the Michigan Rehabilitation Services' Business Network Unit and Staff Development Unit collaborated with the Civil Service Training Unit to develop an online disability awareness training called "Focus on Ability" designed for all State of Michigan employees to participate per the requirement under Executive Directive 2014-1.

Bureau of Services to Blind Persons

Bureau of Services for Blind Persons represents a small portion of the Vocational Rehabilitation population. Thus the ability to be included as a partner in Vocational Rehabilitation is a concern and could be seen as a weakness when advocating for the needs of blind persons in Michigan. Bureau of Services for Blind Persons has always advocated for a position on workforce development boards and inclusion in decisions that affect persons with disabilities in the vocational rehabilitation process in Michigan. Bureau of Services for Blind Persons and Michigan Rehabilitation Services are working together positively in order to demonstrate that Vocational Rehabilitation in Michigan, although represented in separate agencies, can do this with strength and integrity.

Strategies to address the need for inclusion as a viable Vocational Rehabilitation partner with our core partners includes presence at workforce development board meetings and the inclusion of one of our Bureau of Services for Blind Persons' managers on the West Branch workforce development board. When Bureau of Services for Blind Persons is not a full partner on these boards, staff attend and participate when possible from the gallery.

Bureau of Services for Blind Persons has been working with the Department of Civil Service in order to assist in including potentially eligible candidates for employment in state government by addressing the state human resource directors and the Office of the State Employer to discuss the unique needs of individuals who are blind and looking for employment in state government.

Bureau of Services for Blind Persons has also participated in the education of state department representatives in relationship to reasonable accommodations and has requested to be part of the Reasonable Accommodation Committee in addition to Michigan Rehabilitation Services as a Michigan partner in Vocational Rehabilitation.

Bureau of Services for Blind Persons is working to develop partner agreements that will address the specific needs of Vocational Rehabilitation consumers who are blind.

Bureau of Services for Blind Persons will intensify engagement with the one-stop centers to educate and provide opportunity to cultivate working relationships that result in Bureau of Services for Blind Persons' consumers benefiting more effectively from the programs provided in the one-stop centers. This means that a Bureau of Services for Blind Persons consumer or someone who may not be a Vocational Rehabilitation consumer can benefit from the services of the one-stop and Bureau of Services for Blind Persons will work with the one-stop to provide support to make that happen. Examples of support can be educating the one-stop system about the skills and abilities of blind people, along with the accommodations that are commonly effective when providing services for individuals who are blind, and assisting the one-stop centers in providing materials in adaptive formats. These are just some of the examples of this partnership.

Bureau of Services for Blind Persons is working with the one-stop centers to provide services to Pre-Employment Transition Services students and youth in order allow for summer work experiences and the development of work-based learning. We know that this is an ongoing area where partnership is needed as the relationships vary in intensity across the state.

Bureau of Services for Blind Persons will work with all core partners in a similar fashion in order to assist in ensuring that blind persons in Michigan have the same opportunities for success as any other person with a disability.

Bureau of Services for Blind Persons does not have a business services unit like the one our Vocational Rehabilitation partner Michigan Rehabilitation Services has; however, we are working to create an environment where smaller caseloads are a reality which will allow our counselors to focus on the connection with business.

One of the areas where Bureau of Services for Blind Persons recognizes that we need to work toward improvement is the opportunity to be present at key meetings where decisions are made regarding persons with disabilities, including those who are blind, in order to advocate for the needs of Bureau of Services for Blind Persons' consumers. This is an area where Bureau of Services for Blind Persons will need to reach out to partners and in turn partners will reach out to Bureau of Services for Blind Persons to assist in this process by networking to schedule meetings accordingly and communicate with key partners to identify priority needs.

Bureau of Services for Blind Persons has and will continue to work with Centers for Independent Living; however, the expertise needed to work with individuals who are blind is not always represented in the Centers for Independent Living environment. Bureau of Services for Blind Persons will commit to working with the Centers for Independent Living to assist them in obtaining the skill set either by mentoring or acquisition of staff that possess those skills.

Vocational Rehabilitation

Vocational Rehabilitation is working with the other core programs to develop a joint vision for the workforce development system that is inclusive of individuals with disabilities. Vocational Rehabilitation recently signed a Super Memorandum of Understanding with Michigan Department of Education, Michigan Rehabilitation Services, Michigan Bureau of Services for Blind Persons, Michigan Behavioral Health and Developmental Disabilities Administration, the Michigan Workforce Development Agency and the Michigan Developmental Disabilities Council to work together on behalf of students with disabilities in secondary education to assist those students to achieve competitive integrated employment. This Memorandum of Understanding is an effort to align partners to improve collaborative efforts to expand employment opportunities for young people.

Vocational Rehabilitation is also participating in an Office of Disability Employment Policy grant that is supporting four pilot sites in Michigan with the goal of students with disabilities achieving competitive integrated employment prior to exiting secondary education. The four pilot sites are utilizing a collaborative approach involving core partners where education and adult agencies (for example, Vocational Rehabilitation and Behavioral Health and Developmental Disabilities Administration) provide early intervention and work experiences while the student is still in secondary education.

[END MODIFICATIONS]

State Strategy – Strategies to Design Core Programs

The Workforce Development Agency is charged with ensuring that skilled talent is available for the continued growth of Michigan. Our vision and goals, along with our strategic plan was developed in consultation with the Governor's Talent Investment Board.

To that end, our vision statement is: *"We are recognized as an innovative and effective talent system supporting a healthy, resilient economy that improves the quality of life in Michigan,"* with our mission being: *"We partner to provide a demand-driven talent system that supports business growth and a diverse skilled workforce."*

Michigan's primary workforce development strategy is a demand-driven system that focuses on aligning all efforts, initiatives, programs, and funding around key industry clusters which are supported by labor market information. This strategy is integrated into the Governor's overall strategic plan for reinvention of the state. Governor Snyder's plan for the reinvention of Michigan is based on a commitment to ensure that future generations have meaningful career opportunities available to them and a quality of life second to none.

The Workforce Development Agency is responsible for demand-driven activities to ensure a skilled workforce exists in our state. Talent enhancement activities include the development, retention, attraction, and matching of an exceptional talent base with guidance based on the needs of Michigan's employers. This is achieved by:

- Connecting talent to opportunity by improving talent matching through Pure Michigan Talent Connect;
- Addressing the skills gap through attracting and retaining talent and meeting the needs of employers by ensuring that employers throughout the state have access to a labor pool with the necessary skills to grow the state's economy;
- Growing and retaining talent through employment and training services; and

- Revitalizing our educational system by doing our best to ensure that youth have the opportunity to develop and achieve career goals through education and workforce training; and by addressing the education and training needs of the structurally unemployed and working adults who lack the basic skills necessary to succeed in post-secondary education, training, and to obtain good jobs.

- Increasing employer engagement with the K-12 system to:

    - Increase students' and parents' understanding on the relevance of what is learned in school to the job market,

    - Make a connection between business and education at the junior high, high school, and college level,
    - Make an investment in career and technical education programs through relevant programming and curriculums,

    - Align metrics with what employers need in the workforce; and

    - Put career pathways back into middle and high school levels.

The Workforce Development Agency's goals, objectives and strategies support the key actions described above.

- ***Data and metrics will drive policy and decisions*** by identifying and creating stakeholder performance metrics, by developing an integrated data collection system, by creating key reports for training, employment, retention and credentials, and by developing effective processes for analyzing key employment and training data for continuous quality improvement of the Talent System. Without objective measures, we cannot measure our progress toward improving the Talent System and meeting goals and federal requirements. By engaging stakeholders (partners, employers, job seekers, and funders) in the conversation, we secure their cooperation and agreement to reach higher standards to increase training that leads to attainment of credentials, employment, retention, and wages.

- ***Brand and promote the talent system*** by creating and implementing a comprehensive marketing and communication plan. To maintain and increase support (including funding and legislative) for the Talent Investment Agency and the Workforce Development Agency, we must build a positive image. Branding plays a key role in maintaining and increasing participation from the Talent System's partners. Additionally, cultivating a positive image with our funders will increase funding opportunities.

- ***Collaborate, connect, and create*** statewide work-based learning strategies, engage key state agencies and external partners to expand collaborations and address challenges, and deliver seamless and consistent talent recruitment, training placement and retention services statewide for employers. Registered apprenticeships and other work-based learning models are critical resources for employers to find employees to meet their talent needs. Statewide work-based learning strategies are needed to connect employers and job seekers with "earn and learn" approaches such as registered apprenticeships to address technical skill gaps in Michigan.

- ***Fiscal accountability and sustainability*** by securing non-formula funding. In order to maintain the highest level of services to our employers and job seekers and to have the ability to implement innovative programs, we must continuously look for ways to increase the amount of funding (public, private, philanthropic, etc.) coming into our state. Annually, the Workforce Development Agency will seek out and secure public or private non-formula funding in addition to that which is automatically awarded to the state.

- ***Engage, advocate, and influence*** by engaging our policy makers, legislators, and partner agencies so they understand our accomplishments as well as our concerns. Together, we can build stronger relationships that will allow our work to continue and expand to meet the needs of our state and our customers. We will continue to be inclusive of, and seek input from all of our key partner agencies. In order to be inclusive of our key partner agencies, their input was sought to help influence components of our Unified Plan, ensuring that our Plan adequately represents our state.

- ***Promote and replicate innovative strategies*** by creating process and policy to integrate best practices into common practice throughout the talent system and by adopting continuous improvement methodologies to streamline and maximize our business practices. Our partners and service providers have the most current information and practical experience needed to drive continuous improvement of the Talent System. By formalizing best practice processes or policies for integration throughout the workforce system, we can better serve our customers (employers and job seekers) by reducing the time from unemployment to reemployment and creating efficiencies based on shared services, consolidation and/or merging.

- ***Value, engage, and develop employees and One-Stop Program staff*** through increasing professional development and training opportunities for our employees as well as those engaged in the One-Stop system. We understand our employees are the core asset of our agency. It is an Agency requirement that all employees, as part of their performance plan, participate in professional development and training to be better equipped with the tools and resources needed to perform at the highest potential; for supervisors to gain the skills necessary to positively manage relationships with other employees; and to invest in and value our human assets.

As our two partnering agencies providing WIOA Title IV vocational rehabilitation services, the Bureau of Services for Blind Persons and Michigan Rehabilitation Services have visions that are congruent with that of the Workforce Development Agency.

"The Bureau of Services for Blind Persons is recognized as an innovative and effective talent system supporting a healthy, resilient economy that improves the quality of life in Michigan."

"Michigan Rehabilitation Services partners with individuals and employers to achieve quality employment outcome and independence for individuals with disabilities." This is achieved through excellent customer service; strong fortified partnerships; and motivated, enthusiastic staff and continue to be high producing nationally."

Each of the core program goals, priorities, strategies, and activities support and align with the priorities of our Governor's Talent Investment Board and ultimately, those outlined by Governor Snyder.

[BEGIN MODIFICATIONS]
The Workforce Development Agency is bringing together the Michigan Works! Association and the Michigan Association of Community and Adult Education, as well as Workforce Development Agency staff that administer these programs. The goal of the initial meeting is to outline the Workforce Development Agency's vision and expectations under the Workforce Innovation and Opportunity Act; provide an overview of each of the core programs; discuss opportunities for collaboration, such as employer engagement, joint professional development, and integrated education and training; and share the status of local memorandums of understanding and infrastructure cost agreements. Regular meetings will be scheduled to continue the valuable conversation and foster the partnership both at the state level and local level among core programs.

The Office of Adult Education will be working on creating a resource guide that includes the location and contact information for each core program by region, and identify examples of the various ways that the core programs are partnering across the state. For example, in one region of the state, the Michigan Works! Agency is providing workforce preparation classes to adult education participants, while in another area the Michigan Works! Agency is sharing training curriculum with the adult education staff to identify the math and reading level requirements for entry and co-enrolling adult education participants into in-demand training. This guide is meant to serve as a starting point for regions that do not have established partnerships among core partners, but not limit the way the core programs could partner.
[END MODIFICATIONS]

Part III: Operational Planning Elements

The unified State plan must include an Operational Planning Elements Section that supports the state's strategy and the system-wide vision described in Section II(c) above. Unless otherwise noted, all Operational Planning Elements apply to Combined State Plan partner programs included in the plan as well as to all core programs. This section must include -

State Strategy Implementation. *The Unified or Combined State Plan must include-*

(1) State Board Functions. Describe how the State Board will implement its functions under Section 101(d) of WIOA (i.e. provide a description of Board operational structures and decision making processes to ensure such functions are carried out).

State Strategy Implementation - State Board Functions
Created by Executive Order 2015-11, the Governor's Talent Investment Board is Michigan's workforce investment board and its representation is consistent with the provisions of the Workforce Innovation and Opportunity Act (WIOA) and draft regulations issued pursuant to the act.

The Governor's Talent Investment Board provides a vital role in bringing citizen involvement, engagement, and oversight to the state's talent enhancement efforts. This business-led, business-majority Board serves as a catalyst for talent enhancement and economic development entities and recommends policies to the Governor and state departments that guide workforce investment and training at both the state and local levels.

The Governor's Talent Investment Board is charged with advising and assisting the Governor regarding compliance with the WIOA. The Governor's Talent Investment Board is responsible

for review of Michigan's Unified State Plan as well as other grants, plans policies, statistics, allocation formulas, and performance measures related to the workforce system. The Governor's Talent Investment Board also develops strategies for continuous improvement of the workforce system, including the identification and dissemination of information on best practices, and engages state and local leaders to drive workforce innovation. The Governor's Talent Investment Board also reviews the state's Annual Report for the U.S. Department of Labor.

The Governor's Talent Investment Board Executive Committee is comprised of the Governor's Talent Investment Board Chair and Vice Chair and representatives from labor, community-based organizations, and business. The Executive Committee provides overall direction to the Governor's Talent Investment Board activities and reviews regulatory items prior to bringing to the full board for action.

The Governor's Talent Investment Board meets quarterly at different locations around the State.

(2) Implementation of State Strategy. Describe how the lead state agency with responsibility included in this plan will implement the state's strategies identified in II(c) above. This must include a description of:

Implementation of State Strategy – State Strategies to Prepare an Educated and Skilled Workforce

We provide thought leadership around critical talent gaps and employment issues, support the development of a strategy ensuring a pipeline of talent that will attract and retain businesses in Michigan, and facilitate implementation of these strategies statewide.

Our talent investment strategy includes:

- Supporting a demand-driven workforce system through the alignment of workforce development with economic and community development.
- Advocating for the integration of workforce development into the K-12 system.
- Transforming Michigan's adult learning infrastructure to create a unified strategic approach to increase basic skills and post-secondary educational attainment.
- Implementing employer responsive training to enhance talent outcomes, productivity, and employment retention, while increasing the quality and competitiveness of Michigan's businesses.
- Supporting a comprehensive talent investment strategy that ensures available resources have the greatest impact possible for job creators and residents within local service delivery areas.
- Assisting the structurally unemployed with financial independence.
- Advocating for the integration of workforce development into the Adult Education and post-secondary school systems.

- Monitoring performance and assessing the effectiveness of local areas in achieving continuous improvement of workforce investment activities in order to optimize our return on investment.

Governor Snyder indicated that in Michigan, talent has surpassed other resources as the crucial element of economic growth. There is a gap between what employers need to fill the jobs of today and tomorrow, and the skills that Michigan residents possess.

Our jobs strategy is integrated into the Governor's overall strategic plan for Michigan's reinvention. Michigan's primary workforce development strategy is a demand-driven system that focuses on aligning all efforts, initiatives, programs, and funding around key industry clusters. This strategy includes the alignment of policies, operations, and administrative systems to avoid duplication of workforce programs and activities, as well as providing a way to leverage discretionary funding and formula-based investment across all programs. Our collaboration with workforce agencies, employers, economic developers, post-secondary education providers, and other partners with shared interests provides us with opportunities to leverage partner funds for services not funded under the WIOA. Our workforce programs are being implemented with innovation and efficiency in mind to deliver results-driven training and services in order to provide more and better jobs, assist employers with their workforce training needs, and revitalize our education system to better prepare youth.

Our talent enhancement strategy involves the alignment of economic development efforts at the Michigan Economic Development Corporation with the workforce development efforts at the Workforce Development Agency. "Talent" is the education and work experience that employees bring to a job. "Enhancement" is the role the State of Michigan plays in improving the state's overall workforce pool. Talent enhancement efforts include: 1) talent development by partnering with education and training providers, 2) talent recruitment and attraction by partnering with economic developers and employers, 3) talent connections by matching employers with the talent they need, and 4) talent-based job creation and entrepreneurship in partnership with our education and training providers, along with 5) workforce system reforms implemented by the workforce development agency to provide efficient and effective services to job seekers, employers, and others who partner with and participate with the workforce system.

(A) Core Program Activities to implement the state's Strategy. Describe the activities the entities carrying out the respective core programs will fund to implement the state's strategies. Also describe how such activities will be aligned across the core programs included in this plan and among the entities administering the programs, including co-enrollment and other strategies, as appropriate.

Implementation of State Strategy - Core Program Activities to Implement the State's Strategy

The Workforce Development Agency collaborates with, and participates in strategic partnerships with Michigan Works! Agencies for the administration of all major workforce programs, including the WIOA, Wagner-Peyser, Trade Act, Partnership. Accountability. Training. Hope. (PATH), Fidelity Bonding, Veterans, migrant and seasonal farm workers, and with Michigan Rehabilitation Services and the Bureau of Services for Blind Persons as core program partners to provide vocational rehabilitation services.

[BEGIN MODIFICATIONS]
The Office of Adult Education will fund eligible local providers to offer adult education and literacy activities, English language acquisition activities, integrated education and training, workforce preparation, and integrated English literacy and civics education. Adult education providers will be required to work closely with Michigan Works! Agencies, Vocational Rehabilitation, and postsecondary institutions to align programs and services, provide opportunities for integrated education and training in high-demand industries, and develop career pathway programs.

Some adult education programs in Michigan have established partnerships and co-enroll Temporary Assistance for Needy Families participants in adult education services. However, this is not standard across the state and focused efforts will be made by the Office of Adult Education to build this partnership in all regions through sharing promising practices and effective technical assistance. One of the greatest challenges is that adult education services are not considered a core activity for work participation, so even participants that may be in need of adult education programming often are not referred for this valuable service because of the negative impact on performance. To address this issue, two regions of the state, in collaboration with the other regions and the Workforce Development Agency, are co-enrolling Temporary Assistance for Needy Families participants with low basic skills into adult education. It is understood those regions may not meet their work participation rate, but they will track the performance and outcomes of participants in an effort to show the value and impact of this partnership. Increased collaboration between program counterparts at the state level will also result in deeper understanding of program operations and ensure alignment of state policies to eliminate barriers for local programs when possible.
[END MODIFICATIONS]

Vocational Rehabilitation collaborates with, and participates in, strategic partnerships with Michigan Works! Agencies as a One-Stop System partner. Vocational Rehabilitation maintains a memorandum of understanding with each local Michigan Works! Service Center. The memorandum of understanding defines the manner in which Vocational Rehabilitation participates in the One-Stop delivery system.

In collaboration with Michigan Integrated Technology Supports and the Michigan Disability Rights Coalition, Assistive Technology Act grant recipient, Michigan Rehabilitation Services Assistive Technology Consultant is developing an assistive technology framework to be adopted as a standardized approach for use throughout the vocational rehabilitation process. Key framework components for Michigan Rehabilitation Services will include:

- Consideration Model: Adoption of a valid model for assistive technology consideration.

- Electronic Assistive Technology Consideration Tool: Development and implementation of an electronic assistive technology consideration tool for use by vocational rehabilitation counselors and aligned with the aforementioned model by Fiscal Year 2016.

- Training: Delivery of training to promote and teach the Assistive Technology Consideration Framework to Michigan Rehabilitation Services staff. Training is expected to begin during Fiscal Year 2016.

A Michigan Rehabilitation Services Assistive Technology Consultant sits on the Assistive Technology Advisory Council for Michigan's Assistive Technology Act's Program.

Vocational Rehabilitation's strategy for the alignment of core programs and other available resources includes assuming a leadership role to foster cooperation and collaboration at the federal, state, and local levels with partners involved in the employment and independence of individuals with disabilities.

The Michigan Council for Rehabilitation Services, a 17-member council for rehabilitation services, reviews, analyzes, and advises Michigan's rehabilitation programs and services as well as advises the governor and the Michigan Department of Health and Human Services director. Vocational Rehabilitation will develop programs and strategic partnerships to expand Vocational Rehabilitation services delivery system throughout Michigan by implementation of program areas sponsored by the strategic planning council.

The goals of the strategic plan included:

- Coordinating government and private agency resources in cross-program settings to assist individuals with disabilities to enter or return to the workforce.
- Improving the health and well-being of individuals with disabilities by promoting work participation.
- De-emphasizing disability as a de facto public assistance program by refocusing on the goal of returning to work.

Some of the goals can be reached with changes in state policy, processes and more educational outreach. Others require legislative changes at the federal or state level.

The workgroup identified the following areas for reform:

- Encourage and assist individuals with disabilities to enter or return to the workforce.
- Develop incentives for individuals with disabilities to enter or reenter the workforce.
- Assist employers to hire and retain individuals with disabilities.
- Provide needed support systems for youth with disabilities to transition into the workforce.
- Improve the quality and uniformity of Social Security Administration administrative law judges' decisions.
- Offset Social Security Benefits if the individual is also receiving unemployment benefits.

[BEGIN MODIFICATIONS]
Also of note:

- Vocational Rehabilitation is working with the core programs to develop a joint vision for the workforce development system that is inclusive of individuals with disabilities.
- Vocational Rehabilitation Senior Managers represent Vocational Rehabilitation at Michigan Works! Director's Council meetings.

- Vocational Rehabilitation Managers serve on local workforce boards and are included in regional plans for the prosperity regions.

- Vocational Rehabilitation is included in Workforce Development Agency meetings, including conferences and staff meetings

- Vocational Rehabilitation is becoming a Disability Awareness Resource Team for the workforce development agencies.

- Vocational Rehabilitation and the Workforce Development Agency are working toward an enhanced Vocational Rehabilitation presence in the one-stops by discussing how to strengthen referrals and cross-train staff of the core agencies.

- Vocational Rehabilitation continues its partnership with the state's one-stop system, the Workforce Development Agency, and the one-stop partners on strategic planning for the Workforce Innovation and Opportunity Act.

- Bureau of Services for Blind Persons is cultivating partnerships with local Michigan Works! Agencies, Centers for Independent Living, and Community Rehab Programs in order to provide youth and students with employment experiences that will result in increasing work skills that will enhance the development of employability skills. Providing these services at an early age encourages a stronger outcome of sustainable employment when students and youth become adults that may not be as possible without the early intervention.

- Bureau of Services for Blind Persons has reassigned a management position to coordinate with staff and facilitate a dual customer philosophy of service (students, youth and adults with disabilities, and business). This position will be working with the Workforce Development Agency, private employers, and other partners to identify opportunities for individuals who are blind/low vision.

- Bureau of Services for Blind Persons has reassigned a management position to coordinate with staff to more effectively facilitate and monitor the implementation of Pre-Employment Transition Services.

[END MODIFICATIONS]

(B) Alignment with Activities outside the Plan. Describe how the activities identified above will be aligned with programs and activities provided by mandatory one-stop partners and other optional one-stop partners and activities provided under employment, training (including Registered Apprenticeships), education (including career and technical education), human services and other programs not covered by the plan, as appropriate, assuring coordination of, and avoiding duplication among these activities.

Implementation of State Strategy - Alignment with Activities Outside of the Plan
The Workforce Development Agency collaborates with, and participates in strategic partnerships with other state agencies including:

- Department of Health and Human Services, for the administration of the Partnership. (Partnership. Accountability. Training. Hope.) and Supplemental Nutrition Assistance Programs,

- Department of Corrections, for the administration of the Michigan Prisoner Re-Entry and fidelity bonding services,

- Licensing and Regulatory Affairs, for coordination of licensed proprietary schools on our state's Eligible Training Provider List - Michigan Training Connect,

- Department of Technology, Management and Budget, for the development and dissemination of state and local estimates of labor market activity for policy development, program planning, job placement, and career decision making,

  Michigan Department of Education for Career and Technical Education Programs for assistance with our local WIOA youth programs and **[BEGIN MODIFICATIONS]** Adult Education. **[END MODIFICATIONS]** In Michigan, most often it is the local career and technical education administrator that assists with youth program administered through the Michigan Works! Agencies. **[BEGIN MODIFICATIONS]** In Program Year 2015-16, there was the creation of a pilot in the State School Aid Act, Section 107 to increase the number of adult education participants dual enrolled in adult education and Career and Technical Education programs at the secondary level. This was the first year of a three-year pilot. **[END MODIFICATIONS]**

  Secondary and post-secondary career and technical Education programs draw their instructional standards from business and industry experts. In order to keep current, teachers are required to have an advisory committee whose membership consists of local business/industry employers. In this way, they get the most up-to-date information on all aspects of the industry and job openings in their community.

  For students with disabilities, special education transition services helps students prepare for the next step after high school. They work collaboratively with Vocational Rehabilitation.

- Talent District Career Councils: The Talent District Career Council policy has been set forth by the Workforce Development Agency as a partnership that involves key educational stakeholders as members to coordinate educational programs and services. The categories for membership include someone from a local intermediate school district, an academic educator, a career and technical education administrator, a representative of both post-secondary institutions in the region and local districts. According to the policy, the roles and responsibilities for the local workforce development board is to encourage alignment of the secondary and post-secondary Carl D. Perkins plans with local and regional strategic plans. The Talent District Career Council is asked to review and comment on those plans.

- Michigan has a robust Early/Middle College program where high school students attend for five years and earn both a high school diploma and an associate degree or significant coursework and/or industry certification. State funding for the initiative requires the collaboration between the Michigan Department of Education and the Workforce Development Agency. Moreover, at the local level, educators must work with the Talent District Career Council to develop a strategic plan for the development of career and technical Education based Early/Middle Colleges where there is labor market data that shows a skills gap in the local area.

Additional State Strategies and Collaboration include linkages between the following programs:

- Programs for Corrections Education and Other Institutionalized Individuals: Preparing prisoners for reentry into society, addressing the root causes of criminal behavior, and improving the juvenile justice system are all part of creating a safer Michigan. Governor Snyder has called for reforms to identify the skills that are needed for the available jobs and to create the capacity to train prisoners for employment. That includes collaborative efforts between the Talent Investment Agency and the Department of Corrections to identify in-demand skills, improve the quality of prisoner training with hands-on skilled trades training, and preparing inmates for life outside of prison by teaching what it means to earn a wage, keep a job, pay bills, find housing, and follow the law.

- The Workforce Development Agency has inter-agency agreements with the Michigan Department of Health and Human Services and the Michigan Department of Corrections to provide Adult Education services to state correctional and juvenile facilities. The Workforce Development Agency provides Adult Education funds for educational services and job training for out-of-school youth and youth offenders.

- Serving Adults with Special Needs: Through English-as-a-Second Language programs, educational opportunities and job training are expanded for migrant and farm workers. Additionally, Adult Education funds are used to reach out to persons with special needs, such as low-income students, single parents, and displaced homemakers, those with disabilities, and individuals with multiple barriers to educational enhancement, including those with limited English proficiency.

- Career Pathways: The Office of Adult Education is participating in the Career Pathways initiative sponsored by the U.S. Department of Education - *Moving Pathways Forward: Supporting Career Pathways Integration* with the goal to implement a quality, comprehensive career pathways system, by convening a multi-agency team and engaging business and industry leaders. Our priority in Michigan is to support and advance career pathway programs. Creating one system in Michigan means:

    - Aligning policies and removing unintentional barriers where possible;

    - Having a shared vision and common messaging; and

    - Providing professional development and training on career pathways to have unified and consistent messaging.

A steering committee of state-level agencies, organizations, and employers/industries has been established to provide leadership, supportive and aligned policies, and resources for state and regional demand-driven career pathway systems that promote the quality, scale, and sustainability of career pathways. Fostering and growing true collaboration at all levels – state, regional, and local – is critical to the success of the career pathway approach.

Vocational Rehabilitation collaborates with, and participates in, strategic partnerships with:

- **[BEGIN MODIFICATIONS]** The other core programs to develop a joint vision for the workforce development system that is inclusive of individuals with disabilities; **[END MODIFICATIONS]**

- Michigan Rehabilitation Services has an existing Interagency Agreement with the U.S. Department of Veteran Affairs. Michigan Rehabilitation Services has been collaborating with Michigan Veterans Affairs Agency and other statewide veteran support agencies. The Michigan Veterans Affairs Agency implemented Veteran Community Action Teams, which is a community specific collaboration with local support. Veteran Community Action Teams is comprised of multiple organizations to assist veterans from a holistic perspective: quality of life, education, healthcare, and employment. Through this relationship with Veteran Community Action Teams, Michigan Rehabilitation Services provides vocational rehabilitation services to veterans with disabilities;

- **[BEGIN MODIFICATIONS]** Michigan Rehabilitation Services is collaborating significantly with the Centers for Independent Living, Michigan Transition Services Association, the Developmental Disabilities Council, educational entities, community rehabilitation organizations, and with private vendors to provide Pre-Employment Transition Services to students with disabilities. Michigan Rehabilitation Services has a Pre-Employment Transition Services contract with each of the Centers for Independent Living to provide a variety of Pre-Employment Transition Services especially job exploration, job readiness, and self-determination. These contracts are relatively new and are in the early stages of implementation. The Michigan Transition Services Association donates funds to Michigan Rehabilitation Services that are specifically used for transition programming that often fall within Pre-Employment Transition Services such as job exploration, work-based learning, counseling on postsecondary options, job readiness, and self-determination. The Developmental Disabilities Council has a grant with Office of Disability Employment Policy where Michigan Rehabilitation Services is a partner that is implementing an employment model where individuals are employed prior to exit from secondary education. This model provides many Pre-Employment Transition Services activities to students with disabilities especially job exploration and work-based learning. Community rehabilitation organizations have been partnering with Michigan Rehabilitation Services to provide the Pre-Employment Transition Services in many of the programs that have been previously identified. Local educational agencies and Michigan Rehabilitation Services have collaborated to create many Pre-Employment Transition Services opportunities including the Department of Natural Resources Summer Program where 160 students participate in an eight week paid work-experience in the state parks; 17 Project SEARCH programs where 170 students attend school in host businesses and rotate through three 10 week internships in their last year of school and many locally created Pre-Employment Transition Services programs where students participate in a variety of developmental experiences that meet Pre-Employment Transition Services criteria to prepare them for competitive integrated employment. **[END MODIFICATIONS]**

- Michigan Rehabilitation Services has entered into an Interagency Agreement with Department of Corrections and the State Court Administrative Offices to provide rehabilitation services to high-risk felony offenders with a history of probation violations or failures. The Swift and Sure Sanctions Probation Program participants are primarily individuals with intellectual disabilities and substance abuse issues. Michigan Rehabilitation Services works closely with the Department of Corrections to develop programming to best serve this population. Judges in Michigan's Swift and Sure Sanctions Probation Program courts have reported a reduction in positive drug tests and failures to appear at scheduled meetings with probation officers among their Swift and Sure Sanctions Probation Program participant population;

- The Social Security Administration to assist joint customers receiving disability benefits in the use of Social Security work incentives and return to work efforts. Each Michigan Rehabilitation Services office has a dedicated champion to assist staff for addressing the unique needs of Social Security Administration recipients, including Michigan Rehabilitation Services internal (online) E-Learn system, which contains a plethora of information regarding the Social Security Administration's Ticket to Work program and work incentives; resources and referral available through the Social Security Administration's Work Incentive Planning and Assistance project serving Michigan communities; referral to Beneficiary Access and Support Services as contracted with the Social Security Administration, Social Security Administration Work Incentive Liaisons available through local Social Security Administration offices, and Michigan Rehabilitation Services fee-for-service vendors; and

- Hannahville Indian Community Vocational Rehabilitation Program's Project Vision and the Consortia of Administrators for Native American Rehabilitation to create effective service delivery partnerships to increase employment opportunities. Michigan Rehabilitation Services continues the memorandum of understanding with the Hannahville Indian Community Vocational Rehabilitation Program's Project Vision for rehabilitation services under Section 121 of Title I of the Rehabilitation Act of 1973 as amended, and Title 1 of the Rehabilitation Act of 1973 as amended respectively. The memorandum of understanding represents cooperation, coordination, and collaboration necessary to create an effective service delivery partnership designed to increase employment opportunities for those served by both programs. Michigan Rehabilitation Services expects to continue to collaborate with the Consortia of Administrators for Native American Rehabilitation to promote this memorandum of understanding as a best practice.

Vocational Rehabilitation collaborates with other State of Michigan departments and agencies to align disability-related programs with workforce and economic development programs.

Other state agencies include:

- Michigan Department of Education
- Michigan Economic Development Corporation
- Michigan Department of Health and Human Services
- Michigan Department of Civil Rights
- Advisory Council on Deaf and Hard of Hearing

Local Michigan Rehabilitation Services Offices have staff collaborating with:

- Community rehabilitation organizations and Veterans Affairs medical centers to ensure that disabled veterans are receiving vocational rehabilitation services.
- U.S. Department of Veterans Affairs Compensated Work Therapy program to help support work ready veterans to obtain jobs.

- The Workforce Development Agency and Michigan Works! service centers to assist disabled veterans with pre-employment skills building, job searches, etc.

Vocational Rehabilitation provides a comprehensive assessment of rehabilitation need as well as a thorough vocational assessment to determine the goals, nature, and scope of vocational rehabilitation services needed for the eligible individual to achieve competitive integrated employment. Barriers associated with the individual's disability are addressed as well as training needs, including those training opportunities provided by the Michigan Career and Technical Institute. The Bureau of Services for Blind Persons Training Center provides comprehensive skills of blindness training, vocational assessment and assistive technology instruction to ensure individuals who are blind have the skills needed to compete in the workforce.

Competitive integrated employment outcomes are based on the individual's unique strengths, resources, priorities, concerns, abilities, capabilities, interests, and informed choice. Vocational Rehabilitation services are provided in collaboration with resources that can be provided by Centers for Independent Living, Michigan Works! service centers, and Community Rehabilitation Organizations. Additionally, Vocational Rehabilitation offers coordinated post-employment services to individuals with the assistance of workforce partners so that employment can be maintained.

Based on clear direction from surveyed businesses, Michigan Rehabilitation Services is working to develop a coordinated one-point of contact approach in working with the business customer statewide. Currently, Michigan Rehabilitation Services is establishing a system inclusive of essential partners such as: Michigan Works!, Bureau of Services for Blind Persons, Department of Education, Community Rehabilitation Organizations, and Centers for Independent Living. Major gaps currently occur in the coordination of services to businesses.

(C) Coordination, Alignment, and Provision of Services to Individuals. Describe how the entities carrying out the respective core programs, required and optional one-stop partner programs will coordinate activities and resources to provide comprehensive high-quality, customer-centered services, including supportive services to individuals including those populations identified above. The activities described shall conform to the statutory requirements of each program.

Implementation of State Strategy - Coordination, Alignment, and Provision of Services to Individuals

The delivery of services is available and accessible to all customers which includes veterans, migrant and seasonal farm workers, individuals with disabilities, ex-offenders, welfare-to-work participants, and the general public. In addition to administering the WIOA, Wagner-Peyser, and Adult Education programs, the Workforce Development Agency administers:

- Partnership. Accountability. Training. Hope. (PATH) – Provides job assistance and training to parents receiving cash assistance.

- Supplemental Nutrition Assistance Program – Provides employment-related services to able-bodied individuals without dependents receiving food assistance.

- Trade Act – Provides training to workers who have lost their jobs as a result of an increase in imports or shift of jobs to foreign countries.

- Veterans – Provides specialized services that promote employment and training for veterans.

- Jobs for Veterans' State Grant – Targets certain categories of veterans and spouses of veterans.

- Migrant and Seasonal Farm Workers – Provides specialized services to migrant and seasonal farm workers that are delivered through migrant service workers in collaboration with Michigan Works!

- Foreign Labor Certification – Assists employers in filling their personnel needs that cannot be met with the United States workers, while protecting U.S. workers from competition from low-wage foreign workers.

- Michigan Prisoner Re-Entry - The Workforce Development Agency works with the Department of Corrections and the Department of Health and Human Services to coordinate prisoner re-entry services in the workforce system.

- Fidelity Bonding Program of Michigan – The program assists high risk job seekers in obtaining employment by providing an incentive for employers to hire job seekers who are qualified, but may be considered high-risk. A fidelity bond is available to any job seeker who has a bona-fide offer of employment. Those eligible include people with poor credit records including bankruptcies, economically disadvantaged youth and adults who lack a work history, welfare assistance recipients, recovering substance abusers, ex-offenders, those dishonorably discharged from military service, youth in apprenticeships, and those who cannot be commercially bonded.

- The Martin Luther King Jr. – Cesar Chavez – Rosa Parks Initiative Programs are designed to assist students along the academic pipeline from the seventh grade through graduate work.

Additional State Strategies and Collaborations include the following:

- Serving Youth in Need – In order to meet the Governor's key action of keeping our youth – our future – here, services must be dedicated to the youth population Because the need is great and WIOA funding is limited, it is necessary for our system to leverage resources an services from other organizations. The Workforce Development Agency, in conjunction with the Michigan Works! Agencies, provides linkages between workforce development, education, juvenile justice and social service agencies, as well as coordinating with local employers to provide "at-risk" youth entry-level jobs, internships, mentoring, on-the-job training, and work experience in high-demand occupations.

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

Furthermore, the following strategies help promote collaboration and service to those youth most in need:

- Jobs for Michigan's Graduates – The statewide Jobs for Michigan's Graduates program helps Michigan's young people who are at risk of dropping out of high school, or who have already dropped out, graduate and make successful transitions to post-secondary education or meaningful employment. Students enrolled in the program are youth who have barriers to success, including deficiencies in basic skills, transportation, income, and economic status. Many are from families with low educational attainment levels. In the 2013 – 2014 school year, the program served 407 students across Michigan.

- Pathways to Potential – Pathways to Potential, created in 2012, brings services directly to families. It is a customer-centered service delivery model that transforms the way the Michigan Department of Health and Human Services conducts its business and interacts with clients in the communities it serves. More than 200 centers are staffed by nearly 280 Michigan Department of Health and Human Services representatives that provide Family Independence Program families with help through education, employment, food, and daycare. The initiative also includes the expectation of a part-time Michigan Works! Agency presence at these sites.

- Michigan After-School Partnership – The Michigan After-School Partnership links stakeholders in Michigan interested in improving outcomes for children and youth through school-based/school-linked, enrichment after-school programs. The Michigan After-School Partnership is housed at the Michigan Association of United Ways and is co-chaired with Michigan's Department of Education, Health and Human Services, and Workforce Development Agency. The following comprehensive long-term goals were established by the Michigan After-School Partnership:

    - Create a sustainable structure of statewide, regional and local partnerships, focused on supportive policy development at all levels;

    - Support the development and growth of statewide policies that will secure the resources needed to sustain new and existing after-school programs; and

    - Support statewide systems to ensure quality of programs.

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

- YouthBuild Programs: Eight YouthBuild programs are in operation in Michigan, predominantly in urban areas. Michigan Works! Agencies are the sponsoring organization for one of the programs (Benton Harbor), and partnering agencies with

others. The partnership allows additional opportunities for out-of- school youth to combat poverty, homelessness, and illiteracy. The program provides a means for job training by gaining leadership and other skills needed to become gainfully employed, while overcoming negative habits and attitudes. In addition to Benton Harbor, two programs are located in both Grand Rapids and Detroit, and the three remaining programs are located in Jackson, Flint, and Saginaw.

- Partnership. Accountability. Training. Hope. (PATH): With the passage of federal Welfare to Work legislation in 1996, cash assistance evolved from an entitlement to a safety network program designed to provide families with temporary financial assistance while they secure employment. However, many families seeking cash assistance through the Michigan Family Independence Program face significant barriers in securing and retaining employment. From childcare to transportation and literacy, caseworkers cite a long list of barriers that can keep families from achieving self-sufficiency.

  On January 1, 2013, the Michigan Department of Health and Human Services, the Workforce Development Agency, and Michigan Works! Agencies began the implementation of Partnership. Accountability. Training. Hope. (PATH). PATH is a robust, results-oriented work participation program designed to identify barriers and help clients connect to the resources they need to obtain employment, and is administered by the Workforce Development Agency through Michigan Works! One-Stop Service Centers. Funds are awarded by formula to each of the Michigan Works! Agencies. The PATH formula allocation is based on the relative number of Application Eligibility Period attendees and PATH participants in the local area, compared to the total number of Application Eligibility Period attendees and PATH participants statewide within the recent 12 month period.

  Michigan Works! Agencies may also enter into agreements with their local Michigan Department of Health and Human Services offices for the purpose of providing additional Temporary Assistance for Needy Families funding for employment-related support services. The funds are transferred to the Workforce Development Agency via an Interagency Agreement for allocations to the Michigan Works! Agencies. The additional Temporary Assistance for Needy Families funds provided by the local Department of Health and Human Services offices may be used to increase the availability of current Michigan Works! Agency funds for other PATH services or activities.

  The PATH program features a 21-day assessment period during which barriers to employment are identified and caseworkers work individually with clients to connect them with resources to address these barriers. The coursework offered during the 21-day assessment period is critical in helping clients find employment, particularly those who have been unemployed for quite some time or have difficulties with sustaining employment. The extended assessment period helps connect clients to resources ranging from professional clothing to transportation. Additionally, the PATH curriculum prepares clients for both the pursuit of a job and the skills necessary to keep a job. Resume writing and job search skills are included in this curriculum, as well as instruction on acceptable workplace behavior and employer expectations.

  Individual participants who are eligible, may also be referred to education and training activities funded through the WIOA to maximize the effectiveness of resources.

- Food Assistance Employment and Training Program: Able-bodied adults without dependents have the opportunity to voluntarily participate in the Self-Initiated Community Services Program administered by local Michigan Department of Health and Human Services offices or to voluntarily participate in the employment and training program administered by Michigan Works! Agencies. Intensive case management services designed to support able-bodied adults without dependents' efforts toward employability may be provided, as appropriate, throughout the duration of their participation in employment and training activities. Supportive services are available to all participants.

  Participants may choose the option of finding a job on their own and working a minimum of 20 hours per week, to participate in the self-initiated community services program, or to be referred to a Michigan Works! Agency. For clients referred to a Michigan Works! Agency, an Individual Services Strategy is completed.

  Individual participants, who are eligible, may also be referred to education and training activities funded through the WIOA to maximize the effectiveness of resources.

  Funds for the program are awarded by formula to each of the Michigan Works! Agencies, and allocations are based on the total number of food assistance households during a recent twelve-month period.

  The Michigan Works! Agency is responsible for monitoring contractors for compliance with the program policies. The Workforce Development Agency also monitors the local workforce development boards and contractors for compliance. Each Michigan Works! Agency is required to report participant data via the state's One-Stop Management Information System.

- Detroit Supplemental Nutrition Assistance Program Employment and Training Initiative: This initiative strengthens the relationship between the State of Michigan's Food Assistance Employment and Training program and the WIOA program to help Detroit residents find and retain unsubsidized employment. The nearly $1 million federally-funded initiative that began during April 2015 targets 200 able-bodied adults without dependents between the ages of 18 and 49 who are receiving Food Assistance benefits and are participating in the Food Assistance Employment and Training program in Detroit. The initiative is administered by the Detroit Employment Solutions Corporation, a Michigan Works! Agency.

  Under the initiative, Michigan is allowed to provide supported employment activities such as subsidized employment and on-the-job training to encourage employers to hire participants. In addition to traditional employment and training activities, there is an emphasis on vocational training and supportive services to ensure a seamless transition from public assistance to employment.

- Refugee Services: The Michigan Department of Health and Human Services Office of Refugee Services has provided additional employment support services to refugees that receive Temporary Assistance for Needy Families cash assistance through the Family Independence Program. Seven counties in Michigan have been identified by the Office of Refugee Services as serving the majority of refugees. Michigan Works! Agencies may refer refugees who are receiving Family Independence Program assistance to Office of Refugee Service contractors for employment support services.

- SHARE Network – Michigan: SHARE (Showing How to Access Resources Empowers) Network – Michigan is a unique initiative which partners the state's workforce development system with faith-based organizations. It features an online resource directory and many SHARE access points in faith-based and community organizations where job seekers and others can access State of Michigan online job search tools such as Pure Michigan Talent Connect and get referrals to other service providers.

- One Detroit – A Detroit Demonstration Project: The Detroit Employment Solutions Corporation, in partnership with the Detroit Mayor's Workforce Advisory Council, has taken the initiative in developing a plan to vastly improve the city's workforce system. The Council has created a preliminary plan for implementing a "One Detroit" concept that will coordinate operations of agencies that offer services throughout the city. The group will also create a Chief Executive Officer Corps that will identify job opportunities available for returning citizens (ex-offenders). The most distinguished executives in the city will organize the Chief Executive Officer Corps and leverage their companies and their relationships to provide job opportunities for returning citizens and other underserved populations. Key components of the demonstration include:

  - Screening 1,500 participants and offering the following services:

    - One-Stop career services and career navigation, which will provide career planning and wrap-around services;

    - A Bridge Program for participants that will help them complete their adult basic education or general educational development before moving on to training or employment;

    - An "earn and learn" program that will allow participants to earn an income and concurrently participate in training in a high-demand field;

    - A Detroit Registered Apprenticeship Training Program that will provide training and apprenticeship for participants; and

    - A One-Stop located in a jail or prison that will provide pre-release services for prisoners.

  - This effort will employ 1,275 returning citizens over the two-year project period.

    - The Summer Youth Employment Program will provide Detroit's low income youth with summer jobs in the construction industry to address abandoned Detroit Public School facilities not in the city's possession. This hands-on work will lead to a credential for the youth in building construction and lay the foundation for a potential career pathway in the construction industry. The construction industry is of significant importance to Detroit, given the planned expansion projects throughout the city.

    - This effort will provide summer employment opportunities to 1,000 youth over the two year period.

  The chief concept to be tested in the demonstration project will be whether or not intensive employer engagement in combination with intensive case management, career

navigation, and training will increase employment rates and reduce the recidivism rates of returning citizens while preventing youth involvement in the judicial system.

- Michigan Industry Cluster Approach: Since the Michigan Industry Cluster Approach is predicated on access to more and better data by convening employers through the establishment and expansion of local industry cluster groups, students and job seekers benefit from data-driven decisions about in-demand training and careers by having better access to "real time," qualitative labor market information coming from the employers.

  The Michigan Industry Cluster Approach helps those individuals most in need and/or who have significant barriers to employment, to successfully connect with education and training opportunities that lead to employment through a variety of efforts including:

  - Collaboration with other State agencies, such as the Michigan Departments of Agriculture and Rural Development, Health and Human Services, Education, Corrections, Transportation, and the Veterans Affairs Agency, to align with their respective talent development strategies/initiatives while exploring opportunities for better integration with the workforce system. For example, the Michigan Industry Cluster Approach Team has been able to promote the Michigan Department of Corrections revamped vocational training program to Michigan Works! Agencies who have industry cluster groups open to hiring returning citizens/ex-offenders.

  - Collaboration with other Workforce Development Agency programs administered through the Education and Career Success and Veterans' Services Division to jointly develop strategies which will produce more opportunities, better awareness, and increased access for the specific populations they serve. For example, the Michigan Industry Cluster Approach team partners with the Education and Career Success Division to obtain information about Adult Education programs for the Prosperity Regions Talent Map for education and workforce partners who may be assisting individuals in needs of these program and services. The Michigan Industry Cluster Approach Team also partners with Veterans' Services to address industry needs for talent and by designing specific recruitment strategies for veterans.

  - The Michigan Industry Cluster Approach team is collaborating with the Michigan Works! Association and their Business Services User Group to plan for the promotion and release of the Michigan Industry Cluster Approach Education and Training Activities Plan Template. The template allows users to approach their overall training needs through a systematic and holistic process that is inclusive of all key partners and resources. The result is more data being collected and shared among partners, enabling employers to more accurately forecast their hiring and training needs and to effectively communicate this demand to local training providers so they can ramp up needed training programs. This puts Michigan Works! Agencies in a better position to direct students and job seekers to in-demand education and career opportunities. By promoting this tool as an easy-to-use, standardized tool that can enhance their local industry cluster work, more local partners and the employers they serve will begin to adopt and utilize the template.

  - The Michigan Industry Cluster Approach team is also working with the Michigan Energy Workforce Development Consortium. Through a technical assistance grant from the U.S. Chamber of Commerce, the Michigan Industry Cluster Approach team is assisting with the development of a Michigan energy career pathway based on

common employer practices and clearly defined technician training, credentialing, and hiring requirements. Upon implementation, the pathway will result in time and resource savings for employer stakeholders through improved efficiencies in the recruiting process and access to a larger pool of talent that has agreed-upon credentialing.

- Registered Apprenticeships: Registered Apprenticeship opportunities are made available in Michigan with assistance from the U.S. Department of Labor-Apprenticeship Office. The U.S. Department of Labor-Apprenticeship Office is actively engaged in helping the state develop strategies to expand Registered Apprenticeships. 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, U.S. Department of Labor-Apprenticeship Office, and state agencies (Department of Education and the Workforce Development Agency). 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 apprenticeships within the State.

- Michigan Apprenticeship, Internship, Mentoring (MI-AIM): Michigan Apprenticeship, Internship, Mentoring consists of a diverse set of partners, each of which contributes their own unique expertise and perspective to the broader effort. This cross-functional approach allows partners to build off each other's strengths. By a commitment to work together, the efforts of the individual partners will be enhanced, thereby improving the overall system yielding better results for the individuals they serve.

- The Detroit Registered Apprenticeship Program serves as one example of a best practice that has the potential to be more broadly shared and replicated across the MI-AIM (Michigan Apprenticeship, Internship, Mentoring) partner network. The Detroit Registered Apprenticeship Program provides a blueprint for how pre-apprenticeship programs can be used to create an on-ramp to help prepare low-skilled workers with the basic soft skills which are needed to enter into a Registered Apprenticeship program. The local Michigan Works! Agency, Detroit Employment Solutions Corporation, has identified creative ways to leverage its workforce employment and training funds for Individual Training Accounts, providing opportunities for some of their hardest-to-serve customers to enroll into classroom training as part of a pre-apprenticeship that puts them on a direct path to the apprenticeships which will be created as a result of several major construction projects that are ramping up in the City of Detroit.

  Similarly, successful employability training programs, like Ready Now (organized by West Michigan Works! the Grand Rapids Chamber of Commerce, and the Right Place Inc. – the local economic developer) and a 10 day Path to Apprenticeship (being developed by the Central Area Michigan Works! Consortium and Montcalm Community College) equips prospective apprenticeship applicants with the basic work readiness which could help them secure employment. For many of the hardest-to-serve customers, these work readiness programs are a necessity to compete for even the most basic of jobs.

- Trade Adjustment Assistance: The Workforce Development Agency has an integrated strategy to align services between the WIOA Rapid Response, the WIOA Dislocated Worker, and the Trade Adjustment Assistance programs. To increase alignment among the programs, the Trade Adjustment Assistance Section within the Workforce Development Agency was relocated to the Office of Talent Policy and Planning (with the

Rapid Response and Dislocated Worker programs). This adjustment will increase collaboration among the programs.

The state's vision for the Trade Adjustment Assistance program includes continuing to move the administration of the Trade Adjustment Assistance program to a demand-driven approach. This will be accomplished by:

- Participating in statewide Michigan Works! Business Services meetings to inform Business Services Representatives and companies about the Trade Adjustment Assistance program. This not only informs companies who may be closing or laying off workers of the benefits of the Trade Adjustment Assistance program, but also informs companies of the Employer-Based Training opportunities available by hiring Trade Adjustment Assistance-certified workers.

- Coordinating with local and State economic development partners to inform companies of the employer-based training opportunities available by hiring Trade Adjustment Assistance certified workers.

- Coordination with the state efforts to increase apprenticeships in Michigan by including the Trade Adjustment Assistance program as an available funding source for workers that qualify.

- Continuing to promote the alignment of the Trade Adjustment Assistance with Business Services to increase employment opportunities for the Trade Adjustment Assistance-certified workers (with strong encouragement for employer-based training).

- Wagner-Peyser Programs: Michigan is creating and implementing new policy directives for our Wagner-Peyser program in order to meet the demands of job seekers and employers. In addition, the State and its partners are creating new and stronger partnerships in order to improve service delivery, to avoid duplication of services and to enhance service coordination, including co-locating agencies within the One-Stop centers. New directives include:

  - Wagner-Peyser services will be aligned with Adult and Dislocated Worker services to refer job seekers for training support services and a more intensive level of service which Wagner-Peyser dollars do not fund. Adult and Dislocated Worker providers have established relationships with local community colleges and universities to provide training in high-demand occupations.

  - Providing the Unemployment Insurance Agency Work Test for claimants to ensure they are able to work, seeking work, and have not refused suitable work. This is completed when the claimant registers for work at a Michigan Works! Agency by entering their profile on the Pure Michigan Talent Connect – Michigan's labor exchange system;

  - Providing re-employment services to profiled claimants selected by the Unemployment Insurance Agency. Profiled claimants are those claimants who will most likely exhaust their unemployment benefits before finding employment. Re-employment services provide a more guided approach to accessing employment and training services offered by the Michigan Works! Agencies to assist the claimant in

returning to work quickly. The services offered include employability workshops, creating an Individual Service Strategy to guide the customer through their job search, and providing labor market information.

- Partnering with the Unemployment Insurance Agency to deliver the Re-employability Eligibility Assessment pilot program. This program provides one-on-one service to claimants who will more than likely exhaust their unemployment benefits prior to obtaining employment. This is similar to the re-employment profiling component mentioned above; however, claimants are to receive up to three Re-employability Eligibility Assessments if employment has not been acquired. These Re-employment Eligibility Assessments consist of re-employment services that are more intense and include follow up case management services.

- Assisting highly-skilled talent in finding demand-driven careers by providing employability workshops to enhance the quality of job seekers' career searches, and provide the connection to employers through job fairs, employer of the day events, and industry fairs

- Adult Education and Family Literacy Act Programs. Michigan is making bold policy changes to help workers obtain better jobs quickly and efficiently by learning new skills. Workers need good paying jobs and companies need skilled workers, so the State is taking action to ensure that everyone has the opportunity to gain credentials sought by employers. Building on participation in national initiatives such as *Shifting Gears* and *Moving Pathways Forward*, the Office of Adult Education has made concerted efforts in promoting policies aimed at:

  - Helping communities work better together. Delivering lifelong learning through career pathways that involve all three core partners: adult, post-secondary, and workforce education. This helps regions to serve more people by aligning resources and maximizing the strengths of each partner.

  - Educating workers more effectively. Provide education that is flexible, expeditious, and relevant to the workplace. Promising, powerful approaches will become standard - ensuring more people are able to get new skills and better jobs quicker.

One key outcome from the *Shifting Gears* initiative was the development of several guiding principles that together define the vision for a transformed approach to adult education in Michigan.

- Collaboration. Unite core competencies and capacities of various stakeholders to achieve a common vision of success for adult learners and employers.

- Accountability. Promote shared responsibility for common outcomes across the adult learning infrastructure, invest in the infrastructure to collect data on program performance, and use data to inform decisions about future policies and programs.

- Responsiveness. Recognize that earning a high school diploma is no longer sufficient for adult learners and employers, promote post-secondary education as the new standard for adult learners, and engage a range of partners in offering services for these learners that support and move them along clear and accessible career pathways toward their goals.

- Agility. Policies and programs must rapidly respond to the diverse needs of learners, employers, and communities with innovative programs that equip Michigan to be successful in emerging markets.

- Contextualization. Inventively develop learners' basic skills in the context of practical applications in the real world and occupational skills so they quickly grasp the relevance of learning and remain engaged in programs until they earn needed credentials.

- Entrepreneurism. Employ innovative thinking and approaches in program delivery that increase the range of customers served by programs and foster learners' entrepreneurial thinking.

- Alignment. Develop articulation agreements and standardized career pathways to ensure learning efforts will be recognized across a variety of institutions. Strategically aligned funding is also required to support a comprehensive adult learning strategy.

The Office of Adult Education will fund eligible providers as defined in Section 203(5) of the WIOA to deliver adult education services that meet the above guiding principles.
Adult education providers in many areas of the state have a history of collaboration with the other core partners, including co-location and co-enrollment of participants. Additionally, some providers are exploring a common intake process and data sharing. The Office of Adult Education will own responsibility for advancing these activities in all regions through formal guidance, funding innovation, sharing promising practices, delivering professional development based on evidence-based practices, and convening and/or facilitating discussions as needed.

- Vocational Rehabilitation Programs: Vocational Rehabilitation continues to provide individualized vocational rehabilitation counseling focusing on individualized rehabilitation needs. In order to more thoroughly assist individuals, Vocational Rehabilitation offers:

  - Career counseling;

  - Vocational evaluation;

  - Job placement;

  - Access to information about community resources; and

  - Access to accommodations and assistive technology.

  When providing vocational rehabilitation counseling to individuals, strengths, resources, priorities, abilities, capabilities, interests, and rehabilitation needs are evaluated. A vocational rehabilitation counselor also discusses employment and career choices as well as disability-related barriers to employment.

  The two Michigan Vocational Rehabilitation agencies (Michigan Rehabilitation Services and the Bureau of Services for Blind Persons) will continue to evaluate and collaborate on the role of Vocational Rehabilitation in the workforce system. Vocational Rehabilitation collaborates with, and participates in, strategic partnerships with:

- Michigan Department of Health and Human Services to support and promote competitive and integrated employment and coordination of services for individuals that receive Medicaid as well as to coordinate and improve services to customers with cognitive impairments and mental illness, including those requiring supported employment,

- Michigan Departments of Education, Health and Human Services, Community Rehabilitation Organizations and Centers for Independent Living and host businesses to lead expansion activities related to Project SEARCH;

- Michigan Developmental Disabilities Council related to the U.S. Department of Labor's Office of Disability Employment Policy's Employment First Initiative;

- Disability Network of Michigan (representing Centers for Independent Living), Michigan Council for Rehabilitation Services, and the Michigan Statewide Rehabilitation Council for activities related to transformation of service delivery systems into a holistic approach for the employment and the independence of individuals with disabilities throughout Michigan;

- Michigan Department of Education Office of Special Education to support the seamless transition of students from school to adult life that facilitates the development and completion of their Individualized Education Program under Section 614(d) of the Individuals with Disabilities Education Act. The agreement addresses key items identified in Individuals with Disabilities Education Act and the Rehabilitation Act and includes information about the purpose, the authority, and scope, foundations of the partnership, roles and responsibilities, confidentiality, student documentation, student eligibility, Michigan Rehabilitation Services attendance at Individualized Education Program team meetings, seamless transition services, coordination of resources, resolution of differences, data reporting, 504 students and termination and changes;

- Vocational Rehabilitation has a strong emphasis on serving students with disabilities with a multitude of programs that will be adapted to the WIOA. Transition services will be explored and addressed to prepare students at a younger age to increase opportunity for learning and to increase outcomes for post-secondary education and employment. In addition, Vocational Rehabilitation is working to enhance a seamless service delivery process across an array of essential partner agencies, such as Michigan Works!, the Workforce Development Agency, and the Michigan Department of Education to increase the number of resources that are available to students, especially those who possess significant barriers to competitive integrated employment.

  Vocational Rehabilitation will work closely with workforce partners to expand customized training opportunities for students with disabilities. Vocational Rehabilitation will provide students with disabilities information on career options, including the following:

  - Career assessments to help identify students' school and post-school preferences and interests;

  - Structured exposure to post-secondary education and other life-long learning opportunities;

- Exposure to career opportunities that will ultimately lead to a living wage, including information about educational requirements, entry requirements, income and benefits potential, and asset accumulation; and
- Training designed to improve job-seeking skills and work-place basic skills (sometimes called “soft skills”).

In order to identify and attain career goals, Vocational Rehabilitation will expose students with disabilities to a wide range of experiences, including the following:

- Opportunities to engage in a range of work-based exploration activities, such as site visits and job shadowing;

- Multiple on-the-job training experiences (paid) or unpaid work experiences, including community service, that are specifically linked to the content of a program of study and school credit;

- Opportunities to learn and practice their work skills (so-called “soft skills”), and

- Opportunities to learn first-hand about specific occupational skills related to a career pathway.

Vocational Rehabilitation will continue to expand work-based learning programs that will close the skills gap.

Over the past year, vocational rehabilitation transition counselors have joined the Department of Health and Human Services Pathways to Potential Success Coaches and Adjudicated Youth in residential facilities to provide expanded and enhanced services to students exiting post-secondary programming. Additionally, Michigan Rehabilitative Services has been selected by the Governor’s Commission on Mental Health and Wellness to lead expansion activities related to Project SEARCH sites throughout Michigan. This will be done in collaboration with Michigan Rehabilitation Services, the Bureau of Services for Blind Persons, the Department of Education, the Department of Health and Human Services, Community Rehabilitation Organizations and Centers for Independent Living, and host businesses.

Vocational Rehabilitation will work with eligible individuals with disabilities to develop an individualized plan for employment that is consistent with current labor market trends, individual skill analysis, and individualized rehabilitation needs.

Vocational Rehabilitation has the capacity to complete specific job analyses for in-demand jobs to address any identified accommodation needs that individuals with disabilities may have in order to complete the essential functions of specific positions.

By understanding labor market trends, and the current skill gaps of Vocational Rehabilitation customers, Vocational Rehabilitation staff can effectively direct funding to meet the service/training needs of the customer and Michigan businesses. This will positively impact the successful rehabilitation rate by increasing an individual’s potential for employment in today’s job market.

Vocational Rehabilitation is participating in the Office of Disability Employment Policy, Employment First initiative through Michigan's Developmental Disabilities Council. Employment First is a concept to facilitate the full inclusion of people with the most significant disabilities in the workplace and community. Under the Employment First approach, community-based integrated employment is the first option for employment services for youth and adults with significant disabilities.

Collaboration among vocational rehabilitation agencies, colleges and universities to target career services to students with disabilities. Michigan Rehabilitation Services is currently partnering with Michigan State University to develop a match/funding agreement to place a vocational rehabilitation counselor on campus who will provide wrap-around services to eligible students with disabilities. Western Michigan University and Eastern Michigan University have also expressed strong interest in this model. The work group recommends that Michigan Rehabilitation Services expand these agreements with other Michigan colleges and universities and develop metrics to determine the success of the program. The Bureau of Services for Blind Persons also has an excellent working relationship with colleges and universities. The Bureau of Services for Blind Persons in collaboration with Western Michigan University, provides an opportunity for students to learn the skills necessary to be successful in post-secondary education.

The Workforce Recruitment Program is a recruitment and referral program that connects federal and private sector employers nationwide with highly motivated college students and recent graduates with disabilities who are eager to prove their abilities in the workplace through summer or permanent jobs. Vocational Rehabilitation is working to promote the Workforce Recruitment Program so that it is better utilized.

The U.S. Department of Labor's Office of Disability Employment Policy and the U.S. Department of Defense's Office of Diversity Management & Equal Opportunity manage the program, which continues to be successful with the participation of many other federal agencies and sub-agencies. Since the program's expansion in 1995, over 6,000 students and recent graduates nationwide have received temporary and permanent employment opportunities through the workforce recruitment program.

Collaboration with other State of Michigan departments and agencies includes Michigan Rehabilitation Services, the Bureau of Services for Blind Persons Michigan Departments of Education, Health and Human Services, and Civil Rights among other state agencies, the Michigan Economic Development Corporation, and the Advisory Council on Deaf and Hard of Hearing align disability related programs by linking the state's workforce and economic development agendas. To achieve necessary collaboration, the workgroup is moving forward with the formation of an ad hoc committee to identify and address the needs of individuals with disabilities and those agencies and respective services that can be leveraged for the purpose of putting qualified individuals back to work.

(D) Coordination, Alignment and Provision of Services to Employers. Describe how the entities carrying out the respective core programs, required and optional one-stop partner programs will coordinate activities and resources to provide comprehensive, high-quality services to employers to meet their current and projected workforce needs and to achieve the goals of industry or sector partners in the State. The activities described shall conform to the statutory requirements of each program.

Implementation of State Strategy - Coordination, Alignment and Provisions of Services to Employers

The Workforce Development Agency collaborates with, and participates in strategic partnerships with employers through implementation of:

- Michigan's Cluster Strategy Approach: In an effort to move Michigan's workforce system toward being more demand-driven, in 2012 the Workforce Development Agency implemented the Michigan Industry Cluster Approach which is predicated on two interrelated concepts – the need for more data and the need for better data, which is achieved through the convening of employers through the establishment and expansion of industry cluster groups.

  The Michigan Industry Cluster Approach assists in the development of industry-based partnerships that promote the economic health and welfare of regional area businesses and workers through the engagement of local employers to provide direct information on in-demand jobs, skill sets required, training program requirements, and candidate assessment factors to improve successful transition from training to long-term employment. Stimulating the development of industry clusters supports the overall goal of providing Michigan Employers with a highly-skilled workforce and Michigan citizens with careers producing good wages and increased opportunities.

- Work-Based Learning and Career Opportunities: Michigan's talent development strategy is based on the development of sustained strategic partnerships with business and employers. The Michigan Industry Cluster Approach promotes and develops ongoing and sustained strategic partnerships through a variety of efforts, including:

  - Continual expansion and ongoing support of the statewide Michigan Industry Cluster Approach network through the provision of guidance and technical assistance to Michigan Works! Agencies and other partners engaging in industry cluster work. Most of this support typically occurs at the front end with exploration, formation, and launch of industry cluster groups; however, industry cluster work requires ongoing involvement and engagement. Therefore, Michigan Industry Cluster Approach Team members serve on advisory boards for many local industry cluster groups. In addition to serving on local advisory boards, the Michigan Industry Cluster Approach Team is also tasked with aligning partners and resources to support specific industry cluster projects, and assisting different stakeholder groups with developing or enhancing their workforce/talent strategies. The Michigan Industry Cluster Approach team partners with numerous statewide associations (such as the Michigan Manufacturers Association, the Printing Industries of Michigan, Michigan Infrastructure and Transportation Association) as well as other state-level efforts being driven by the Michigan Energy Office and the Michigan Economic Development Corporation Transportation, Logistics and Distribution Team.

  - Creation and dissemination of tools and resources to assist with the development, implementation, and enhancement of industry cluster work. Several helpful tools and resources, including the MICA Toolkit for Success have been developed in consultation with our Michigan Works! Agency partners and extensively promoted through webinars, conferences workshops and articles.

  - From a quantitative perspective, the Michigan Industry Cluster Approach initially utilized the Cluster Readiness Index and Cluster Commitment forms to

document/inventory local industry cluster groups served by the Michigan Works! Agencies and other local partners. This information was compiled and presented in an industry Cluster map which showed the number of industry cluster groups across each of the ten Prosperity Regions. From a qualitative assessment of sector partnerships, the Cluster Readiness and Progress Indices serve as tools for establishing baseline measurements for determining the partner's readiness or preparedness to engage in local industry cluster work as well as a way to track the partner's progress as they work to implement their industry cluster strategies. The Michigan Industry Cluster Approach team tends to collaborate with the Michigan Works! Association and its Business Services User Group to conduct a series of webinars and technical assistance sessions to promote the Cluster Progress Index tool which hopefully will yield good data on the progress of the various local industry cluster groups around the state as compared to baseline measures that were established when the partners completed their initial Cluster Readiness Index.

  - Increased promotion of the Michigan Industry Cluster Approach and industry cluster groups through a variety of communication and marketing channels. Local industry cluster groups and their accomplishments are regularly showcased in the Michigan Industry Cluster Approach "Cluster Chronicle" e-newsletter and as part of panel presentations and workshops. The Industry Cluster Map and the Prosperity Regions Talent Map both provide a way to inventory and promote local industry cluster groups around the state. The Michigan Industry Cluster Approach Team has also partnered with Labor Market Information and Strategic Initiatives to publish a series of cluster analysis reports and corresponding updates to identify key opportunities and challenges for each of the Workforce Development Agency's five priority industry clusters – agriculture, energy, healthcare, information technology, and manufacturing.

- Michigan Apprenticeships, Internships, Mentoring (MI-AIM): Launched in 2014, the Michigan Industry Cluster Team is working with the Michigan Apprenticeships, Internships, Mentoring: The Path to Work-Based Learning Career Opportunities in Michigan. MI-AIM provides collaborative outreach and communications resource identification, and technical assistance to address technical skills gaps. By developing a positive and cooperative relationship with state agencies such as the Unemployment Insurance Agency, the Department of Health and Human Services, Michigan Rehabilitative Services, Department of Education, and others, we can better serve our business customers and job seekers through unduplicated, coordinated services. By establishing common practices across the Talent System, we can assure that our business customers as well as job seekers will have consistent quality of service, no matter where they enter the system. The Workforce Development Agency will work cooperatively with Talent System partners to implement common practices across regions, track performance, and measure employers' and job seekers' level of satisfaction to ensure consistent quality of service.

  MI-AIM provides comprehensive outreach and communications strategy, resources and technical assistance with the "aim" of creating more registered apprenticeships while promoting other types of work-based learning. MI-AIM was launched in collaboration with over 70 partners including the workforce system, community colleges, universities, secondary education, business associations, and unions. Through extensive engagement with this diverse stakeholder group, the MI-AIM Team used surveys and in-person working sessions to identify several key issues including the need for a

comprehensive, statewide outreach/marketing campaign and assistance with identifying additional funding and resources to support apprenticeships.

MI-AIM will help to promote and develop ongoing and sustained strategic partnerships through a variety of efforts including:

- Continual expansion of a statewide MI-AIM partner network while working to recruit a more diverse set of partners, such as Adult Education, faith-based organizations, and groups focused on serving ex-offenders/returning citizens. The state-level team hosts bi-monthly MI-AIM partners meetings to provide updates on the progress of MI-AIM, as well as to elicit input, recruit partners, and to identify challenges and opportunities.

- Development and dissemination of tools and resources to assist in the creation of more Registered Apprenticeships and the promotion of other types of work-based learning. One of the early outcomes of the MI-AIM effort is the MI-AIM Funding and Resource Guide which provides information about a variety of funding sources to support apprenticeships.

  The MI-AIM partners are exploring the development of an employer tool kit which could serve as a "how-to" resource guide for employers looking to set up their own apprenticeship programs. Additionally, the MI-AIM team is exploring options to supplement the U.S. Department of Labor Registered Apprenticeship information by promoting Michigan specific partners, programs, and resources as well as providing information about work-based learning opportunities. The tool kit will indirectly help to assess sector partnerships by walking users through a stepped process which will encourage them to seek out other partners and resources to develop comprehensive solutions to their talent needs. The Workforce Development Agency will also benefit through the use of the U.S. Department of Labor employer tool kit as a basis for connecting with our partners and supporting sector partnerships, which in turn will help drive our statewide Michigan Industry Cluster Approach strategy.

- Talent Connections: Pure Michigan Talent Connect is the State of Michigan's official labor exchange system, and is designed to be a one-stop website for job seekers, employers, and career explorers. Featuring an improved labor exchange system to support Michigan's employers and job seekers, Talent Connect is intended to streamline Michigan's online services and resources, and create a virtual One-Stop for both job seekers and employers.

  Talent Connect brings together educators, employers and talent. Talent Connect features information and tools that job creators and job seekers need to make educated decisions concerning hiring, career choices, and other talent-related efforts. Talent Connect provides strategic tools for employers to help them identify and develop their talent base and gives job seekers the opportunity to create a personalized plan to help them more effectively navigate career decisions. MiTalent.org saw over 3 million employers, job seeker, and workforce professional visitors during 2014. With a focus on retaining and attracting talent, Talent Connect helps employers attract, connect with, and hire the best employees.

  In the past, job seekers and job creators had to access multiple web sites that were duplicative, incomplete, and difficult to navigate. Talent Connect brings these disparate web-sites and tools together into one centralized hub that connects educators, employers

and talent. Strategic skills development, retraining tools, cutting edge labor market data and trends, networking, and employment matching opportunities are pulled together into one easy to use location.

Talent Connect includes the following tools:

- Career Matchmaker – Allows users to search for a job that fits their individual abilities. The tool determines how experience and background fit with the industries that are hiring today, as well as helps find the training needed to qualify for a given job.

- Career Investment Calculator – Evaluates the monetary value of a particular education/training program and provides the net present value of future wages in that area less education expenses, allowing for comparisons.

- ELearning Soft Skills Program – Provides a universally accessible soft skills training resource for the Michigan workforce for basic and foundational skills for the workplace.

These tools help job seekers make more informed and thoughtful decisions when choosing a career path and guide them where the job opportunities are available in today's competitive job market.

Talent Connect creates a one stop resource for career planning, employment connections, business growth, and economic development. Students can engage career exploration tools and conduct skills assessments to evaluate possible careers. Job seekers can find thousands of job postings, available training programs, and advice on how to search for and obtain employment. Employers can connect to the talent they need and be able to access up-to-date labor market and regional data, and are able to predict future talent needs and post those projected talent needs, so educators and others in the workforce system can respond accordingly. Entrepreneurs are able to access economic and labor information, and be connected to advisors, mentors, and consultants to help their businesses succeed. Veterans have easy job search access and employers will be provided with a military skills translator that translates military skills into a civilian environment. Older workers and social entrepreneurs have access to job and volunteer opportunities to give back to their communities.

Talent Connect Driving Strategy**:** In addition to more effectively matching employment supply to demand, Talent Connect will be utilized in an overall strategic plan to better coordinate economic and talent development. Students, parents, and educators in the K-12 system will be encouraged to utilize Talent Connect in order to promote more thoughtful career and curriculum choices. Education and training that is more in line with market demands will create a stronger talent pipeline that can fill the jobs of the future and promote the innovative and entrepreneurial creativity necessary to grow Michigan's economy.

There are a number of "career catalyst" initiatives that will assist job seekers in their efforts. These tools include educational webinars and information on topics, such as coping with unemployment, networking, resume writing, and interviewing. Additional connection tools will include e-mails with job leads, employer profiles, job fair announcements, tips for job seekers, social media outreach, "hot" employers, featured jobs, and industry talent map information. In addition, job seekers are able to identify key

skills, allowing employers to quickly and accurately search for candidates that meet requirements and allow data, as appropriate, on the available workforce to be collected.

- The two Vocational Rehabilitation agencies in Michigan (Michigan Rehabilitation Services and the Bureau of Services for Blind Persons) will continue to collaborate on and evaluate the role of vocational rehabilitation in the workforce system.
    - Vocational Rehabilitation will continue to expand and enhance business solutions for Michigan businesses.
    - Vocational Rehabilitation will continue to expand the development of a coordinated response to business needs, utilizing resources from across every Prosperity Region.
    - Vocational Rehabilitation will continue to utilize customized training as a strategy for closing skills gaps. The Michigan Career and Technical Institute has an excellent model for both short-term and technical training and the proper supports for people to be successful. Vocational Rehabilitation is continuing to develop methodologies to expand and export services to students with disabilities statewide. Vocational Rehabilitation is exploring ways to develop staff/vendor skills in customized employment and to export appropriate training across the state.
    - Vocational Rehabilitation counselors also offer technical assistance to employers as well as workforce partners to remove barriers to employment.
    - On February 9, 2015, Michigan's Governor conducted a Business-to-Business Summit. The summit included manufacturing – high-tech, auto, chemical, food services, food/grocery chains, universities, state government/departments, banking, healthcare, tribal council, staffing services, insurance, law firms, and light and power companies, and was intended to bring major Michigan businesses together in order to share best practices and strive to understand and address current workforce demands, hiring, and advancement strategies of business for persons with disabilities. Subsequent post-summit events will be taking place across the state in partnership with the Michigan Chamber, Vocational Rehabilitation, and the Lieutenant Governor's Office.
    - Michigan Rehabilitation Services has worked diligently over the past year to expand and enhance its Business Service Initiative in alignment with Governor Snyder's directive to become a resource to business by addressing current workforce demands, hiring practices, and advancement strategies of business for persons with disabilities. To that end, Michigan Rehabilitation Services played a predominant role in the 2015 Governor's Business-to-Business Summit. Taking the lead from business, Michigan Rehabilitation Services has continued to enhance and expand resources with a dual-customer approach; job applicants an employers (persons with disabilities and community businesses). Michigan Rehabilitation Services utilizes the business service initiative to also educate and train both customers to better understand the ever-changing needs of the marketplace. In an effort to accommodate the need for business to lead the middle-skill gap training, Michigan Rehabilitation Services has partnered with Meijer Distribution Centers throughout Michigan, along with our community rehab organizations, to provide hands-on training simulation labs, as well as trial work experiences and on-the-job training opportunities

for potential Meijer employees. This approach has potential to be replicated with other businesses.

- The partnership created between the Governor's office and Michigan Rehabilitation Services allows for a jointly created blueprint for Michigan businesses and government that identifies best practices and outlines steps that can be put in place to both increase employment and retention of persons with disabilities in the workforce. In order to comprehensively represent Vocational Rehabilitation in Michigan, the Bureau of Services for Blind Persons inclusion will enhance this partnership.

- At the request of Lieutenant Governor Calley, both the director of Michigan Rehabilitation Services and the Business Network Unit Manager of Michigan Rehabilitation Services recently met to discuss working together to advance the placement of individuals with disabilities to obtain and maintain employment within Michigan's state government. To that end, Michigan Rehabilitation Services is taking a predominant lead with the Lieutenant Governor to move this initiative forward.

(E) Partner Engagement with Educational Institutions. Describe how the state's strategies will engage the state's community colleges and area career and technical education schools, as partners in the workforce development system to create a job-driven education and training system. (WIOA section 102(b)(2)(B)(iv).

Implementation of State Strategy - Partner Engagement with Educational Institutions
The Workforce Development Agency collaborates with, and participates in strategic partnerships with the following partners:

- Public and independent colleges and universities in the development of training programs to meet employer needs.

- Michigan Department of Education, for major career education initiatives affecting learners K-12 and beyond, and, for access to, retention in, and completion of individual student goals in quality community colleges, proprietary institutions, and other post-secondary agencies.

[BEGIN MODIFICATIONS]
Adult Education collaborates with, and participates in strategic partnerships with:

- Community colleges to identify postsecondary education and training opportunities and entrance requirements to ensure participants are prepared to transition to postsecondary and succeed in postsecondary level course work upon completion of adult education programming.

- Career and technical education at the secondary level to expand Career and Technical Education programming opportunities for adult education participants.

[END MODIFICATIONS]

Vocational Rehabilitation collaborates with, and participates in, strategic partnerships with:

- Colleges and universities to target career services to students with disabilities, and to conduct university-based research and evaluation. The research and evaluation projects

address Vocational Rehabilitation's need for comprehensive needs assessments and continuous improvement measures and for the management of an on-line learning and knowledge system (E-Learn) to provide staff with training and development.

- The Workforce Recruitment Program is a recruitment and referral program for college students with disabilities that connects federal and private sector employers nationwide with highly motivated college students and recent graduates with disabilities who are eager to prove their abilities in the workplace through summer or permanent jobs.

- The U.S. Department of Labor's Office of Disability Employment Policy and the U.S. Department of Defense's Office of Diversity Management and Equal Opportunity related to the Workforce Recruitment Program for college students with disabilities. Office of Disability Employment Policy and the Office of Diversity Management and Equal Opportunity manage the program, which continues to be successful with the participation of many other federal agencies and sub-agencies. Since the program's expansion in 1995, over 6,000 students and recent graduates nationwide have received temporary and permanent employment opportunities through the Workforce Recruitment Program.

- Both Michigan Rehabilitation Services and the Bureau of Services for Blind Persons have excellent working relationships with colleges and universities. Michigan Rehabilitation Services is currently partnering with Michigan State University to develop a match/ funding agreement to place a vocational rehabilitation counselor on campus who will provide wrap-around services to eligible students with disabilities. Western Michigan University and Eastern Michigan University have also expressed strong interest in this model. Michigan Rehabilitation Services hopes to expand these agreements with these and other Michigan colleges and universities and develop metrics to determine the success of this program.

(F) Partner Engagement with Other Education and Training Providers. Describe how the State's Strategies will engage the State's other education and training providers, including providers on the state's eligible training provider list, as partners in the workforce development system to create a job-driven education and training system.

Implementation of State Strategy - Partner Engagement with Other Education and Training Providers

- Michigan Advanced Technician Training Program (MAT^2) is an innovative and industry-defined approach to post-secondary education. Manufacturing and technology companies are experiencing a shortage of employees with the knowledge, skills, and competencies necessary to operate and maintain new systems-based equipment and technologies. The Michigan Advanced Technician Training Program is an educational model developed in conjunction with global technology leaders that combines theory, practice, and work to train a globally competitive workforce by:

    - Allowing companies to "grow their own" employees and ensure a future pipeline of qualified talent;

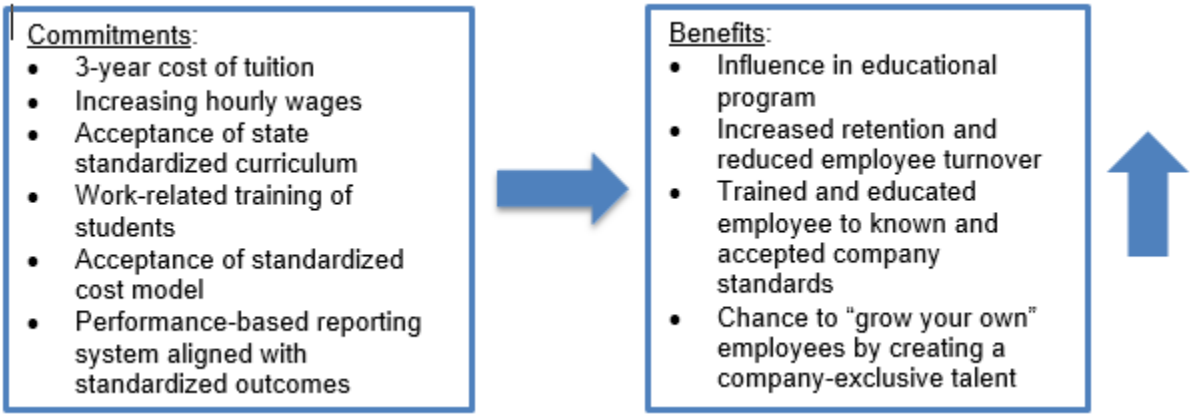
    - Direct employer involvement in the development and execution of a hands-on, competency-based education and training program, creating highly-skilled, capable and readily employable graduates;

- Offering an economically feasible option to training, ultimately reducing recruitment, retention and training costs;
- Establishing Michigan as an education innovator and global competitor; and
- Creating a nationally accredited program, in which students receive an Associate degree along with other accreditations where applicable.

Modeled after Germany's dual-education system, the Michigan Advanced Technician Training Program connects employers with graduating high school seniors who will learn and earn how to become skilled in a high-demand trade. Training programs include Mechatronics Technician, Information Technology Technician, Technical Product Design, and Computer Numeric Control Manufacturing Technician.

To date, there have been more than 90 program participants with future cohorts planned. Eighteen employers have committed to the program with a total of nine participating community colleges.

The State of Michigan will continue to support the Michigan Advanced Training Technician Program and its vision for change. Through collaboration with employers and academic providers, Michigan will continue to develop and implement additional Michigan Advanced Training Technician Program professions in order to meet industry needs with global standards.



- Career and Technical Education Programs: All secondary career and technical education students must have a work-based learning experience. It is an integral part of the curriculum so that students learn work-behavior skills and gain first-hand knowledge of the workplace. The Michigan Department of Education works closely with the Michigan Career Placement Association and the Michigan School Counselors Association to communicate job openings. These activities support and enhance workforce development in our state.

  State funding for career and technical education programs supports workforce development by prioritizing funding to the instructional programs where there are job openings, successful placement of students in those jobs, and wages that are self-sustaining.

- Vocational Rehabilitation collaborates with, and participates in, strategic partnerships with the Michigan Chamber of Commerce and external (national) resources, such as the National Employment Team to identify labor market areas where skill shortages occur;

  In some instances, training is provided or training programs are developed. For example, the Michigan Career and Technical Institute is a facility operated by Michigan Rehabilitation Services that is a Department of Education approved, nationally accredited post-secondary school which provides state-of-the-art training for jobs needed in business and industry today. Programs offered include Automotive Technology, Cabinet Making/Millwork, Certified Nursing Assistant, Culinary Arts, Electronics/Manufacturing, Graphic Communications, Grounds Maintenance and Landscaping, Machine Technology, Pharmacy, Office Automation, Retail Marketing, and Weatherization. Strong industry involvement helps to ensure that all Michigan Career and Technical Institute students have marketable skills upon graduation. Flexible training options provide students with an opportunity to develop individual skills, depending upon interests and ability, with graduates being successfully hired upon graduation.

  The Michigan Career and Technical Institute Certified Nursing Assistant training program is licensed at both the state and national level, and an approved regional Certified Nursing Assistant testing site for Prometric. Over 500 Michigan Career and Technical Institute Certified Nursing Assistant licensed students are currently working in Michigan. The Michigan Department of Human Services and Michigan Rehabilitation Services, in collaboration with Michigan Works! has exported the Certified Nursing Assistant training program and an array of remedial training programs from the Michigan Career and Technical Institute to the Benton Harbor Michigan Works! Service Center to train individuals in the Certified Nursing Assistant field. These individuals were Temporary Assistance for Needy Families recipients with disabilities in the Partnership. Accountability. Training. Hope. (PATH) Program. The training program was highly successful and there are plans to replicate the program in Detroit, Harbor Springs, Lansing and other areas across the state based on labor market need.

  Vocational Rehabilitation will continue to be a resource for accommodations to help individuals with disabilities and employers to prepare for, secure, retain, advance in, and regain competitive integrated employment (accessibility).

(G) Leveraging Resources to Increase Educational Access. Describe how the state's strategies will enable the state to leverage other federal, state, and local investments that have enhanced access to workforce development programs at the above institutions, described in the previous section (partner engagement with educational institutions).

Implementation of State Strategy - Leveraging Resources to Increase Educational Access [BEGIN MODIFICATIONS]

The Workforce Development Agency strategy and career pathways approach being implemented will align adult education, postsecondary education and training, and workforce development resulting in greater efficiencies and eliminate duplication of services. The Office of Adult Education is partnering with the other core partners, as well as community colleges, career and technical education, K-12, and the Michigan College Access Network to advance the development of career pathway programs and leverage the resources of each entity. Once established, these programs will ensure alignment between educational programs and increase

the number of learners that access and succeed in postsecondary education and training leading to meaningful credentials.
[END MODIFICATIONS]

- Community College Services: The Community Colleges Services mission is to promote access to, retention in, and completion of individual student goals in quality and comprehensive post-secondary education. Principal program goals are to improve those post-secondary education programs which lead to academic and occupation skill competencies necessary for individuals to work in a technological and advanced society. Goals are accomplished by providing technical assistance to develop new occupational programs, improve career guidance and counseling activities, upgrade the skills and competencies of occupational education faculty and staff, improve accountability measures, and improve the transition of students between secondary, community colleges, four-year institutions, and the work place. Twenty-eight community colleges, three public universities, and one tribal college currently are involved in the program.

- **[BEGIN MODIFICATIONS]** Community College Skilled Trades Equipment Program: $50 million in state General Fund/General Purpose funding is available to community colleges to upgrade their facilities with new machinery and technologies to ensure Michigan's community colleges can deliver educational programs in high-wage, high-skill, and high-demand occupations. Awards are made through a competitive process, and require a cash match of 25 percent from the community college. **[END MODIFICATIONS]**

- The Martin Luther King Jr. – Cesar Chavez – Rosa Parks Initiative: Established by the legislature in 1986, the goal of this initiative is to increase the number of Michigan's most educationally or economically disadvantaged citizens who have the opportunity to complete college degrees and experience career success as active participants in a knowledge-based global economy. There are six unique King-Chavez-Parks programs designed to assist students along the academic pipeline from seventh grade through graduate work:

    - The Michigan Gaining Early Awareness and Readiness for Undergraduate Programs (MI GEAR UP) is designed to increase the number of low income students who are prepared to enter into, and succeed in, post-secondary education. The Michigan Gaining Early Awareness and Readiness Program partners with Michigan's fifteen public universities, and external community partners to provide early intervention services and a scholarship component for low-income students. The program serves a cohort of students beginning in the seventh grade and follows them through graduation from high school.

    - The Select Student Support Services program provides State of Michigan funding on a competitive grant basis, to Michigan's four-year public and independent colleges and universities to increase graduation rates of admitted academically or economically disadvantaged students.

    - The Michigan College/University program provides State of Michigan funding on a competitive grant basis, to Michigan's four-year public and independent colleges and universities to increase the number of admitted academically or economically disadvantaged students who transfer from community colleges into baccalaureate degree programs at four-year institutions.

- The Morris Hood, Jr. Educator Development program provides State of Michigan funding on a competitive basis to Michigan public and independent institutions with state-approved teacher education programs. The legislative intent of the Morris Hood Educator Development program is to increase the number of academically or economically disadvantaged students who enroll in, and complete K-12 teacher education programs at the baccalaureate level.

- The Future Faculty Fellowship program provides financial support to academically or economically disadvantaged candidates pursuing faculty teaching careers in post-secondary education.

- The Visiting Professors program provides financial support to Michigan's public universities to increase the number of traditionally under-represented instructors in the classroom available to serve as role models for students.

- Michigan Virtual University is a statewide online course catalog to boost dual enrollment opportunities for high school students.

- Vocational Rehabilitation collaborates with, and participates in, strategic partnerships with the Michigan Career and Technical Institute to provide short-term training and supports. The Michigan Career and Technical Institute is a state-sponsored, Department of Education approved, nationally accredited post-secondary school known for customized training. Vocational Rehabilitation will continue to utilize training as a strategy for closing skills gaps. The Michigan Career and Technical Institute has an excellent model for both short-term technical training and the proper supports for people to be successful. Vocational Rehabilitation is continuing to develop methodologies to expand and export services to students with disabilities across the state. Vocational Rehabilitation is also exploring ways to develop staff skills and vendor skills in customized employment and to export appropriate training across the state. For example, the Michigan Career and Technical Institute Certified Nurse Assistant training program in Benton Harbor, Michigan is just the first of many Michigan Career and Technical Institute Certified Nurses Aid programs being exported to other communities;

(H) Improving Access to Postsecondary Credentials. Describe how the state's strategies will improve access to activities leading to recognized post-secondary credentials, including Registered Apprenticeship certificates. This includes credentials that are industry-recognized certificates, licenses or certifications, and that are portable and stackable.

Implementation of State Strategy - Improving Access to Postsecondary Credentials
Too few workers have the skills needed to meet the demands of employers. Despite the lowest unemployment rate in 14 years, thousands of jobs remain unfilled. Michigan's efforts are focused on a demand-driven employment strategy by reorganizing around major industries, including manufacturing, energy, health care, information technology, and agriculture. This demand-driven approach allows us to streamline our efforts, reduce administrative costs, and leverage our resources to promote better employment services.

Michigan is on the cutting edge in cultivating workforce development and linking businesses to a highly-skilled workforce. Our workforce development system is committed to increasing the competitive advantage of businesses and offers a variety of coordinated services and programs

designed to fit the needs of employers and workers through a network of sixteen Michigan Works! Agencies with a network of over 70 Michigan Works! Service Centers that support employers in finding skilled workers, retraining the current workforce, and offering training and education services.

- K-12 Science Technology Engineering and Math (STEM): Labor Market information indicates that jobless rates go down as the level of education attainment increases. Those with the highest jobless rates are individuals without a diploma. At the heart of talent development is the advancement of Science Technology Engineering and Math education and training. As a part of the Governor's plan to reinvent Michigan, the revitalization of our education system is a key goal. Global competition drives companies to locate where there is an abundance of skilled workers. For Michigan, "skilled work" can involve credentials, certificates, two-year, four-year, and advanced degrees that meet the needs of regional employers and attract new employers. However, the skill requirements for employment are becoming more sophisticated. We have a shortage of Science Technology Engineering and Math talent, which includes everything from engineers to supply chain managers. Our talent strategy focuses on more effectively training our workforce to meet the needs of employers, which begins with a sound educational foundation in the area of STEM.

- Career Preparation and Inspiration Initiatives: The State will also provide and promote career inspiration programs such as job shadowing, talent tours, and internships to ensure that every middle school student participates in a program to introduce them to in-demand careers.

    - Talent Tours introduce youth, parents, and teachers to available career paths in their region by offering a behind-the-scenes look into in-demand businesses and industries. Talent Tours help students understand employer, education, and training requirements necessary to secure employment. Impacts include relationship building, establishing a talent pipeline, talent retention, and the opportunity to see real life application of coursework.

      Michigan Works! Agencies facilitate relationship building between educational partners and businesses. Businesses define roles, skills, and training expectations via short presentations and hands-on-experiences. Educational partners generally arrange transportation, monitor student safety and behavior, and encourage engagement and open communication.

    - Michigan Internship Initiative: According to the National Association of Colleges and Employers, employers surveyed in 2014 reported that 51.2 percent of internships converted to full-time employment opportunities, further solidifying the value and importance of creating internship programs. Employers statewide are being encouraged to create or expand effective internship programs.

      The Workforce Development Agency has partnered with Prima Civitas and the Michigan Economic Development Corporation to provide useful tools and training opportunities to strengthen this encouragement and equip employers and economic partners with the knowledge and support necessary to ensure success. The initiative provides useful tools and training opportunities to assist and equip employers with the knowledge and support necessary to develop or enhance successful internship programs.

- The Michigan New Jobs Training Program: Created in State law in 2008, this program allows the state's 28 community colleges to provide free training for employers that are creating new jobs and/or expanding operations in Michigan. Community colleges enter into agreements to provide education and training to workers in order to create new jobs as defined and to establish a funding mechanism to pay for the education and training. The training for newly-hired workers is paid by capturing the state income tax associated with the new employees' wages. Individual community colleges work directly with employers and local economic development to support job creation. Benefits of the program include:

    - Employers have "skin in the game," namely, they have to hire employees and create new jobs first before getting the benefits of free training;

    - The program helps to address the skills gap; as the training delivered to the new employees is exactly what employers require. Most of the training funded by the program is contract-based and company specific;

    - Allows flexibility for the type of training that is allowable, from basic skills acquisition to high-tech skill development to entire programs of study;

    - Individual community colleges work directly with employers and local economic development to support job creation.

    Currently, eighteen community colleges have signed Michigan New Jobs Training Program agreements and over 90 employers have been served by the program. It is estimated that the net economic impact on the state was over $76 million of additional earnings and 2,266 additional jobs in 2012 alone and will increase to $143 million of additional earnings and 4,768 additional jobs annually.

- **[BEGIN MODIFICATIONS]** MI-AIM (Michigan Apprenticeship, Internship and Mentoring): Launched in 2014, provides a comprehensive outreach and communications strategy, resources, and technical assistance with the "aim" of creating more Registered Apprenticeships while promoting other types of work-based learning. MI-AIM is a statewide collaborative launched in partnership with more than 70 stakeholders from the workforce system, community colleges, universities, secondary education, business associations, unions, and others.

    Some of the early outcomes of this initiative include having leveraged the MI-AIM partner network to produce a Funding and Resources Guide which identifies a number of federal, state, and private funding sources which can be leveraged to support apprenticeships, and providing input to the Governor's Skilled Trades campaign, which is designed to promote in-demand opportunities in the skilled trades. In addition to the special web pages on mitalent.org that feature facts to clear up some misperceptions regarding skilled trades, educational resources and videos by Mike Rowe and Tom Daldin have been designed to show K-12 students the benefits of selecting the skilled trades as a career option, including both traditional and emerging industries and occupations all of which are apprentice-able. **[END MODIFICATIONS]**

- Michigan Skilled Trades Training Fund provides competitive awards with state General Fund/General Purpose dollars for employer-responsive training that enhances talent,

productivity, and employment retention, while increasing the quality and competitiveness of Michigan's businesses. The Skilled Trades Training Fund ensures Michigan's employers have access to the talent they need to compete and grow, and individuals have the skills they need for in-demand jobs. Collaboration between Michigan Works! Agencies, economic development, and educational partners is essential to achieve demand-driven training that addresses the talent shortages hampering the growth of Michigan's priority industries. **[BEGIN MODIFICATIONS**] As of August 2016, the Skilled Trades Training Fund has provided over 800 grants benefitting over 900 companies. **[END MODIFICATIONS]**

- Community College Skilled Trades Equipment Program: $50 million in state General Fund/General Purpose funding is available to community colleges to upgrade their facilities with new machinery and technologies to ensure Michigan's community colleges can deliver educational programs in high-wage, high-skill, and high-demand occupations. Awards are made through a competitive process, and require a cash match of 25 percent from the community college.

- Career Jump Start Program: This program was launched in 2013 in response to a need for additional resources to promote and better connect young people to in-demand education and career opportunities. Since the initiative's inception, career liaisons have been responsible for connecting high school students, parents, and educators with information about high-demand careers and training programs with a focus on building awareness of shorter-term credentials, Associate's degrees, and apprenticeships where there is documented employer demand. **[BEGIN MODIFICATIONS]** This past year, special emphasis was placed on promoting the Michigan Advanced Technician Training programs. **[END MODIFICATIONS]** Career liaisons, located in each of the ten Prosperity Regions, continue working with local school districts and career technical educators to:

    - Establish a connection to community resources in order to create a talent pipeline;

    - Disseminate initiative information;

    - Coordinate outreach events;

    - Assist Michigan Works! Agencies with meeting or exceeding their required WIOA credential attainment performance measures;

    - Utilize Pure Michigan Talent Connect and Michigan Training Connect as a primary source of in-demand career and education information when developing and implementing regional marketing and outreach strategies;

    - Expand Talent Tours, including assistance to the partners to meet or exceed their requirements to facilitate at least two Talent Tours per year, as well as assisting with the identification of additional partners;

    - Identify employers seeking to establish or expand youth work experience opportunities;

    - Leveraging expanded partner networks to build awareness of Career and Technical Education and/or Early/Middle Colleges with a focus on increasing the number of industry partners providing work-based learning opportunities;

- Collaborating with Adult Education programs located within the region; and
- In regions where Michigan Advanced Training Technician (MAT^2) programs exist, disseminate information to students, parents, and educators and assist the partners with meeting or exceeding all required metrics and deliverables.

- Pathways to Potential: Key partnerships with other state agencies such as the Department of Health and Human Services, the Department of Education, and the Workforce Development Agency have been established to address focus areas such as improving school attendance, removing barriers that prevent access to health care, promoting Adult Education, and removing barriers to employment. The model uses a networking approach to help individuals find solutions to the barriers they face. The Department of Health and Human Services partners with schools, bringing a network of businesses, faith-based organizations and community partners to the table to strategize about how to best help students and families. These partnerships ultimately build and strengthen the community as a whole.

[BEGIN MODIFICATIONS]

- Career Pathways will increase transitions to postsecondary education and training and meaningful credentials, and specifically for low-skilled adults. Adult education has too often been delivered in a silo. The mission of adult education has changed in Michigan, and a greater emphasis has been placed on collaboration, program alignment, integrated education and training, and seamless delivery of services.

  The foundation of the career pathway approach is robust partnerships, and adult education providers will be required to build and maintain collaborative partnerships within the region. Literacy councils and community organizations with a proven track record of working with and advancing the lowest level learners should be at the regional planning table. These organizations play a vital role in many communities and should be an integral part of the service delivery system for low functioning and illiterate adults.

  The Michigan Works! Agencies should be utilized to identify regional employer needs through established employer engagement, Labor Market Information, and real-time data. Local providers may utilize the Michigan Works! Agencies for workforce preparation activities, as well as to create opportunities for integrated education and training for higher level learners. Partnerships with the community colleges are critical to identify postsecondary entry requirements and training offerings for in-demand occupations.

Vocational Rehabilitation

Michigan Rehabilitation Services

- Michigan Career and Technical Institute is a school administered under the umbrella of the Michigan Department of Health and Human Services, Michigan Rehabilitation Services. Michigan Career and Technical Institute receives referrals from Michigan Rehabilitation Services, Bureau of Services for Blind Persons, Veterans Administration, and private rehabilitation agencies. Participants receive post-secondary credentialing upon completion of their coursework and any other criteria identified for that program; i.e., internship, certification exams, etc.

- Michigan Rehabilitation Services has an agreement with Michigan State University to provide vocational rehabilitation services to students with disabilities that are attending the university. The goal of the agreement is to serve and support students to increase their likelihood of graduating and obtaining meaningful and substantive employment using their degree. Each year a student is able to complete their courses successfully, they have reached an educational milestone and are more likely to earn higher wages and more likely to achieve employment. A Michigan Rehabilitation Services Vocational Rehabilitation Counselor is co-located in the Michigan State University Disability Resource Center and the Michigan Rehabilitation Services Career Services.

Bureau of Services for Blind Persons

Bureau of Services for Blind Persons has, for many years, worked with students at age 14 in order to address the education and social needs of students who are blind that are unique to the blind population. Work-based learning opportunities are developed in collaboration with schools, families, the workforce development system, private employers, Centers for Independent Living, and community partners. This results in exposure to various types of competitive, integrated employment where soft skills are strengthened. It has been suggested that 90% of the stimulus that a person receives from their environment is visual. This means that persons who are blind need as much hands on experience as possible in order to assist in making informed choices that will result in vocational options that reach the skills and abilities of the individual. In addition, the more often a person who is blind performs in work activities in our communities, the more opportunity there is for persons who are blind to be observed as productive members of our workforce.

Partnerships with vocational training programs such as apprenticeship programs are stronger when the partners involved understand what is expected of them. Thus, Bureau of Services for Blind Persons needs to understand the skills and abilities required to be part of those programs; in turn, the vocational training programs will benefit from understanding the potential of persons who are blind and the accommodations that exist which allow a blind individual to qualify for competitive, integrated employment positions. These partnerships when managed with integrity and respect will result in more opportunities for Bureau of Services for Blind Persons consumers and less fear and misunderstanding about the competencies of the consumers.

Vocational Rehabilitation

Vocational Rehabilitation works with individuals with disabilities to determine their interests, abilities, and capabilities to determine what careers would be suitable for those skills and abilities that are demonstrated. Using Labor Market Information, Vocational Rehabilitation can orchestrate a match between capacities and labor market needs which then leads to the development of a plan to obtain the identified career goal. This results in credential and/or certificate obtainment. Vocational Rehabilitation may utilize institutions of higher education, vocational training programs, apprenticeship programs, and internships to ensure the individual maximizes their potential.

[END MODIFICATIONS]

(I) Coordinating with Economic Development Strategies. Describe how the activities identified above (Core program activities to implement the state's strategies) will be coordinated with economic development entities, strategies, and activities in the state.

Implementation of State Strategy - Coordinating with Economic Development Strategies
The Workforce Development Agency collaborates with, and participates in strategic partnerships with the Michigan Economic Development Corporation and local communities to support Michigan's economic development and job creation efforts through talent recruitment and attraction strategies.

Economic growth is dependent on welcoming the best and brightest talent to our state. Sometimes that means welcoming home former Michiganders and other times that means welcoming new global talent to our state and embracing their ideas and innovation - ideas and innovations that provide the basis for the creation of more and better jobs for Michigan, a key goal of the Governor to reinvent Michigan. The following initiatives will help reinvent our state and create more and better jobs.

- MIplace: Vibrant, successful regions promote economic activity that will help build a better Michigan. MIplace, supported by non-federal funds, is a statewide initiative with the purpose of keeping Michigan at the forefront of a national movement known as place making. Vibrant, successful regions promote economic activity and serve as talent magnets that help build a better Michigan. This means being attractive to new talented workers, which are well-educated, creative, and entrepreneurial workers. Michigan is currently in a period of transition from an older industrial, manufacturing-based economy to a more diversified one which embraces entrepreneurship and innovation.

- Global Talent Retention Initiative of Michigan: As the reinvention of Michigan moves forward, there is a shortage of workers in many key areas, including information technology and engineering. The Global Talent Retention Initiative's mission is to connect Michigan businesses to the top international talent currently studying at our universities for consideration for internships and post-graduation employment. Currently, more than 50 percent of the doctoral students and as many as 40 percent of the students studying to obtain master's degrees in the fields of science, technology, engineering, and math are international students. Statistics show that 40 percent of Fortune 500 companies were started by immigrants or children of immigrants and those companies employ 10 million people around the globe. Studies show that for every 100 foreign-born workers added in science technology engineering and math fields, another 262 new jobs were created for native U.S. workers. International students coming into our state to get a world-class education can provide talent we need to grow. The Global Talent Retention Initiative of Michigan is supported by non-federal funds.

- Michigan Office for New Americans – Immigration "River" Pilot: Governor Rick Snyder established the Michigan Office for New Americans in 2014 to help propel the state's comeback by attracting and retaining immigrants and promoting the skills, energy and entrepreneurial spirit of our immigrant communities. The Office helps coordinate state agency services to immigrants and partners with non-profit groups, economic development organizations, universities, and the private sector in the areas of licensing, workforce training, education, housing, healthcare and quality of life.

  The Michigan Office for New Americans is collaborating with other state departments and agencies to develop a comprehensive one-stop strategy for outreach to our immigrant community partners. The pilot partner provides space and support in a community center and state departments provide on-site staff that provides assistance and direction to skilled immigrants seeking licensing or credentialing, assistance with housing vouchers,

information and determination of eligibility for public assistance programs, and access and referral to Michigan Works! Agencies for career services and training.

- Project Rising Tides: Project Rising Tides is an effort envisioned by the Governor and implemented by the Talent and Economic Development department with the mission of supplying at risk communities with the tools they need to design and build a successful economic framework. By assisting each community in the creation and or revamping of a solid planning, zoning and development foundation, we will support vibrant, thriving communities to attract business investment and/or talent.

  Currently, in the pilot phase of Rising Tide, one community in each of Michigan's ten Prosperity Regions was selected to participate, based on economic factors such as employment rates, poverty levels, and labor statistics. The program emphasizes a team approach of guidance and is a collaborative effort between the Michigan Economic Development Corporation, the Michigan State Housing Development Authority incorporating community development, and the Talent Investment Agency to promote workforce development, placement, and retention strategies.

- Talent-Based Job Creation & Entrepreneurship: Community Ventures. Community Ventures promotes employment and social enterprise. The WIOA funding is leveraged with state funds in the development and implementation of Community Ventures/Social Entrepreneurship. Community Ventures is an innovative economic development initiative that promotes employment and social enterprise in the state's most economically distressed urban areas. The program, formerly under the Michigan Economic Development Corporation, is now being managed by the Workforce Development Agency. This initiative helps structurally unemployed individuals pursue career opportunities at Michigan companies in Detroit, Flint, Saginaw, and Pontiac.

  The initiative was announced in 2012 to address crime and poverty in Michigan's most economically distressed communities. Launched in 2013, the Community Ventures Initiative is state-funded annually. Its mission is to alleviate poverty and promote safe and vibrant communities. The goal is to place "structurally unemployed" residents of those communities into full-time, long-term employment each year. Since its inception, the Community Ventures initiative has connected over 3,000 structurally unemployed persons to employment with over 100 companies, with a retention rate of nearly 70 percent. Plans are being considered to further expand the program into other areas of Michigan during Program Year 2015.

  Partnerships with employers are critical to the success of Community Ventures. Community Ventures is a resource for local communities and businesses seeking to establish worksites that will provide assistance and employment to Michigan's low-skilled population. The Workforce Development Agency is partnering with local Michigan Works! Agencies, the Department of Health and Human Services, and other partners to ensure successful implementation. This initiative will meet a number of critical needs:

  - Provide real jobs for people with very few employment options;
  - Address key barriers to employment;
  - Provide a venue for additional services to prepare people for success – such as mentoring, literacy support and financial literacy assistance;

- Help people improve professionally and develop an employment history; and
- Provide safer communities.

Community Ventures achieves its goals through:

- Employer grants, usually in the form of wage reimbursements for employers to cover in-house training and costs related to hiring participants;
- Wrap-around services to assist with job retention and removal of barriers to employment (e.g., job coaching, transportation, etc.);
- Career pathways including employer-tailored support for participants (e.g., literacy support, General Educational Development certification, training, etc.);
- Business supports, including management training and business peer-to-peer mentoring support to improve employee retention, engagement and productivity; and
- Partnership building by helping companies form Employer Resource Networks which help participating companies share best practices and leverage additional public and private resources.

Through a variety of innovative models, job creators will be able to provide real jobs to Michigan's structurally unemployed population.

Community Ventures will support entrepreneurs that want to bring low skilled jobs to residents of poverty stricken neighborhoods. Michigan currently has a number of programs to support high technology businesses that employ advanced degree knowledge workers, and now will provide similar support to entrepreneurs that want to get people out of poverty. This model will use state-level support to leverage additional public and private sector resources.

Tools that are available include:

- Funding through micro-loans and grants through public/private sources;
- Entrepreneurial incubator mentoring/educational programs;
- Business development;
- Business services;
- Site location assistance; and
- Workforce connections.

A mentoring and support program for entrepreneurs is included and we will ask social entrepreneurs to participate, thus creating an incubator for entrepreneurship and opportunities for entrepreneurial college students. Local residents would have the opportunity to present business ideas and be partnered with business school expertise for mentoring and support.

In order to ensure the success of structurally unemployed talent, we will address barriers to employment. These barriers prevent the structurally unemployed from rising out of poverty through employment and building real-world job experience. Community Ventures will engage businesses, organizations, entrepreneurs, foundations, and others to create partnerships that will address these barriers head on and adopt innovative solutions to help people overcome barriers and become productive employees.

Since its inception, the initiative has recruited over 130 businesses who have hired over 3,000 structurally unemployed persons from our target cities. The average 12-month retention rate for placements is almost 70 percent with a wage over $11/per hour.

State Operating Systems and Policies. *The Unified or Combined State Plan must include a description of the State operating systems and policies that support the implementation of the State strategy described in section II* ***Strategic Elements***. *This includes:*

(1) The State operating systems that support coordinated implementation of State strategies. This must include a description of:

(A) State operating systems that support coordinated implementation of State strategies (e.g., labor market information systems, data systems, communication systems, case management systems, job banks, etc.)

State Operating Systems and Policies – State Operating Systems that Support Coordinated Implementation of State Strategies

Michigan's Talent System integrates workforce development, economic development, and education in order to meet the needs of both employers and job seekers. The Michigan Works! Service Centers comprise a comprehensive subsystem within Michigan's Talent System of publicly and privately funded programs and services that address employer's needs for skilled workers and help job seekers and other individuals find new jobs, retain employment, and advance their skills.

The Michigan Works! Service Centers, or One-Stop Service Centers, are the primary vehicle for creating a Talent 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.

[BEGIN MODIFICATIONS]

Several of Michigan's state strategies are supported in policy. A high-quality Michigan Works! Service Center balances traditional labor exchange services with strategic talent development within a regional economy. This includes the use of market-driven principles and Labor Market Information that helps define a regional economy, its demographics, its workforce, and its assets and gaps in skills and resources. The Michigan Work! Service Center Certification Policy reflects key elements that contribute to a high-quality one-stop service delivery system and is intended to strengthen the successful integration and implementation of partner programs in the Michigan Works! Service Centers.

Consistent with Michigan's commitment to universal labor exchange services, Michigan Works! Agencies are required to ensure that any job seeker or employer who encounters barriers in using computer-based labor exchange services will be assisted and provided services. Under State policy, registration for work is now defined as, "having an active, searchable profile in the Talent Connect system." Pure Michigan Talent Connect is the State of Michigan's official labor exchange system and is designed to be a one-stop website for job seekers, employers, and career explorers. Talent Connect brings together educators, employers, and talent. Talent Connect features information and tools that job creators and job seekers need to make educated decisions about hiring, career choices, and other talent-related efforts.

Michigan Training Connect, our newly redesigned Eligible Training Provider List, is housed within Pure Michigan Talent Connect and provides job seekers with the tools they need to choose a training program to become employed in a high-demand job or industry. Michigan is currently in the process of updating its Eligible Training Provider policy to incorporate additional requirements under the WIOA.
[END MODIFICATIONS]

The Michigan Works! Service Centers provide the one-stop access to key workforce investment programs and partners, promoting seamless delivery to employers, students, persons with disabilities, public assistance recipients, veterans, migrant and seasonal farm workers, ex-offenders, persons eligible for Adult Education, persons referred from the Friend of the Court, employed, unemployed, and underemployed individuals.

Access to services is provided through the Michigan Works! Service Centers or through referral to the following programs:

- Adult, Dislocated Worker, and Youth;
- Partnership. Accountability. Training. Hope. (PATH);
- Food Assistance Employment and Training;
- Wagner-Peyser Employment Services;
- Trade Act Programs;
- Vocational Rehabilitation (Michigan Rehabilitation Services and Bureau of Services for Blind Persons);
- Career and Technical Education;
- Adult Education and Literacy and state Adult Education;
- Unemployment Insurance;
- Veterans Employment Services;
- Migrant and Seasonal Farm Workers, where available;
- Senior Community Service Employment Program;
- Job Corps;
- Jobs for Veterans State Grant;
- Indian and Native American Programs;
- Community Services Block Grant Employment and Training; and,
- Housing and Urban Development Employment and Training, where available.

A core set of services will be available at each Michigan Works! Service Center location, free of charge, to all who seek them.

The local Workforce Development Board has discretion within the requirements of the State's Michigan Works! service center certification criteria policy, to determine the local service delivery structure. Service Centers may be supplemented with satellite offices offering career and training services. Local service delivery structure can be comprised of service centers and satellite offices that make use of various approaches to service that permit expansion of service delivery to every community and all customers.

[BEGIN MODIFICATIONS]

Per the WIOA, states are required to identify planning regions. In Michigan, our ten Governor's Prosperity Regions fulfill this requirement. The Workforce Development Agency Policy 15-11, Change 1, issued July 1, 2015 and updated on June 21, 2016, provides the necessary guidance regarding the designation of local areas in Michigan. The policy:

- Explains the process of the initial two-year designation of local workforce development areas and the discretionary designation of workforce development areas that were not designated as local areas under the Workforce Investment Act;
- Provides incentive funding criteria for awards to local areas that are designated under discretionary designation;
- Provides guidelines regarding transitional operation;
- Outlines the criteria for subsequent designation; and
- Describes the local area appeals process.

Per the WIOA, local workforce development boards and chief elected officials are required to engage in a regional planning process that results in the development of a regional plan. Further, each workforce development board is also responsible for developing a local plan in partnership with the chief elected official. Michigan has issued guidance to local areas regarding the development and submission of regional and local plans within the requirements of the WIOA.

Per the WIOA, a memorandum of understanding must be executed between the local board and each of the required one stop partners. A draft policy for the execution of memorandums of understanding, including memorandums to address infrastructure funding has been recently been issued to local boards for review and comment. The draft policy identifies with whom the memorandums of understanding must be developed and entered into, the memorandum of understanding's development and implementation; the memorandum's content including 1) service provision and coordination, 2) funding to support the ongoing operations of the one-stop delivery system in accordance with the WIOA and Regulations; and the process when negotiations have reached an impasse. A template which includes all required elements is included as part of the State policy.

Michigan's process for the development of policies and guidance for one-stop partner programs involves state consultation with partnering agencies and local areas for input to develop policy.

The draft policy is submitted to partnering agencies and local areas for review and comment. The comments, as appropriated, are incorporated into the policy or guidance. If the comments involved a substantial change to the policy or guidance, a second review and comment period occurs. Once the policy or guidance is finalized, it is sent to the Governor's Workforce Investment Board for review and approval.
[END MODIFICATIONS]

*(B) Data collection and reporting processes used for all programs and activities, including those present in one-stop centers.**

** For the Program Year 2016 Plan, description of data collection reporting processes need only include currently known indicators.*

State Operating Systems and Policies – Data Collection and Reporting Processes*[3]
Integration of services is ensured through the use of the One-Stop Management Information System. The One-Stop Management Information System is a database system with numerous key features and components. Each component makes use of a single applicant record that contains all of the information about that person. The One-Stop Management Information System is web-based, enabling it to be accessed from any site that has an internet connection. A login process maintains security for the system. Service providers enter services to customers into the One-Stop Management Information System database as they are provided. Data can only be entered by, and is only displayed to, users who have permission to see and use the information. Information entered is available immediately after entering the data.

The One-Stop Management Information System tracks all services provided to a participant regardless of the provider or the provider's location. It is a flexible system that allows for the adding of modules or features with relative ease. Enhancements to the components of the One-Stop Management Information System are implemented on a continuous basis to include U.S. Department of Labor-Employment & Training Administration reporting modifications and to simplify data entry and tracking for all programs.

(2) The State policies that will support the implementation of the State's strategies (e.g. co-enrollment policies and universal intake processes where appropriate). In addition, describe the State's process for developing guidelines for State-administered one-stop partner programs' contributions to a one-stop delivery system, including benchmarks and its guidance to assist local boards, chief elected officials, and local one-stop partners in determining equitable and stable methods of funding infrastructure in accordance with sec. 121(h)(1)(B). Beginning with the state plan modification in 2018 and for subsequent state plans modifications, the State must also include such guidelines.

State Operating Systems and Policies – State Policies that Support the Implementation of State Strategies

The Michigan Works! Agencies participate in designated interstate and intrastate job order clearance activities, administer the local component of the Employment Service Complaint System, and provide local administration of the Fidelity Bonding Program.

[3] * For the Program Year 2016 state plan, descriptions of data collection and reporting processes need only include currently known indicators.

Wagner-Peyser funded services are fully integrated and collocated within all Michigan Works! Service Centers.

- The Michigan Works! Agencies provide local operation and oversight of the Pure Michigan Talent Connect.

- The Michigan Works! Agencies deliver to the public all levels of labor exchange services.

- The Michigan Works! Agencies provide special re-employment services to Unemployment Insurance claimants.

- The Michigan Works! Agencies provide Unemployment Insurance claimants with resources regarding the filing of Unemployment Insurance claims, which includes access to office equipment to reach the Unemployment Insurance Agency and fact sheets provided by the Unemployment Insurance Agency.

- The Michigan Works! Agencies fully participate in the Unemployment Insurance Work Test by assuring that unemployment claimants register for work by entering their profiles on the Pure Michigan Talent Connect. The Michigan Works! Agencies also immediately report all incidents of claimant non-compliance to the Unemployment Insurance Agency. Claimant non-compliance includes being unable, unavailable, failing to seek full-time work, and refusing offers of suitable work.

- The Michigan Works! Agencies assure that veteran's preference and priority are strictly observed by giving covered persons (eligible veterans and eligible spouses) employment and training opportunities ahead or instead of non-covered persons in accordance with the requirements of Priority of Service. In addition, veterans, transitioning service members and eligible spouses may be qualified for intensive services provided by Disabled Veterans Outreach Program Specialists. Both Disabled Veterans Outreach Program Specialists and Local Veterans Employment Representatives are integral, collocated partners in the Michigan Works! Service Centers.

- The Michigan Works! Agencies assure that services to migrant and seasonal farm workers are equal to those provided to non-migrant and seasonal farm workers. Local Michigan Works! migrant service workers are located in the Michigan Works! Service Centers.

In accordance with Section 8(b) of the Wagner-Peyser Act, as amended, Michigan Works! Agencies promote employment opportunities for persons with disabilities and provide job counseling and placement of persons with disabilities. The Workforce Development Agency will cooperate and maintain a written agreement with the state Vocational Rehabilitation Agency to provide services to persons with disabilities.

State Program and State Board Overview.

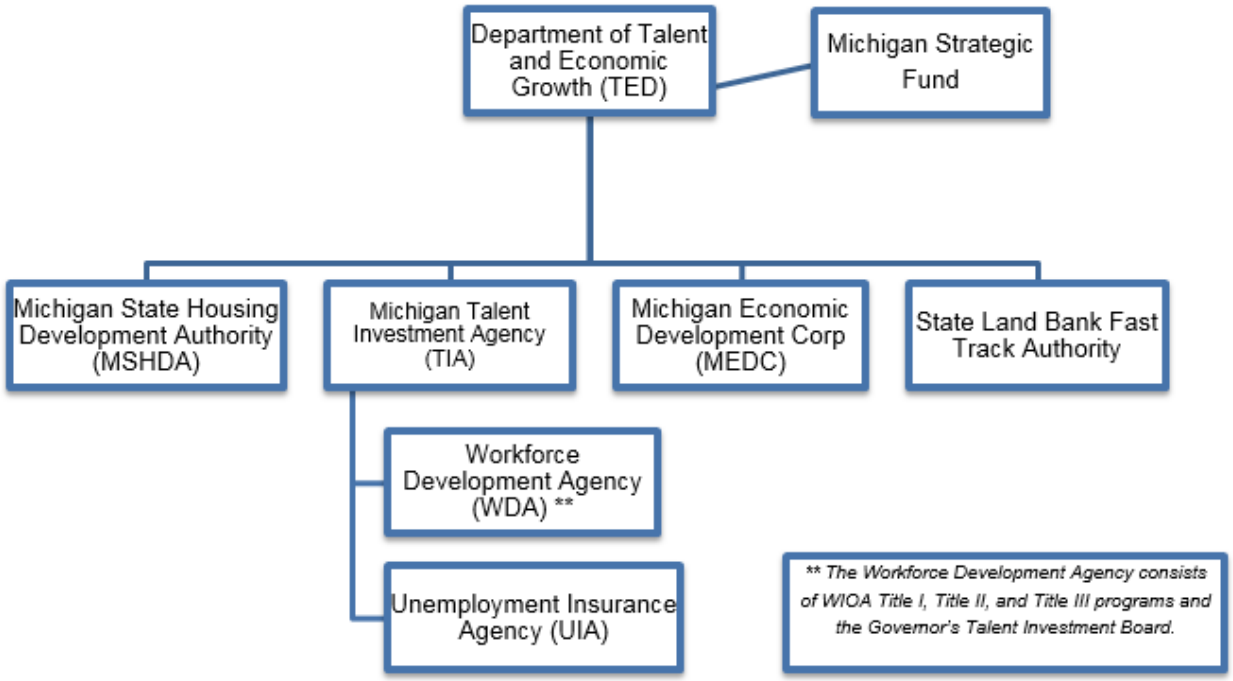
(A) State Agency Organization. Describe the organization and delivery systems at the state and local levels for the programs covered in the plan, including the organizational structure. Include an organizational chart.

State Program and State Board Overview - State Agency Organization

Executive Order 2014-12, effective March 15, 2015, created the Michigan Department of Talent and Economic Development, and within the Department, the Michigan Talent Investment Agency. By putting all job creation and economic development efforts under one new department, it allows Michigan to leverage its ability to build talent that possesses in-demand skills while helping our state's businesses grow. Under this newly created structure, the three pillars of economic development – talent development, community development, and business development – are all part of one organization sharing the same vision and goals.

The Michigan Department of Talent and Economic Development will bring together the Michigan Economic Development Corporation, the Michigan State Housing Development Authority, the Michigan Strategic Fund, and the Michigan Talent Investment Agency. The Michigan Talent Investment Agency, consists of the Workforce Development Agency and the Unemployment Insurance Agency. The Workforce Development Agency includes the WIOA Title I, the WIOA Title II, and the WIOA Title III programs]. The new department will ensure that the state can efficiently and effectively develop, administer, and coordinate Michigan's talent, economic, and housing development initiatives and programs.

The following Organizational Chart portrays our reorganization:



The Talent Investment Agency is responsible for all programs within the executive branch of government related to talent services and programs, including job preparedness, career-based education, skilled trades training, incumbent worker training, employment assistance, Science, Technology, Engineering, and Math training programs, and programs targeted at the structurally unemployed.

The Talent Investment Agency functions as the clearinghouse for all communications with the U.S. Department of Labor and the U.S. Department of Education relating to talent services and programs and as the coordinating office for state departments with responsibilities relating to talent services and programs available through the Michigan Works! System, including, but not

limited to, Michigan Rehabilitation Services within the Department of Health and Human Services, the Michigan Veterans Affairs Agency within the Department of Military and Veterans Affairs, the Bureau of Services for Blind Persons within the Department of Licensing and Regulatory Affairs, and the Prisoner Reentry Program and the Community Support Services Program that are administered by the Michigan Department of Corrections.

Coordinating functions include, but are not limited to, unified and/or combined state plans, the development of performance metrics, identification of high demand jobs at the state level, coordination of talent services and program funding opportunities on a state and regional basis, and employer outreach.

Strategies for spurring economic development and securing meaningful and rewarding employment for Michigan residents are interdependent. This realignment creates the ability to deliver customer service, talent development, and economic programs in a more comprehensive and cohesive way. Aligning staff, resources, and program-based initiatives brings about better customer service and ensures that skilled talent is available for the continued growth of Michigan's economy.

The Workforce Development Agency is comprised of the following divisions:

- Executive Office: We want to drive innovation and performance from all levels of the Agency, and to do this, we are inclusive of all our divisions in our strategic planning processes.

- Office of Michigan Industry Cluster Approach: A cluster is a geographic concentration of related employers, industry suppliers, and support institutions in a product or service field. Through extensive labor market research, the agency has initially identified five state priority industry clusters: Agriculture, Energy, Health Care, Information Technology, and Manufacturing. The agency's cluster team works with these as well as other industry clusters to connect to local resources and Michigan Works! business teams, thereby meeting the demand and skill needs of these industries. The Office serves as our Business/Demand Team and includes the Skilled Trades Training Fund, the Michigan Advanced Training Technician (MAT^2), Program, and the Community College Skilled Trades Equipment Program.

- Education and Career Success Division: The Education and Career Success Division promotes access to, retention in, and completion of individual student's goals in quality comprehensive secondary and post-secondary services. The Education and Career Success Division oversees the WIOA Title II activities and programs. We seek to create a thriving Michigan economy with a balance between labor and education allowing businesses and residents to reach their full potential. The division provides opportunities for students to receive education and training, resulting in a 21st century workforce inclusive of Michigan's diverse population.

  The Office of Adult Education, located within the Education and Career Success Division, is eager to collaborate on many levels to bring a seamless service delivery system to adult learners. The greatest contribution Michigan Adult Education can make to the partner-ship, and more importantly, to the adult learners it serves, is to provide opportunities for them to develop the literacy skills necessary to qualify for post-secondary education, job training, better employment, and to reach their full potential as family members, productive workers, and citizens.

- Office of Information Technology Services: The Office of Information Technology Services oversees all Information Technology activities required to fully support the Workforce Development Agency. Responsibilities include project planning and tracking, actively prioritizing and managing enhancement and maintenance requirements for statewide applications including Pure Michigan Talent Connect, Michigan Training Connect, and the One-Stop Management Information System, and the Michigan Adult Education Reporting System. Internal organizational responsibilities include management of agency websites and hardware, including personal computers, printers, cellphones and mobile devices. External responsibilities include management, procurement, and negotiation of vendor contracts supporting external staffing requirements, hardware\software purchases, and data hosting needs.

- Office of Field Services: The Office of Field Services includes the Veterans' Services Division. In accordance to the Jobs for Veterans State Grant program, the Veterans' Services Division delivers intensive employment services to a targeted veteran population as an integrated partner with Michigan Works! Agencies across the state and in collaboration with other partners and resources.

  Office of Audit and Financial Compliance: The Office of Audit and Financial Compliance is responsible for the financial compliance monitoring of the federal and state employment and training funds awarded by the Workforce Development Agency to the 16 local Workforce Development Boards across the State of Michigan. Each Workforce Development Board in Michigan is reviewed annually in three cycles for compliance with the federal uniform administrative requirements and the federal cost principles. Monitoring is conducted on-site at the administrative offices of the Workforce Development Boards (a.k.a. Michigan Works! Agencies) and at the locations of their sub recipients.

- Office of Talent Policy and Planning: In support of Michigan's demand-driven workforce system, the Office of Talent Policy and Planning provides the administration and oversight of the state's workforce development programs to meet and support the overall employment and training objectives of the State of Michigan.

  The Office of Talent Policy and Planning is responsible for oversight of the Workforce Development Agency's Workforce Innovation and Opportunity Act (WIOA) programs, which provide employment and training services to meet the needs of employers and job seekers throughout the state. The Office also includes Trade Adjustment Assistance and the Welfare Reform and the Supplemental Nutrition Assistance Employment and Training Programs. The Office provides staffing support to the Governor's Talent Investment Board, a business-led Board serving as a catalyst for talent enhancement and economic development. Consistent with the Governor's Talent Investment Board's vision and mission and federal and state requirements, the Office develops strategic policy to ensure a pipeline of talent that will attract and retain businesses in Michigan.

(B) State Board – Provide a Description of the State Board, including

(i) Membership Roster. Provide a membership roster for the State Board, including member's organizational affiliations.

(ii) Board Activities. Provide a description of the activities that will assist the State Board members and staff in carrying out State Board functions effectively.

State Program and State Board Overview - State Board
The Governor's Talent Investment Board is the principal private-sector policy advisor on building a strong workforce system aligned with state education policies and economic development goals. Created by Executive Order 2015-11, the Governor's Talent Investment Board is Michigan's federally required workforce investment board and its representation is consistent with the provisions of the WIOA and the draft regulations issued pursuant to the Act.

The Governor's Talent Investment Board plays a vital role in bringing citizen involvement, engagement, and oversight to the state's talent enhancement effort. This business-led, business-majority Board serves as a catalyst for talent enhancement and economic development entities and recommends policies to the Governor and state departments that guide workforce investment and training at both the state and local levels.

The purpose of the Governor's Talent Investment Board is to convene state, regional, and local workforce system partners to:

- Enhance the capacity and performance of the workforce development system and align and improve the outcomes and effectiveness of Federally-funded and other workforce programs and investments, and through these efforts, promote economic growth.

- Engage the workforce system representatives, including businesses education providers, economic development, labor representatives, and other stakeholders to help the workforce development system achieve the purpose of the WIOA.

- Assist to achieve the state's strategic and operational vision and goals.

The Governor's Talent Investment Board will work with the Michigan Talent Investment Agency to meet the following regulatory responsibilities as prescribed by federal statute and regulation:

- The development, implementation, and modification of Michigan's Unified Plan for workforce development (Michigan's workforce investment strategy), and other grants, plans, statistics, cost allocation formulas for employment and training activities and infrastructure funding, and performance accountability measures related to the workforce system.

- The development, review, and implementation of a statewide career pathway strategy that addresses current and future demand.

- The development, review, and adoption of strategies for and effective outreach to improve access for individuals and employers related to in-demand industry sectors and occupations.

- The Adoption of high-performing board criteria to support the development and review of strategies for continuous improvement of the workforce investment system, including the role the Governor's Talent Investment Board will play in the ongoing process of continuous improvement of local boards, one-stop operators, one-stop partners, and providers that support effective service delivery to workers, job seekers and employers through the engagement of state and local leaders.

- The development and updating of comprehensive state performance accountability measures to assess the effectiveness of core programs.

- The identification and dissemination of best practices for effective operation of one-stop centers, relating to the use of business outreach partnerships and service delivery strategies, effective local boards, and technological improvements to improve quality of services.

- Advocating and promoting Michigan's Talent System.

- Reviewing statewide policies and programs, and providing recommendations on actions taken by the State to align workforce development programs.

- Development of a statewide workforce labor market information system.

- Reviewing Michigan's Annual Report for the U.S. Department of Labor.

Governor's Talent Investment Board Organizational Structure/Membership Roster
The WIOA requires each state to establish a state workforce investment board to oversee workforce development activities. The Governors Talent Investment Board was created as an advisory body within the Talent Investment Agency and is charged with advising and assisting the Governor regarding compliance with the WIOA and the State's overall talent investment strategy. The Governor's Talent Investment Board is a thirty-one (31) member board with representation consistent with the provisions of the WIOA Section 101.

Membership of the Governor's Talent Investment Board is as follows:

1. The Governor

2. A member of the Michigan House of Representatives

3. A member of the Michigan Senate

4. Twenty-eight (28) members appointed and serving at the pleasure of the Governor, consisting of the following:

    a. A majority of the board (14) are representatives of businesses in Michigan who:

        i. Are owners of businesses, chief executives or operating officers of businesses, or other business executives or employers with optimum policymaking or hiring authority, and who, in addition, may be members of a local workforce development board established by the Michigan One-Stop Service Center System Act of 2006, Michigan Compiled Laws §408.111-123, or its successor

        ii. Represent businesses or organizations representing businesses that provide employment opportunities that include emerging and in-demand occupations in Michigan

iii. Are individuals nominated by business organizations and business trade associations in Michigan

b. A minimum of two (2) representatives of individuals who are elected chief executive officers of a city or a county

c. Not less than 20 percent of the board (6) shall be representatives of the workforce in Michigan who-

i. Shall include representatives of labor organizations, who have been nominated by labor federations in Michigan

ii. Shall include a representative of a labor organization or a training director, from a joint labor-management apprenticeship program, or if no such joint program exists in Michigan, such a representative of an apprenticeship program in Michigan

iii. May include representatives of community-based organizations that have demonstrated experience and expertise in addressing the employment, training, or education needs of individuals with barriers to employment, including organizations that serve veterans or that provide or support competitive, integrated employment for individuals with disabilities

iv. May include representatives of organizations that have demonstrated experience and expertise in addressing the employment, training, or education needs of eligible youth, including representatives of organizations that serve out-of-school youth

d. The lead state officials (2) with primary responsibility for the administration of core programs as defined by Section 3(12)-(13) of the WIOA

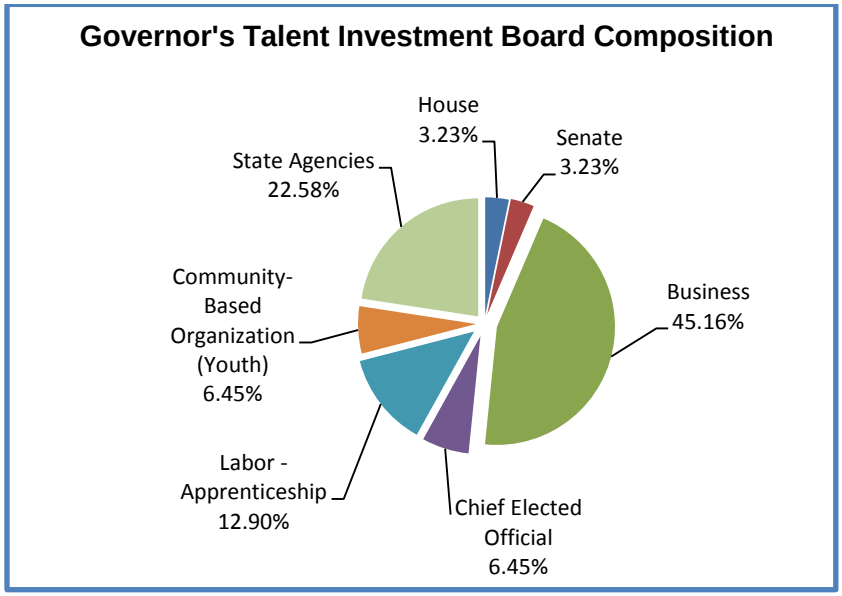
In addition to the aforementioned members, the following state department directors (6) serve in an ex-officio capacity on the board as non-voting members. Their participation does not count for the purpose of establishing a quorum.

1. Director of the Department of Agriculture and Rural Development
2. Director of the Department of Health and Human Services
3. Director of Licensing and Regulatory Affairs
4. Director of the Talent Investment Agency
5. Director of the Unemployment Insurance Agency
6. The Superintendent of Public Instruction.

[BEGIN MODIFICATIONS]
The Governor's Talent Investment Board Membership Roster, which includes member names and organizational affiliation, is included as Appendix III of this Plan.
[END MODIFICATIONS]

In accordance with regional diversity requirements for state workforce development boards under Section 101(b)(2) of the WIOA, the Governor consulted with representatives of each of Michigan's ten Prosperity Regions as a part of the process of making appointments to the Board.

The following chart delineates the composition of the Governor's Talent Investment Board.



[BEGIN MODIFICATIONS]
The By-Laws, adopted by the new Governor's Talent Investment Board, provides the membership requirements; duties and operations; quorum, voting and attendance requirements; and conflict of interest requirements under the WIOA.
[END MODIFICATIONS]

(4) **Assessment and Evaluation of Programs and One-Stop Program Partners.**

(A) Assessment of Core Programs. Describe how the core programs will be assessed each year based on state performance accountability measures described in section 116(b) of the WIOA. The state assessment must include the quality, effectiveness, and improvement of programs broken down by local area or provider. Such state assessments should take into account local and regional planning goals.

Assessment and Evaluation of Programs and One-Stop Program Partners – Assessment of Core Programs
Detailed guidance is pending from one or more federal partners regarding data definitions, sources, validation, and submission requirements. The Workforce Development Agency, which oversees the WIOA Title 1 Adult, Dislocated Worker, and Youth programs, the WIOA Title II Adult Education and Family Literacy Act Program, and Title III Wagner-Peyser Program, will work with the Michigan Department of Health and Human Services and Licensing and Regulatory Affairs which oversee the WIOA Title IV Vocational Rehabilitation program (Michigan Rehabilitation Services and Bureau of Services for Blind Persons respectively), to adopt joint performance reporting requirements as outlined in the WIOA Section 116. Joint performance measures for the WIOA will consist of six customer outcomes specific to core indicators of performance and employer (customer) satisfaction by program.

State level reports detailing performance on all performance 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. Baseline performance data will be collected in the first two years as pertinent for negotiating levels of performance.

In addition, dashboards were implemented by Governor Snyder to provide a quick assessment of the state's performance in key areas, including economic strength, health and education, value for money government, quality of life, and public safety. The Michigan Talent Dashboard includes information on our employment environment and other key initiatives related to our workforce investment system.

The Office of Adult Education will ensure that Title II is administered in a manner that maintains the intent of the law, which is to provide access to educational services for adult learners through the One-Stop delivery system, particularly for those with barriers to employment. Performance benchmarks will be negotiated to the extent possible to take into account the percentage of low-level learners served in adult basic education and English language acquisition programs. The percentage of the population receiving adult education services that are not in the labor force, including those in correctional facilities, will also be taken into account to the extent possible.

The WIOA performance accountability measures in Section 116(a)(2) will be used to assess the effectiveness of adult education statewide and ensure continuous improvement in the service delivery system. In an effort to increase awareness, accuracy, and transparency, quarterly performance reports will be published for each region. These reports allow the state and regions to track and monitor performance regularly.

The Office of Adult Education will target programs for technical assistance that fail to meet the state performance benchmarks. Failure to meet the performance benchmarks for two consecutive years may result in the reduction or elimination of funding.

The Office of Adult Education will evaluate the collaboration between adult education providers and the other core partners within the region based on the percentage of participants co-enrolled among the core programs, and will set targets for continuous improvement. Providers will also be evaluated based on the percentage of individuals served with barriers to employment, including low literacy skills.

(B) Assessment of One-Stop Partner Programs. Describe how other one-stop delivery system partner program services will be assessed each year. Such state assessments should take into account local and regional planning goals.

[BEGIN MODIFICATIONS]

Assessment of One-Stop Program Partners

One-stop delivery system core partner programs will use the same performance outcome measures. However, each program will negotiate its own statewide and local standards.

State level reports detailing performance on all performance 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.

Additional partner programs, such as Trade Adjustment Assistance and Welfare Reform will use their own performance measures, standards, and monitoring for program compliance.
[END MODIFICATIONS]

(C) Previous Assessment Results. Beginning with the state plan modification in 2018 and for subsequent state plans and state plan modifications, provide the results of an assessment of the effectiveness of the core programs and other one-stop partner programs included in the plan during the preceding two year period (i.e., the 2-year period of the plan modification cycle). Describe how the State is adapting its strategies based on these assessments.

Assessment and Evaluation of Programs and One-Stop Program Partners - Previous Assessment Results
During the previous three program years under the Workforce Investment Act, Michigan exceeded all 17 Workforce Investment Act Title I negotiated performance measures. Our Workforce Investment Act annual reports are accessible through the Library of Michigan.

During the previous three program years, Vocational Rehabilitation met its performance measures. Copies of Annual Reports can be obtained by contacting the Workforce Development Agency or Michigan Rehabilitation Services.

(D) Evaluation. Describe how the state will conduct evaluations and research projects on activities under the WIOA core programs, how such projects will be coordinated with and designed in conjunction with, State and local boards and with State agencies responsible for the administration of all respective core programs; and further, how the projects will be coordinated with the evaluations provided for by the Secretary of Labor and the Secretary of Education under the WIOA.

Assessment and Evaluation of Programs and One-Stop Program Partners - Evaluation
Our Michigan Workforce System Dashboard provides information on key performance measures, in aggregate and then further broken out by each of our local service delivery areas. Key measures include:

- Jobs filled;
- Percentage of placements prepared for demand jobs;
- Visitors to service centers, (including individuals served, total visits, and employers served);
- Federal performance measures (for Workforce Investment Act and Temporary Assistance for Needy Families);
- Customer satisfaction (broken out by employers and job seekers); and
- Unemployment rate.

[BEGIN MODIFICATIONS]
The State of Michigan recognizes that performance data alone is not a true measure of a program's effectiveness. The State will conduct evaluations and research projects on activities under the WIOA core programs. As part of Michigan's efforts toward assessment and evaluation

of programs, the Workforce Development Agency has begun preliminary discussions with the Bureau of Labor Market Information and Strategic Initiatives to further develop our plan for program assessment and evaluation. Our plan also includes working closely with our Workforce Longitudinal Data System partners across multiple state agencies such as the Unemployment Insurance Agency and the Department of Education, in addition to our core program partners.

As we only have one year of WIOA data, our plan is to first approach the quantitative questions, then the qualitative. Possible research questions for evaluation that are currently under consideration include:

- What is the level of WIOA implementation in each local area? An evaluation would be based on the lessons learned?
- What are training outcomes for those who received training versus those who did not?
- What percentage of participants receiving services that require registration are individuals with barriers to employment? How does this compare to with the percentage of such individuals in the general population?
- What is the return on investment for each of our WIOA programs?
- How do outcomes for individuals receiving services that require registration compare with outcomes for individuals that do not require registration?
- Is the percentage of participants who receive services from multiple workforce programs increasing over time? (Assumes a multi-year study to determine trend patterns).
- Does physical co-location of programs impact the level of participant co-enrollment in such programs?
- What are the key characteristics of local service delivery areas that organize their service centers by function versus by program?
- Do dislocated workers who attend a worker orientation meeting access the services available through a Michigan Works! Service Center at a greater rate than dislocated workers who did not attend a worker orientation meeting?

Michigan will readily share any research and evaluation pertinent to WIOA with our federal partners.
[END MODIFICATIONS]

Distribution of Funds for Core Programs. *Describe the methods and factors the State will use in distributing funds under the core programs in accordance with the provisions authorizing such distributions.*

(A) For Title I Programs, provide a description of written policies that establish the State's methods and factors used to distribute funds to local areas for –

(i) Youth activities, in accordance with the WIOA Section 128(b)(2) or (b)(3),

(ii) Adult and training activities in accordance with WIOA Section 133(b)(2) or (b)(3).

(iii) Dislocated worker employment and training activities in accordance with the WIOA section 133(b)(2) and based on data and weights assigned.

Distribution of Funds for Core Programs – For Title I Programs
The federal funds received to carry out a core program will not be expended for any purpose other than for activities authorized with respect to such funds under that core program;

The State of Michigan uses federal formulas to distribute funding for the Adult, Dislocated Worker, and Youth programs. Within those formulas there are possibilities for the governor, with the approval of the State Workforce Investment Board and the Secretary of Labor via the State Plan, to incorporate additional factors.

Michigan Youth and Adult and Training Activities
The state distributes adult and youth funds received under the WIOA equitably throughout the state, and no local area suffers significant shifts in funding from year-to-year.

In allocating Youth and Adult funds to local areas, a state shall allocate:

1. 33 1/3 percent on the basis of the relative number of unemployed individuals in areas of substantial unemployment;

2. 33 1/3 percent on the basis of the relative excess number of unemployed individuals; and

3. 33 1/3 percent on the basis of the relative number of disadvantaged adults or disadvantaged youth.

However, in lieu of making the Adult or Youth allocation as previously described, a state may distribute a portion equal to not less than 70 percent of the funds as described above with the remaining portion of the funds allocated on the basis of a formula that incorporates additional factors relating to excess adult or youth poverty in urban, rural, and suburban local areas. This discretionary formula allocation methodology must first be approved by the State Workforce Investment Board and by the Secretary of Labor as part of the State Plan approval process.

[BEGIN MODIFICATIONS]
For both Youth and Adult funds, each region is guaranteed to receive an allocation percentage for a year that is no less than 90 percent of the average allocation percentage of the local area for the prior two years.
[END MODIFICATIONS]

The State of Michigan has chosen not to utilize the optional 30 percent discretionary formula for distributing Youth and Adult employment and training funds to local areas.

Dislocated Worker Training Activities
The governor establishes the formula for allocating dislocated worker funds to the local areas. The allocation formula must include the following six factors:

1. Insured unemployment data;

2. Unemployment concentrations data;

3. Plant closing and mass layoff data;

4. Declining industries data;

5. Farmer-rancher economic hardship data; and

6. Long-term unemployment data.

In addition, the governor may include additional factors at his discretion. The State of Michigan has included an additional factor, excess unemployment, as a seventh factor in the Dislocated Worker formula.

The governor determines the weight for each factor to be used in the allocation formula. The weights are as follows:

1. Insured unemployed data weighted at 5 percent.

2. Unemployment concentrations data weighted at 30 percent.

3. Plant closing and mass layoff data weighted at 5 percent.

4. Declining industries data weighted at 5 percent.

5. Farmer-rancher economic hardship data weighted at 5 percent.

6. Long-term unemployment data weighted at 20 percent.

7. Excess unemployment data weighted at 30 percent.

[BEGIN MODIFICATIONS]
Each region is guaranteed to receive an allocation percentage for a year that is no less than 90 percent of the average Dislocated Worker allocation percentage of the local area for the prior two years.
[END MODIFICATIONS]

For Title II:

(i) Describe how the eligible agency will award multi-year grants or contracts on a competitive basis to eligible providers in the state, including how eligible agencies will establish that eligible providers in the state, including how eligible agencies will establish that eligible providers are organizations of demonstrated effectiveness.

(ii) Describe how the eligible agency will ensure direct and equitable access to all eligible providers to apply and compete for funds and how the eligible agency will ensure that it is using the same grant or contract announcement and application procedure for all eligible providers

For Title II – Multi-Year Grants or Contracts
The Office of Adult Education will award a continuation grant with current providers for Program Year 2016-17, and will conduct a new competition in Program Year 2016-17 to select highly qualified and experienced providers of adult education and literacy services that meet the

eligibility requirements in Section 203(5). The new providers will begin operating effective July 1, 2017.

The two-year grants will be awarded through an open competition that meets all state and federal procurement requirements and is based on the 13 considerations identified in Section 231, including alignment between adult education and the one-stop partners, strong linkage with employers, contextualized education, integrated education and training, and integration of digital literacy.

The Office of Adult Education will be awarding only one grant per Prosperity Region to regionalize adult education services in the state and more closely align state and federal funding for adult education. Each Prosperity Region will be required to provide comprehensive services, including adult basic education, adult secondary education, English language acquisition, integrated education and training, and family literacy services within each region.
To be considered for funding, eligible providers will be required to demonstrate past effectiveness based on the prior years' National Reporting System performance data for previous providers, or verifiable data supporting participant educational gains, job attainment, and enrollment in post-secondary education or training for new providers.

The Office of Adult Education will be developing a standardized form and/or process to facilitate the local board's review of the Title II applications to ensure alignment between the application and the local plan's strategies and goals.

The Office of Adult Education ensures direct and equitable access to all eligible providers by publishing the grant announcement on the State of Michigan and Workforce Development Agency websites. Formal announcement of the request for proposals will be widely circulated via press releases, agency distribution lists, and any other means available. Associations representing adult educators, literacy councils, community colleges, and workforce development agencies will be notified. **[BEGIN MODIFICATIONS]** All applications are treated the same in terms of review and evaluation. **[END MODIFICATIONS]**

(C) For Title IV Vocational Rehabilitation

In the case that, under Section 101(a)(2)(A)(i) of the Rehabilitation Act designates a State Agency to administer the part of the Vocational Rehabilitation services portion of the Unified or Combined State Plan under which vocational rehabilitation services are provided for individuals who are blind, describe the process and the factors used by the state to determine the distribution of funds among the two vocational rehabilitation agencies in the state.

Title IV – Vocational Rehabilitation
The Michigan Rehabilitation Services and the Bureau of Services for Blind Persons directors mutually agree on the distribution of funds as follows: Eighty-five (85) percent to Michigan Rehabilitation Services and 15 percent to Bureau of Services for Blind Persons for the General Fund; and 88 percent to Michigan Rehabilitation Services and 12 percent to the Bureau of Services for Blind Persons for supported employment funds. The Michigan Rehabilitation Services and Bureau of Services for Blind Persons directors agree this distribution of funds allows both entities to serve vocational rehabilitation customers in the most fair and effective way.

Program Data

(A) Data Alignment and Integration. Describe the plans of the lead State agencies with responsibility for the administration of core programs, along with the State Board, to align and integrate available workforce and education data systems for the post-secondary education, and to the extent possible, the Combined State Plan partner programs included in this plan. The description of the State's plan for integrating data systems should include the State's goals for achieving integration and any progress to date.

(i) Describe the state's plans to make the management information systems for the core programs interoperable to maximize the efficient exchange of common data elements to support assessment and evaluation.

Program Data – Data Alignment and Integration – State Plans to Make Management Information Systems Interoperable

In addition to utilizing the WIOA performance accountability system, Michigan dashboards were implemented by Governor Snyder to provide a quick assessment of the state's performance in key areas, including economic strength, health and education, value for money, government, quality of life, and public safety. The Michigan Talent Dashboard includes information on our employment environment and other key initiatives related to our workforce investment system.

Additionally, our Michigan Workforce System Dashboard provides information on key performance measures, in aggregate, and then further broken out by each of our local service delivery areas. Key measures include:

- Jobs filled;
- Percentage of placements prepared for demand jobs;
- Visitors to service centers, (including individuals served, total visits, and employers served);
- Federal performance measures (for the WIOA and Temporary Assistance to Needy Families);
- Customer satisfaction (broken out by employers and job seekers); and
- Unemployment rate.

(ii) Describe the state's plans to integrate data systems to facilitate streamlined intake and service delivery to track participation across all programs included in the plan.

Program Data - Integration of Data Systems for Streamlined Intake and Service Delivery
The state uses a single integrated data collection system, known as the One-Stop Management Information System. This ensures that all local providers collect, report, and maintain the same data elements. Participant data entered into One-Stop Management Information System will be included as a part of the annual WIOA programmatic reviews and through the Data Validation process. Any local area that does not achieve a minimum 80 percent pass rate is required to receive technical assistance from the state and provide a plan on how they will improve their data validation performance.

To be certified as a Michigan Works! Service Center, local Michigan Works! Agencies must meet criteria included in state policy Certification Criteria for Michigan Works! Service Centers, which includes criteria for integrated case management systems and information technology systems.

Collocation of service providers and the integration of services to the fullest extent possible are the priorities of the Michigan Works! Service Centers. The Michigan Works! Service Centers 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 job seekers and other individuals find new jobs, retain employment, and advance their skills. A comprehensive strategy is used to break down barriers to promote the establishment of a service delivery system that is responsive to the needs of its customers. The Michigan Works! Service Centers provide services from the state's major workforce development programs that are accessible in a manner that is seamless to the customer. A single delivery system at the local level provides customers access to services in an integrated, rather than fragmented, manner.

Instances of coordination include:

- The use of a common, statewide 1-800 telephone number by the local systems as a method for initial customer contact with the system;
- Michigan Works! Service Center's physical layout that is consumer-driven with services by function rather than program;
- Effective marketing of the Michigan Works! brand as part of the American Job Center branding to create awareness in the marketplace and establish expectations among customers concerning the types of services provided at Michigan Works! Service Centers. Only certified service centers may incorporate the Michigan Works! Service Center and American Job Center names and logos as a common statewide identifier;
- Each office location must have a trained staff person positioned at the entrance of the Michigan Works! Service Center to direct customers upon entry and assist them in accessing various employment, workforce development, and related community services;
- A system of management and staff development must be in place that supports service integration and collocation principles; and
- Local Memoranda of Understanding, as required by the WIOA, to set forth provisions that describe the services to be provided by the One-Stop provider, how the costs of such services and operating and infrastructure costs will be funded, and the methods of referral of individuals between the One-Stop operators and the One-Stop partners, which define how the coordination of services between the partners will be attained.

(iii) Explain how the state board will assist the Governor in aligning technology and data systems across mandatory one-stop partner programs (including design and implementation of common intake, data collection, etc.) and how such alignment will improve service delivery to individuals, including unemployed individuals.

Program Data – Alignment of Technology and Data Systems
[BEGIN MODIFICATIONS]

Michigan is dedicated to developing a plan towards greater data alignment and integration, and is in the process of researching centralized and federated methods to track, share, manage, and report performance data over the medium term, but is doing so in a manner that appreciates the complexity of the task at hand, while improving on previous methods of extracting data.

Michigan provides workforce and education services through decentralized service delivery structures, including K-12 schools, school districts, public schools and community colleges, and local boards overseeing approximately 70 one-stops.

Most programs operating in this largely decentralized service delivery network have the similar requirements, data needs, or program goals. Some of the relevant data systems are operated by local government. Some are operated by state government. All have existing case management, data-collection, and reporting legacy systems which have been designed with both their program specific needs and their client population characteristics in mind.

All of these programs have existing relationships with Michigan's One-Stop Management Information System, some have vendors, and many are party to legally binding contracts for the provision of case management, data collecting, and reporting services. Given this context, the State is approaching the matter of data-sharing and the building of integrated data systems with the following principles in mind:

- Form meets function. The technological architecture for interoperable data-systems should be crafted to serve the policy objectives of the programs they are designed for and should not unduly constrain or predetermine the policy choices of program administrators and operators in a way that limits the capacity for policy innovation.

- Data-sharing and data integration efforts make the most sense where there is a commonality of interest, need, or purpose and a set of shared goals. Any efforts to develop data-sharing agreements or, where appropriate, move towards data- integration will proceed on the basis of value-added partnership such that all partners gain something from the partnership.

- Agreements will need to recognize and take into account the varied needs of different programs and client populations, the varying privacy requirements of different programs, recognition of data-ownership by program operators, and the need to work collaboratively to craft shared solutions that serve both the programs being operated, and more importantly, the members of the public receiving services.

- Any data-sharing and data integration will be developed in order to meet state and federal privacy and security standards as well as those of each participating agency.

Operating from the foregoing policy perspective, the State will work with workforce partners to create a "Data-Sharing and Performance Accountability Workgroup" to assist the Governor in aligning technology across core programs and one-stop mandatory partners with the goal of improving service delivery to individuals.

In addition to the technology aspect of the workgroup, they will also focus on enhancing the customer experience by identifying opportunities for process creation/improvement by providing service delivery reporting that provides root cause and tracking information that identifies when and how a record was last changed.

Representatives from all WIOA core programs, the community college system, K-12 education, and Temporary Assistance for Needy Families will all participate in the workgroup, with representatives meeting with State WIOA staff either collectively or program to program.

We will exchange information about common data elements that support assessment and evaluation, exchange information about data systems in-use and existing performance reporting processes, and share information on WIOA performance metrics, reporting requirements, regulations, and guidelines.
We will adjust the current State of Michigan workforce metrics dashboard that includes information on participant outcomes from community colleges, career and technical education, eligible training providers, WIOA Title I (Adults and Dislocated Workers) and Title II (Adult Education), as well as Trade Adjustment Assistance and state apprenticeship programs.

We will discuss challenges to implementing WIOA performance reporting requirements, review approaches to data sharing and workforce reporting systems (including dashboards).

We will develop a forum to explore ways to integrate data systems to facilitate intake and service delivery and to track participation and performance across programs.
[END MODIFICATIONS]

Michigan's data collection systems include:

- Michigan's One-Stop Management Information System: The state utilizes an integrated data system called the One-Stop Management Information System. This internet based system allows for collection of the WIOA-Wagner-Peyser and other program data from all of the local workforce areas. Registration information is shared across programs, which allow service delivery, including case management and performance management between the local programs.

- Michigan Adult Education Reporting System: The Office of Adult Education requires monthly entry of information about every Adult Education participant in Michigan. The Michigan Adult Education Reporting System is a web-based, centralized electronic database that is updated each timed new data is entered. The same central system is being used to track the progress of participants in other career development programs such as the WIOA Title I and Partnership. Accountability. Training. Hope. (PATH) Program.

  All state and federally funded Adult Education and literacy programs will use the National Reporting System format to report student performance data. As part of the annual strategic implementation process, the department will continue to monitor and report program results and other relevant information to the U.S. Department of Education Office of Career, Technical, and Adult Education.

  The Michigan Adult Education Reporting System reporting system includes instructional hours' analysis, the number of participants completing Michigan approved pre-and post-instruction assessments, the percentages of cohorts attaining outcomes, and the percentage of participants achieving educational gain.

- Bridges System: Temporary Assistance for Needy Families participants are tracked through a combination of the Michigan Department of Health and Human Services

Bridges system and the One-Stop Management Information System. All Partnership. Accountability. Training. Hope. (PATH) referrals are sent by Bridges. Bridges generates an automated PATH referral to the One-Stop Management Information System, as well as generating a PATH appointment notice to the participant.

Upon successful completion of the Application Eligibility Period, Family Independence Program participants are entered into the PATH program. Michigan Works! Agencies enter all participant information and activity data into the One-Stop Management Information System to track work participation requirements.

- Michigan Workforce Longitudinal Data System: Michigan was awarded $1 million in U.S. Department of Labor Employment & Training Administration funds to create a Workforce Longitudinal Data System and to link the Workforce Longitudinal Data System to Michigan's State Longitudinal System. The Workforce Longitudinal Data System allows Michigan to collect, make available, and use privacy-protected educational data across the early childhood, K-12, post-secondary and workforce continuum. This system is providing essential data to Michigan's stakeholders, including students/parents, teachers, legislators, workforce/education policymakers, taxpayers and employers.

  From the workforce perspective, the system can link data from the following:

  - The WIOA Title I – Adult, Dislocated Worker, and Youth
  - The WIOA Title II – Adult Education
  - The WIOA Title III – Wagner Peyser
  - The Trade Adjustment Assistance
  - The Unemployment Insurance Wage Record System
  - The Unemployment Benefits System
  - Temporary Assistance for Needy Families Program Partnership. Accountability. Training. Hope. (PATH) – Michigan Department of Health and Human Services)
  - New Hire system (Michigan Department of Treasury)

  Michigan's Workforce Development Agency received its second Workforce Data Quality Initiative grant award during June 2015. We will be adding partner agencies and their data to our existing educational, wage and workforce information to provide even more longitudinal results/feedback on a larger population for our stakeholders.

  The linking of database records longitudinally allows comprehensive analysis of the relationship between education and training programs, the provision of employment services, and employment within Michigan. The additional funding brings new partnerships that will expand the population in the Michigan Workforce Longitudinal Data System beyond those served by workforce programs and provide a statewide population to aggregate the study.

Continuing Workforce Longitudinal Data System efforts are being made to link data from the following:

- Expanded Unemployment Insurance Records (via the Michigan Department of State/Secretary of State)
- Pure Michigan Talent Connect and Michigan Training Connect
- Title IV – Vocational Rehabilitation
- Career and Technical Education records
- General Educational Development testing
- Occupational Licensing Systems (Michigan Department of Licensing and Regulatory Affairs).

Working with our partners, the Workforce Development Agency will be expanding the scope of data and track the achievement of students/workers from training into the workforce. This enhanced, more robust data will be used by stakeholders to make informed decisions about training and education, policy, and programming to improve our return on investment.

The Workforce Longitudinal Data System partners with the Michigan Department of Education, Center for Educational Performance and Information, the Department of Technology, Management and Budget's Bureau of Labor Market Information and Strategic Initiatives, and the Unemployment Insurance Agency to merge data from separate systems to allow outcome analysis. Current available reports include:

- Average industry wage by education level
- Average wage by education level
- Time between highest education level and employment
- Time between training and work in a related field
- Average wage and time to employment by Michigan Merit Examination proficiency
- Average wage and time to employment by Michigan Merit Examination subject proficiency
- Highest education status
- Students working where they graduate

The Workforce Longitudinal Data System public portal is available. **[BEGIN MODIFICATIONS]** The portal offers information about:

- Early childhood programs that provide education and services to Michigan children from birth through age eight,

- Information about student test results, school operational information, graduation and dropout rates, and more for kindergarten through twelfth grade;

- Enrollment and longitudinal student tracking information for Michigan's public colleges and universities as well as independent colleges that participate in data collection efforts;

- Workforce reports and workforce data;

- Performance reports for each district and service area for special education programs under the Individuals with Disabilities Education Improvement Act (IDEA) 2004; and

- Michigan's Annual Education Report which provides detailed information about the status of education in Michigan's public schools, public school academies, districts, and statewide performance.

The State is currently engaged in a multi-phased project to enhance and integrate the management information systems of the workforce and adult education programs within the Workforce Development Agency. Project management practices and software development practices, each of which includes the participation of local offices across the state, are being used to identify opportunities to redesign the flow of program participant information in a manner that reduces duplication of registration data, resulting in more efficient assessments and enrolments.

Through the implementation of techniques and features such as case management, single sign on and client tracking technologies, the State will be able to provide participant information, across and between management information system applications weather workforce or education data.

The State's efforts on this multi-phased project will enable registration-type data to be gathered one time and distributed or populated to various programs' enrollment tables as needed; providing data accuracy and efficiency among applications.

Following guidance provided in the Participant Individual Record Layout documents, the State plans to provide electronic files containing required information in United States Department of Labor prescribed formats and intervals. Currently methods of reporting, with respect to different formats and frequency, will continue until such a time exists that the United States Department of Education and United States Department of Labor require identical reports. Until that time, the State's management information systems will be modified to collect data in such a manner that will enable more consistent reporting when required.
[END MODIFICATIONS]

Program Data - Alignment of Technology and Data Systems - Vocational Rehabilitation

- Accessible Web-based Activity Reporting Environment (AWARE): The two Michigan Vocational Rehabilitation Agencies (Michigan Rehabilitation Services and the Bureau of Services for Blind Persons), utilize internal case management systems. Michigan Rehabilitation Services utilizes the accessible Web-based Activity and Reporting Environment, and the Bureau of Services for Blind Persons utilizes Libera System 7.

These systems are able to produce a wide spectrum of supply and demand reports. Customers who are ready for employment are placed in a “Job Ready” category in the Michigan Rehabilitation Services automated case management system (Accessible Web-based Activity Reporting Environment) where they can be easily identified and connected to jobs in-demand. Other reports pertain to metrics that are associated with case load activity by individual and group and provide information on such areas as retention and completion rate of customers (Adjusted Rehabilitation Rate), and the number of individuals who successfully attain competitive employment for a period of not less than 90 days (Successful Rehabilitation Rate).

Tableau: Michigan Rehabilitation Services has invested in new software which provides a direct interface with and integration of data points stored within the Accessible Web-based Activity Reporting Environment case management system. Tableau has the ability to integrate data to provide a variety of reports not currently available through the Accessible Web-based Activity Reporting Environment database. The Tableau system can construct highly customized reports to address where skills gaps occur and where there are viable opportunities for reemployment. Michigan Rehabilitation Services is piloting the functionality of this software in identifying supply and demand information. Tableau shows excellent potential for accuracy and ease of use. The Tableau software system can easily help to track Michigan Rehabilitation Services staff’s interaction with businesses in a variety of ways, date, location, Standard Occupational Code (SOC) and/or by the Standard Industrial Code (SIC). Establishment of this software system is a priority as we continue to keep up quick response rate to businesses that have been asking for qualified applicants.

- Talent Acquisition Portal: The Talent Acquisition Portal is a national resource that assists Vocational Rehabilitation with acquiring acquisition information. The Talent Acquisition Portal is an online system which includes both a national talent pool of vocational rehabilitation candidates looking for employment and a job posting system for businesses looking to hire individuals with disabilities, including veterans. The Talent Acquisition Portal is supported by the National Employment Team which includes vocational rehabilitation business consultants in every state who can partner and provide support services to businesses at the national, state, and local level. The Talent Acquisition Portal was built for Vocational Rehabilitation and business to work together for the success of hiring individuals with disabilities.

Michigan Rehabilitation Services is continuing to enhance and expand supply and demand reporting as it relates to tracking metrics that will assist Michigan’s vocational rehabilitation system to obtain more specific information such as:

- Tracking the number of customers who obtain employment after completion of training programs in specific labor market areas.

- Identifying labor market areas that are experiencing skill shortages. In addition, Michigan Rehabilitation Services is working on a national level with entities such as the National Employment Team, to obtain current labor market metrics and information relevant to Michigan to proactively prepare training programs to meet the ever-changing needs of today’s market place.

- The number of customers who attain competitive employment in small, medium, and large companies by Prosperity Regions consistent with the Governor's plan for improved employment goals within the state.

Michigan Rehabilitation Services is continuing to pilot reporting/tracking systems that will provide additional and essential information relevant to areas such as business services, youth, and hard-to-serve populations. In addition, other areas where gaps in metrics are indicated are also being assessed and prioritized for future service delivery and as required by the WIOA.

The Bureau of Services for Blind Persons will continue to access existing state and national data that identifies employment trends, workforce needs, and the skill sets required. Bureau of Services for Blind Persons counselors will work with individuals who are blind in the area of identifying vocational goals in their individualized plans for employment that are consistent with labor market trends.

In identifying the skill levels of individuals with disabilities, the measurement tools (i.e., Work Keys or similar tools) must be accessible to this population. The ability to accurately assess the skill level of an individual with a disability is dependent on the measurement tools being accessible. Universal design that reflects the needs of individuals with disabilities will be incorporated into all aspects of the Talent Development System. Vocational Rehabilitation will explore the development of a comprehensive assessment across the State of Michigan. Vocational Rehabilitation offers an individualized approach to people and their unique strengths and challenges, which has been an effective model for assessment. Vocational Rehabilitation has both skills and resources to help with the disability and socioeconomic barriers that confront people.

Vocational Rehabilitation will explore the development of a common or connecting intake system with other core partners. Vocational Rehabilitation counsellors and stakeholders bring expertise in guidance and counselling accommodations and assistive technology that is beneficial to the intake process and to other aspects of the talent system.

Vocational Rehabilitation's Business Network Unit has begun discussions with the One-Stop delivery system regarding providing accessibility evaluations, inclusive of assistive technology devices and services. Windmills disability awareness training, which is aimed at raising awareness of the limitations often imposed on people with disabilities due to a lack of knowledge or low expectations will also be offered.

(iv) Describe the state's plans to develop and produce the reports required under Section 116, performance accountability system (WIOA Section 116(d)(2)).

Planning Note: States should be aware that Section 116(i)(1) requires core programs, local boards, and chief elected officials to establish and operate a fiscal and management accountability information system based on guidelines established by the Secretaries of Labor and Education. Separately, the Departments of Labor and Education anticipate working with States to inform future guidance and possible information collection(s) on these accountability systems. States should begin laying the groundwork for these fiscal and management accountability requirements, recognizing that adjustments to meet elements above may provide opportunity or have impact on such a fiscal and management accountability system.

Program Data - Performance Accountability
[BEGIN MODIFICATIONS]

Michigan will meet all requirements pertaining to fiscal and management accountability information systems as specified in Section 116 of the WIOA and based upon guidelines being established by the Secretaries of Labor and Education.

Working from preliminary Participant Individual Record Layout documents in the beginning and more recently with the final version of the Participant Individual Record Layout issued by the United States Department of Labor June 30, 2016, Michigan is reviewing the specifications and comparing them to our existing management information systems. Where clarification is necessary, we are in communication with our federal contacts to resolve our questions.

Once understanding is achieved we will begin modification of our existing management information system applications with the development assistance of the Michigan Department of Technology, Management and Budget. Through iterative rounds of modifications and testing, these applications will be modified to enable the new WIOA reporting requirements.

Ongoing communication between Workforce Development Agency staff and contacts in the federal departments will ensure that changes are in place prior to reporting deadlines.
[END MODIFICATIONS]

(B) Assessment of Participant's Post-Program Success. Describe how lead state agencies will use the workforce development system to assess the progress of participants who are exiting from core programs in entering, persisting in, and completing post-secondary education, or entering or remaining in employment. States may choose to set additional indicators of performance.

Assessment of Participants' Post Program Success – Progress of Participants Exiting Core Programs
[BEGIN MODIFICATIONS]
Michigan recognizes that it is only through the collective efforts of the various agencies that touch workforce development that the best outcomes can be achieved. Coordination, communication, leveraging of resources, and partnerships are stressed throughout the state. Assessment of effectiveness measures will also be developed to allow the State and local workforce development boards to make more informed decisions about programming and the use of funds. The State will develop additional performance measures to the degree they provide meaningful and actionable information and data can feasibly be collected.

The State will measure performance of the core programs using WIOA performance metrics and will further assess the overall effectiveness of the workforce system and those educational programs that support and work with it on the basis of these programs' collective ability to produce industry-valued, recognized postsecondary credentials and apprenticeship enrollments. The State Board will also work with non-core programs to align performance measurement for state-funded workforce and education programs for which the Michigan Department of Education has mandated performance reporting.

Specifically, the State will emphasize "demand-driven skills-attainment" in the policies it sets pertaining to local and regional workforce planning goals and program performance goals will be consistent with this policy direction. For example, in setting performance standards for local boards, the State will give great weight to WIOA performance measures related to skills attainment, program completion, and credential attainment (including, when relevant, high school diplomas), and will validate the labor market value of relevant programs by examining the

employment and wage outcomes of the individuals served using relevant WIOA performance metrics.

The purpose of this overall approach to program assessment is to facilitate the attainment of marketable skills that ultimately will improve the labor market outcomes (employment rates and wages) of the individuals being served. The focus on labor market relevant skills attainment (as measured by the production and receipt of industry-valued credentials) is intended to work in tandem with and reinforce the performance assessment system required by WIOA, so as to increase the performance outcomes of local service providers by requiring investments that actually develop the workforce skills of the individuals they serve. If local providers make training-related investments calibrated to the needs of their local and regional labor markets, their performance numbers should benefit.

The State will also work with regionally organized local boards and other partners to determine the extent to which persons receiving training and education services aligned with regional industry needs are actually obtaining employment in occupations and sectors directly related to their programs of study. Developing this capacity will require creativity and the development of an operational plan for collecting relevant information. The State will work with local areas, and partners to build this capacity and will consider alternative approaches to measuring how well local providers are calibrating training and education offerings to regional labor market trends, given the current limits of occupation and industry sector information contained in relevant wage records.

Finally, the State will work with local partners and relevant stakeholders to conduct program evaluation and research that examines program impacts on wages and employment, using rigorous statistical methodology to compare the labor market outcomes of individuals who participate and complete relevant programs with similar individuals who do not participate and complete these programs.

Michigan's Workforce Development Agency has data sharing agreements in place enabling the use of wage records for follow-up reporting. Michigan will be able to report employment status and wage related information for each of the intervals required in the PIRL. Michigan also plans to use wage records as follow-up employment measurement after adult education credentials have been obtained, eliminating the need for education providers to manually follow up with individual participants.

This transmission of wage record data is managed under the controls of data sharing agreements that preserve the confidentiality of sensitive information. These methods of handling the data and the signed agreements are existing methods which have received review and consent from the appropriate agencies in State government.
[END MODIFICATIONS]

(C) Use of Unemployment Insurance Wage Record Data. Explain how the state will meet the requirements to utilize quarterly Unemployment Insurance wage records for performance accountability, evaluations, and as s source for workforce and labor market information, consistent with Federal and state law. (This Operational Planning Element applies to core programs).

Assessment of Participants' Post Program Success – Use of Unemployment Insurance Wage Record Data

Michigan's Workforce Development Agency received its second Workforce Data Quality Initiative grant during June 2015. Partner agencies, along with their data, are being added to our existing educational, wage, and workforce information to provide additional results. The efforts to link data between programs includes Vocational Rehabilitation, Career and Technical Education, General Educational Development systems, and quarterly Unemployment Insurance wage record data.

(D) Privacy Safeguards. Describe the privacy safeguards incorporated in the state's workforce development system, including safeguards required by Section 444 of the General Provisions Act (20 U.S. Code 1232g) and other applicable Federal laws.

Assessment of Participants' Post Program Success – Privacy Safeguards
[BEGIN MODIFICATIONS]
Michigan requires signed agreements from all local areas and from state staff who have access to confidential data. These agreements restrict access and the use of such data to those employees who require that information in the official performance of their job duties. The agreements require users to maintain data confidentiality and prohibits the disclosure of any confidential data to a third party, unless previously authorized in writing to do so. Each local area director signs a confidentiality agreement by which they acknowledge their obligation and commitment to keep confidential data secure and to use such data solely for the purposes related to their job duties.

Michigan follows confidentiality requirements for wage and education records as required by the Family Educational Rights and Privacy Act of 1974 (FERPA), as amended, the WIOA, the Michigan Employment Security Act, and other applicable federal and state laws and regulations.

The One-Stop Management Information System and the Michigan Adult Education Reporting System are role-based systems with specific permissions granted, depending on an individual's role. Confidential information is protected within the systems by restricting access to view, enter, or edit data to specific security roles or specific security privileges. Access to these systems is granted by users with specialized administrative rights and administrative users' accounts are monitored periodically to ensure that rights have been granted to only appropriate staff.
[END MODIFICATIONS]

*(7) **Priority of Service for Veterans.** Describe how the state will implement and monitor the priority of service provisions for veterans in accordance with the requirements of the Jobs for Veterans Act, codified at Section 4215 of 38 U.S. Code, which applies to all employment and training programs funded in whole or in part by the Department of Labor. States should also describe the referral process for veterans determined to have a significant barrier to employment to receive services from the Jobs for Veterans State Grants (JVSG) program's Disabled Veterans' Outreach Program (DVOP) specialist.*

Priority of Service for Veterans
Pursuant to 38 United States Code (U.S.C). 4215, all Employment and Training Administration workforce programs provide priority of service to veterans and certain spouses of veterans who qualify as "covered persons." Under the WIOA, as was the case under the Workforce Investment Act, veterans, and eligible spouses receive priority of service in all U.S. Department of Labor-funded employment and training programs. Consistent with TEGL 26-13, the definition of "eligible spouse" includes same-sex spouses.

Priority of service is in effect at all times, not just when funds are limited. Priority is given in the following order:

1. First, to veterans and eligible spouses who are also funded in the groups given statutory priority for WIOA adult formula funds. This means that veterans and eligible spouses who are also recipients of public assistance, other low-income individuals, or individuals who are basic skills deficient would receive first priority of services with the WIOA adult formula funds.

2. Second, to non-covered persons (that is, individuals who are not veterans or eligible spouses) who are included in the WIOA's priority groups.

3. Third, to veterans and eligible spouses who are not included in the WIOA's priority groups.

4. Last, to non-covered persons outside the groups given priority under the WIOA.

The statutory requirement applies to Adult program funds for individualized career and training services. Funds allocated for the Dislocated Worker program are not subject to this requirement.

Priority of Service is monitored as part of the state's WIOA programmatic reviews. The goal of programmatic reviews is to provide technical assistance, as appropriate, and ensure that established policies, procedures, and systems of the Michigan Works! Agency achieve quality program outcomes that meet the requirements and objectives of the WIOA and federal and state regulations. This program review is in addition to the WIOA fiscal compliance monitoring, and thereby ensures the state will meet program design, as required by the WIOA.

The Jobs for Veterans' State Grant provides funding to support Disabled Veterans' Outreach Program Specialists and Local Veterans' Employment Representatives. Disabled Veterans' Outreach Program Specialists provide intensive, one-on-one employment services exclusively to program-eligible veterans and spouses who possess a significant barrier to employment and/or are part of a population group identified as eligible. The purpose of the Disabled Veterans' Outreach Program Specialists' services is to assist the client in becoming job ready so they can secure employment utilizing the public workforce system. Disabled Veterans' Outreach Program Specialists do not interact with employers, nor engage in direct placement, and rely on their Michigan Works! Agency One-Stop partners to assist their job ready clients to secure appropriate employment.

[BEGIN MODIFICATIONS]
It is the responsibility of the Michigan Works! Service Center, Employment Services/Wagner-Peyser staff to actively identify eligible veterans and spouses at the point of entry, and to formally refer them to a Disabled Outreach Program Specialist while continuing to provide all other appropriate services and programs in accordance with priority of service requirements. If a veteran or eligible spouse is interested in pursuing Disabled Veterans' Outreach Program services, Michigan Works! Service Center staff must immediately provide that customer with a copy of the Disabled Outreach Program application form.

Michigan Works! Service Center staff will promptly review all completed Disabled Veterans' Outreach Program application forms to determine Disabled Veterans' Outreach Program eligibility. All veterans or spouses found to be eligible for the Disabled Veterans' Outreach Program will be formally referred to the appropriate Disabled Veteran's Outreach Specialist. This referral consists of 1) entering an appropriate "Referral to Supportive Service" activity in the One-Stop Management Information System, and 2) providing the completed Disabled Veterans' Outreach Program application form to the appropriate Disabled Veterans' Outreach Program Specialist. The Disabled Veterans' Outreach Program Specialist will then contact the customer to begin providing services or schedule an appointment to begin providing services. For all veterans or spouses fond not to be eligible for the Disabled Veterans' Outreach Program, the Michigan Works! Service Center staff will continue to provide the customer with all other appropriate services and programs as with any other customer, in accordance with the requirements of Priority of Service.
[END MODIFICATIONS]

It is acceptable and encouraged that eligible veterans and spouses be co-enrolled in any and all appropriate programs simultaneously enrolled in the Disabled Veterans' Outreach Program.

The Jobs for Veterans State Grants is a fully integrated partner in our Michigan Works! Agency One-Stop Centers. All veterans and spouses of veterans seeking services at our One-Stop Centers will receive appropriate services from all One-Stop partners as would any other job seeker, but with priority of Service for veterans and eligible spouses applied. Prior to receiving services from the Jobs for Veterans State Grants, a veteran or spouse of a veteran is first assessed by a non-Jobs for Veterans State Grants One-Stop worker prior to referral.

*(8) **Addressing the Accessibility of the One-Stop Delivery System for Individuals with Disabilities.** Describe how the one stop delivery system (including one-stop center operators and the one-stop delivery system partners) will comply with Section 188 of the WIOA (if applicable) and applicable provisions of the Americans with Disabilities Act of 1990 (42 U.S. Code 12101 et seq.) with regard to the physical and programmatic accessibility of facilities, programs, services, technology, and materials for individuals with disabilities. This also must include a description of compliance through providing staff training and support for addressing the needs of individuals with disabilities. Describe the state's one stop center certification policy, particularly the accessibility criteria.*

Addressing Accessibility of the One-Stop System for Individuals with Disabilities
Accessibility: Michigan Works! Service Centers must 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 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 are required to comply with various regulations relating to non-discrimination, equal opportunity, and inclusion. The most critical of these regulations are:

- Section 188 of the WIOA.
- Section 504 of the Rehabilitation Act of 1998, as amended.
- Titles I and II of the Americans with Disabilities Act.
- The Americans with Disability Act Accessibility Guidelines or the Uniform Federal Accessibility Standards.

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 Michigan Works! Service Center services and activities. Such actions include, but are not limited to:

- Providing reasonable accommodations for individuals with disabilities.
- Making reasonable modifications to policies, practices, and procedures where necessary to avoid discrimination against persons with disabilities.

- Administering programs in the most integrated setting appropriate.
- Communicating with persons with disabilities as effectively as with others; and
- Providing appropriate auxiliary aids and services, including assistive technology devices and services where necessary to afford individuals with disabilities an opportunity to participate in and enjoy the benefits of the program or activity.

Staff Professional Development: Michigan's certification criteria for its Michigan Works! Service Centers requires that a system of management and staff development must be in place in the local area that supports service integration and collocation principles as well as informed, professional, and customer friendly service.

High Quality Michigan Works! Service Centers train and equip staff via an ongoing learning process with the knowledge, skills, and motivation to provide superior service to job seekers, including those with disabilities, and business in an integrated, regionally focused framework of service delivery. Michigan Works! Service Center staff are cross-trained, as appropriate, to increase staff capacity, expertise, and efficiency. Cross-training allows staff from differing programs to understand every program and to share their expertise about the needs of specific populations so that all staff can better serve customers. Michigan Works! Service Center staff are routinely trained and keenly aware of how their particular function supports/contributes to the overall vision of the local Workforce Development Board.

Each year, the Workforce Development Agency, in conjunction with the Michigan Works! Association, hosts a Multi-State Equal Opportunity Officers training seminar. Representatives from the U.S. Equal Employment Opportunity Commission and the U.S. Department of Labor, Civil Rights Center conducted the training. The training focuses on social media and employment discrimination, discrimination complaint, investigative techniques, asking telling, using and storing disability related information, recognizing hidden disabilities and identifying strategies to assist individuals, assistive technologies, and web accessibility guidelines.

(9) ***Addressing the Accessibility of the One-Stop Delivery System for Individuals who are English Language Learners.*** *Describe how the one-stop delivery system (including one-stop center operators and the one stop-delivery system partners) will ensure that each one-stop center is able to meet the needs of limited English proficient individuals, such as through established procedures, staff training, resources, and other materials.*

Addressing the Accessibility of the One-Stop Delivery System for English Language Learners

Local Workforce Development Boards are responsible for improving access to and the effectiveness of One-Stop and program services. The Workforce Development Agency certifies Michigan Works! Service Centers every three years using criteria developed in consultation with the Governor's Talent Investment Board, local Chief Elected Officials, and local Workforce Development Board Chairs. Our policy regarding the certification criteria for Michigan Works! Service Centers requires that Michigan Works Service Centers provide all customers access to high-quality One-Stop Centers that connect customers with the full range of services available.

As recipients of federal funds, Michigan Works! Agencies are required to comply with various regulations relating to non-discrimination, equal opportunity and inclusion. The certification

criteria is consistent with the requirements of the WIOA, which ensures that each One-Stop Center is able to meet the needs of limited English proficient individuals, including

- The provision of information, in usable and understandable formats and languages, about how the local area is performing on local performance accountability measures as well as any additional performance information relating to the area's One-Stop delivery system; and

- The provision of information, in usable and understandable formats and languages, relating to the availability of supportive services or assistance, and appropriate referrals to those services and assistance, including:

    - Child care;

    - Child support;

    - Medical or child health assistance available through the State's Medicaid program and Children's Health Insurance Program, benefits under the Supplemental Nutrition Assistance Program, assistance through the Earned Income Tax Credit, and assistance under a State program for Temporary Assistance for Needy Families and other supportive services and transportation provided through that program.

[BEGIN MODIFICATIONS]

The State ensures that each one-stop center is able to meet the needs of English language learners. High-quality Michigan Works! Service Centers reflect a welcoming environment to all customer groups who are served. All staff are courteous, responsive and helpful to jobseekers, businesses, and others who visit, either in person, or by telephone and/or e-mail. Certified Michigan Works! Service Centers must present and promote a professional, businesslike and accessible setting.

Michigan Works! Service Centers must 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 including English language learners, and persons with barriers to employment. Service Centers must provide adequate staff assistance in both English and the participant's native language, whenever requested. Michigan Works! Agencies are required to comply with various regulations related to non-discrimination, equal opportunity, and inclusion.

High quality Michigan Works! Service Centers provide career services that motivate, support, and empower customers, including individuals with disabilities and English Language learners, to make informed decisions based on local and regional economic demand and effectively attain their personal employment and education goals. The provision of information, in usable and understandable formats and languages, about how the local area is performing on local performance accountability measures, as well as additional information related to the area's One-Stop delivery system is required. Career services include English language acquisition and integrated education and training programs.

High-quality Michigan Works! Service Centers ensure meaningful access to all customers. Michigan Works! Service Centers must be physically and programmatically accessible to all customers. In doing so, Michigan Works! Service Centers use principles of universal design and

human-centered design, such as flexibility in space usage; the use of pictorial, written, verbal, and tactile modes to present information for customers with disabilities or limited English proficiency; providing clear lines of sight to information for seated or standing users; providing necessary accommodations; and providing adequate space for the use of assistive devices or personal assistants.

The Michigan Works! Service Center certification criteria policy provides guidance on accessibility of our One-Stop delivery system and our Wagner-Peyser Employment Services Manual provides information about the requirements of posters and other materials to be displayed at Michigan Works! Service Centers.

Workforce Development Agency staff monitor Service Centers for compliance with certification criteria as part of WIOA programmatic reviews. The goal of programmatic reviews is to provide technical assistance, as appropriate, and ensure that established policies, procedures, and systems of the Michigan Works! Agency achieve quality program outcomes that meet the requirements and objectives of the WIOA and federal and state regulations. This program review is in addition to the WIOA fiscal compliance monitoring, and thereby ensures the state will meet program design, as required by the WIOA.

The Michigan Works! Association coordinates professional development activities for Employment Service front line-staff. The training provided is designed to enable staff to provide high-quality services to job seekers and employers. The activities sponsored by the Michigan Works! Association, educate, inspire and train staff to meet the demands of Michigan's demand-driven system.
[END MODIFICATIONS]

IV. Coordination with State Plan Programs. *Describe the methods used for joint planning and coordination among the core programs, and with the required one-stop partner programs and other programs and activities included in the Unified or Combined State Plan.*

Part IV: Coordination with State Plan Programs

At the State level, Michigan's Unified State Plan was developed in collaboration and coordination with representatives from all core programs. In addition, input was also sought at the state level from our required One-Stop program partners as well as individuals representing additional partnering programs.

Following enactment of the WIOA, an implementation team was formed with the purpose of reviewing the Act for policy implications and potential costs involved to implement the WIOA. The Workforce Development Agency's Office of Strategic Planning and Policy, acting as the implementation team lead, pulled together representatives from all core programs including Adult Education, Wagner-Peyser, and Vocational Rehabilitation, individuals representing the Bureau of Labor Market Information and Strategic Initiatives, Michigan Works! Agencies, and representatives from other required One-Stop partner programs. Weekly meeting were held between the months of August 2014 through December 2014.

In January 2015, a WIOA Unified Plan Team was established to develop and submit for approval, an integrated, aligned, and actionable WIOA Unified State Plan. The Team, with the Workforce Development Agency as the lead, included representatives from all core partner programs, the Bureau of Labor Market Information and Strategic Initiatives, and representatives

from required One-Stop partner programs. The Plan was collaboratively developed and placed into public review and comment on December 18, 2015. Appendix II contains a list of stakeholders and other interested parties that received notification regarding the availability of the draft Plan for review and comment.

Part V: Common Assurances (for all core programs)

The State Plan must include assurances that:	
1.	The State has established a policy identifying circumstances that may present a conflict of interest for a State Board or local board member, or the entity or class of officials that the member represents, and procedures to resolve such conflicts; Workforce Development Agency Policy Issuances 00-63 and 03-20
2.	The State has established a policy to provide to the public (including individuals with disabilities) access to meetings of State Boards and local boards, and information regarding activities of State Boards and local boards, such as data on board membership and minutes; Workforce Development Agency Policy Issuances 15-04 and 15-30
3.	The lead State agencies with responsibility for the administration of core programs reviewed and commented on the appropriate operational planning elements of the Unified or Combined State Plan, and approved the elements as serving the needs of the populations served by such programs; See the WIOA Unified State Plan – State Strategies to Design Core Programs.
4.	(a) The State obtained input into the development of the Unified or Combined State Plan and provided an opportunity for comment on the Plan by representatives of local boards and chief elected officials, businesses, labor organizations, institutions of higher education, the entities responsible for planning or administrating the core program, required one-stop partners and the other Combined Plan programs (if included in the State Plan), other primary stakeholders, including other organizations that provide services to individuals with barriers to employment, and the general public, and that the Unified or Combined State Plan is available and accessible to the general public; See the WIOA Unified State Plan, Appendix II (b) The State provided an opportunity for review and comment on the Plan by the State Board, including State agency official(s) for the Unemployment Insurance Agency if such official(s) is a member of the State Board; Click here to access the Governors Talent Investment Board Roster.
6.	The State has established, in accordance with the WIOA section 116(i), fiscal control and fund accounting procedures that may be necessary to ensure the proper disbursement of, and accounting for, funds paid to the state through allotments made for adult, dislocated worker, and youth programs to carry out workforce investment activities under chapters 2 and 3 of subtitle B; See Workforce Development Agency Policy Issuance 12-04

7.	The State has taken the appropriate action to be in compliance with the WIOA section 188, as applicable; See Workforce Development Agency Policy Issuance 15-30
8.	The federal funds received to carry out a core program will not be expended for any purpose other than for activities authorized with respect to such funds under that core program;
9.	The State will pay an appropriate share (as defined by the State Board) of the costs of carrying out section 116, from funds made available through each of the core programs; The Workforce Development Agency currently has a draft Memorandum of Understanding Policy. Once finalized, the Plan will link directly to the policy
10.	The State has a one-stop certification policy that ensures the physical and programmatic accessibility of all one-stop centers with the Americans with Disabilities Act of 1990; See Workforce Development Agency Policy Issuance 15-30
11.	Service providers have a referral process in place for directing Veterans with Significant Barriers to Employment to Disabled Veterans' Outreach Program services, when appropriate; and See Workforce Development Agency Policy Issuance 14-06
12.	The State will conduct evaluations and research projects on activities under the WIOA core programs; that such projects will be coordinated with, and designed in conjunction with, state and local boards and with State agencies responsible for the administration of all respective core programs; and, further, that the projects will be coordinated with the evaluations provided for by the Secretary of Labor and the Secretary of Education under the WIOA.

VI. Program-Specific Requirements for Core Programs.

The State must address all program-specific requirements in this section for the WIOA core programs regardless of whether the State submits either a Unified or Combined State Plan.

Adult, Dislocated Worker, and Youth Activities under Title I-B. *The Unified or Combined State Plan must include the following with respect to activities carried out under subtitle B -*

(a) General Requirements
(I) Regions and Local Workforce Development Areas:
(A) Identify the regions and the local workforce development areas designated in the state.

Part VI: Program-Specific Requirements for Core State Plan Programs - Program-Specific Requirements for Adult, Dislocated Worker, and Youth Activities under Title I-B

Regions and local Workforce Development Areas*:* In the past, the workforce system has not been uniformly aligned with the economic developers in a particular area and there has not been a consistent measure of success across regions. In order to maximize workforce resources and create a nimble and responsive system, it is critical that the regional workforce system be aligned with economic development and community partners. This alignment between workforce services, economic development, and community partners can be achieved through both coordinated regional planning and regional industry alliances. Tying this effort together will be regional metrics – measures of success - that share commonality between workforce and economic efforts, and are also comparable across different regions.

Michigan has numerous regional entities, including regional planning and development organizations, metropolitan planning organizations, and workforce boards, resulting in overlapping goals and competing priorities. Michigan's Regional Prosperity initiative empowers local governments within a region to better determine and affect the factors that drive economic prosperity. This initiative recognizes that local partners, who are well-informed and well-resourced, are in a better position to make those decisions and creates the opportunity for them to do so. This formal regional collaboration also provides opportunity for shared service delivery and technical assistance for local communities from their regions. In addition, by creating a strong regional strategy for economic prosperity, local partners will be better able to compete locally in an increasingly global economy.

The Regional Prosperity Initiative was signed into law as part of Michigan's Fiscal Year 2014 budget, establishing ten Prosperity Regions throughout the state. The initiative encourages local private, public, and non-profit partners to create vibrant regional economies.

[BEGIN MODIFICATIONS]
The ten regions and their corresponding workforce development areas (Michigan Works! Agencies) are as follows:

1. Upper Peninsula Region
    - UPWARD Talent Council

2. Northwest Region
    - Networks Northwest

3. Northeast Region
    - Northeast Michigan Works!
    - Michigan Works! Region 7B Consortium

4. West Michigan Region
    - West Central Michigan Works!
    - West Michigan Works!

5. East Central Michigan Region
    - Great Lakes Bay Michigan Works
    - Michigan Works! Region 7B Consortium

6. East Michigan Region
    - Genesee Shiawassee Thumb (GST) Michigan Works!
    - Macomb/St. Clair Workforce Development Board Michigan Works!

7. South Central Region
    - Capital Area Michigan Works!

8. Southwest Michigan Region
    - Kinexus
    - Michigan Works! Southwest

9. Southeast Michigan Region
    - Southeast Michigan Community Alliance (SEMCA) Michigan Works!
    - Southeast Michigan Consortium

10. Detroit Metro Region
    - Detroit Employment Solutions Corporation
    - Macomb / St. Clair Workforce Development Board Michigan Works!
    - Oakland County Michigan Works! Workforce Development Division
    - Southeast Michigan Community Alliance (SEMCA) Michigan Works!

[END MODIFICATIONS]

(B) Describe the process used for designating local areas, including procedures for determining whether the local area met the criteria for "performed successfully" and "sustained fiscal integrity" in accordance with 106(b)(2) and (3) of the WIOA. Describe the process used for identifying regions and planning regions under section 106(a) of the WIOA. This must include a description of how the State consulted with the local boards and chief elected officials in identifying the regions.

General Requirements - Process and Criteria for Identification of State Regions:
Process: The Governor's process to identify the State's Prosperity Regions was inclusive and deliberate. The Governor convened a group of subject matter experts, stakeholders from local government associations, state departments, economic development organizations, universities and policy research organizations.

- This group included the Workforce Development Agency, Michigan's Labor Market Information Office, the Michigan Association pf Regions, Michigan Municipal League,

Michigan Association of Counties, Michigan Townships Association, Upjohn Institute, Michigan State's Land Use Policy Institute, the Citizens Research Council, and many more.

- Representatives were diverse, representing all areas of the state – both urban and rural, practitioners and policy specialists, etc.

[BEGIN MODIFICATIONS]
For more than one year, the group reviewed multiple presentations, considering hundreds of economic factors, regional indicators and assets. Participants were asked to identify critical aspects of an economic region. This process lead to criteria, data, and other information used to create Michigan's regional prosperity boundaries. Recommendations formulated by this group informed the Governor's final decision on regional designations. The creation and purpose of these regions was announced in a press release from the Governor's Office.
[END MODIFICATIONS]

Criteria: As part of our work to implement the WIOA, hundreds of factors were taken into consideration during the deliberation and creation of Michigan's Prosperity Regions. Seven categories and their sub-points acted as key considerations during the deliberation and decision process.

[BEGIN MODIFICATIONS]

1. Movement of People and Goods

    a. Transportation infrastructure needs and services were assessed
        i. Average daily traffic counts, personal and commercial were assessed
        ii. Additional transportation assets reviewed included air service, harbors, intercity passenger rail, commercial rail, intercity bus systems

    b. Labor sheds were closely reviewed
        i. Job flows (number, percentage, and ratio) in and out by county line
        ii. Jobs held (percentage) by county residents

2. Centers of Commerce and Regional Assets

    a. There are 14 major Centers of Commerce and Culture (Metropolitan Statistical Areas – MSAs), all in the lower half of Michigan's Lower Peninsula.
        i. Detroit, Grand Rapids, Lansing, Ann Arbor, Flint, Kalamazoo, Holland, Saginaw, Muskegon, Niles, Jackson, Monroe, Battle Creek, Bay City
        ii. Four extended beyond Michigan's borders, but include Michigan Communities (South Bend/Elkhart, Toledo, Detroit/Windsor, and Port Huron/Sarnia).

    b. There are many small urban clusters that serve as Centers of Commerce in largely rural areas
        i. Iron Mountain, Sault Ste. Marie, MI/Sault Ste. Marie, Ontario

    c. Characteristics of commerce centers reviewed and included:
        i. a core city with traditional city services
        ii. a higher job to population ratio than others within its region
        iii. a cultural/entertainment center

iv. a major provider of social services
v. have/be creating a public transportation system
vi. highest population of density
vii. major hospitals
viii. major retail anchors
ix. major post-secondary educational institutions
x. creative class employment
xi. highest educational attainment
xii. highest entrepreneurial activity measures
xiii. most service businesses in the region
xiv. largest airport
xv. be served by a major highway

3. Functional Size

   a. Maximum desirable size for a region (one side to the other) is about two to two and a half hours of driving time
      ii. Some regions were divided into sub-regions
      iii. (Detour in the Eastern Upper Peninsula to Ironwood in the Western Upper Peninsula is 351 miles and takes approximately six and a half or 13 hours to drive the distance round trip)

   b. The number of units of government should not be too large (trying to avoid more than ten to eleven counties) so as to avoid dysfunctional governance or dissolution of a region
      i. Region four has chosen to operate as one region and include 13 counties. That is the largest region in the State.

   c. County boundaries should not / will not be split (even though travel patterns may indicate otherwise)

4. Concentration/Density of People and Business, Attention to Urban and Urban Business Areas

   a. 1,000 people per square mile, adjacent to a core selection to census urban area – 500 to 999 people per square mile, population for urban areas of 50,000, for urban clusters of 2, 500, and or areas adjacent to core selection for urban business area of 200 jobs per square mile
   b. Local economic development on the map data identifies business / employment concentrations within that border urban areas. This data was used to add those areas to Urban Areas creating "urban business areas."
      i. 186 urban business areas in and outside of Michigan
         1. 116 in Michigan (six cross State lines)
         2. 70 in surrounding states (within 60 miles)
      ii. 51 county dominant urban business areas
   c. 83 community (city and township) dominant urban business areas.

5. Natural Landscape Distributions and Rural Impact

   a. Land Cover Map – or natural resources present in a county or region, etc.

b. Publicly-owned land
    i. Town line in 16 counties continues to be an important natural regional boundary

6. Regional Identity

    a. People and businesses should readily identify themselves as being in the region, because their daily lives and businesses take place there

    b. Proxies for this measurement include
        i. Regional and local newspaper circulation data in 2004 and 2009
        ii. Television markets

7. Governor's Vision, Historical Efforts, and Likelihood of Success
    a. Governor's vision and current state investment
        i. Collaborative Development Council of Statewide Economic Developers
            1. Built with this ongoing effort in mind as well as more as a focus on more coordinated economic development efforts
        ii. Regional transit efforts
            1. Mindful of the impact that any boundaries may have on the I-94 corridor, the New International Trade Crossing and the historic Regional Transit Authority efforts in the Metro Detroit Region

    b. Historical Efforts
        i. Mindful of previous attempts to create effective regional bodies over the last 80 years
            1. History of trying to create effective regions in Michigan by Governors dates back to the 1930's
            2. Remained cognizant of where they succeeded and failed and hold no regions – old or new – sacred

    c. Propensity for success
        i. Political realities and federal limitations
            1. In order to succeed in dog years, we need local, state, and regional partners. We have worked diligently to build coalitions and consensus towards a new regional model, with an eye towards future prosperity and change

[END MODFICATIONS]

The regions have two key purposes:

- To create a platform for collaboration and alignment of all state programs and services; and

- To complement the creation of the Governor's Regional Prosperity Grant Initiative, a voluntary and competitive grant program that provides local and regional partners funding to strengthen regional collaboration and planning. **[BEGIN MODIFICATIONS]** As part of the grant application process, local and regional partners were provided opportunities to provide recommendations for additional courses of action related to geographic boundaries for their regions. **[END MODIFICATIONS]** Workforce Agencies, deemed critical to economic development were a required partner for grant applications. All ten regions applied, and all Michigan Works! Agencies participated in the effort.

To provide timely and clear information about the regions to our local and regional partners, a team of staff from the Executive Office and several state departments, including the Director of the Workforce Development Agency, travelled throughout the state, visiting each region and meeting with local stakeholders, **[BEGIN MODIFICATIONS]** including Michigan Works! Agencies and their leadership (Chief and Local Elected Officials). **[END MODIFICATIONS]**

Governor Snyder is confident that these ten regions represent the state's natural economic basins and is heartened by the work that is already being done by our local partners, and that the effort will increase collaboration and strengthen Michigan's competitiveness.

The Regional Prosperity Initiative will ensure that the State of Michigan is investing in the success of our regions, their local communities, and our economy in ways that are meaningful to the people who are working, playing, and doing business there every day. This will ensure that our finite resources are being used wisely. As a result of collaborative efforts for regional prosperity, the state will also be better equipped to attract and retain talent that is so essential to remaining globally competitive. Finally, strong regions will give the state a new avenue by which to deliver state services that is more efficient and responsive to the needs of the regional economy. As federal dollars become scarcer, this helps to ensure that available resources have the greatest impact possible for both job creators and residents.

Local Area Designations: Based on the aforementioned data driven process, the transition from local area designation as a Workforce Investment Act local area to a WIOA local area occurs, using two distinct methods:

- Designation of workforce areas that were designated as a local area to a WIOA local area Initial Two-Year Designation: The Governor approves the request if, for the two (2) program years preceding the date of enactment of the WIOA, the following criteria were met:

    - Was designated as a local area for purposes of Workforce Investment Act;

    - Performed successfully, meaning the local area met or exceeded all levels of performance and the local area has not failed any individual measure for the last two (2) consecutive program years prior to the enactment of the WIOA; and

    - Sustained fiscal integrity, meaning that the secretary has not made a formal determination that either the grant recipient or the administrative entity of the area mis-expended funds due to willful disregard of the requirements of the provision involved, gross negligence, or failure to comply for the two (2) years preceding the determination.

    Regardless of whether a local workforce development area meets the criteria for initial two-year designation, it is up to the Chief Elected Official to review and determine if a change in local area composition would be beneficial for job seekers, workers, and businesses being served using the criteria established under the WIOA. Initial designation applies for the balance of Program Year 2015 and all of Program Year 2016.

- Designation of workforce development areas that were not designated as local areas under the Workforce Investment Act – Discretionary Designation: A local area that does

not meet the criteria for submitting a request for initial two-year designation must request discretionary designation. The Governor approved requests for discretionary designation from the CEO of a local area that was not designated under the Workforce Investment Act that:

- Is consistent with labor market areas;
- Is consistent with regional economic development areas;
- Has available the Federal and non-Federal resources necessary to effectively administer the WIOA activities;
- Has appropriate education and training providers; and
- Is consistent with the geographical boundaries of the Regional Prosperity Initiative.

Statewide Activities funding was designated for incentive funding and awarded to local areas that were designated under the discretionary designation, so long as they were consistent with the following incentive criteria:

- The new local area included, at minimum, two former local areas that were designated under the Workforce Investment Act;
- The new local area aligned with the Regional Prosperity Initiative;
- The new local area designation was completed by October 1, 2015, including the execution of a new inter local agreement (PA 7 or PA 8), creation of the new Local Elected Official board and designation of a fiscal agent, appointment of the new Workforce Development Board, and identification of staff to assist the local board. The designated fiscal agent and identified board staff could be the same as those who served in the same or similar capacity under the Workforce Investment Act or they could be newly identified.

To allow time for local areas that did not qualify for initial designation or local areas that qualified for initial designation but are consolidating under discretionary designation to align with the Regional Prosperity Initiative, are allowed to operate on a transitional basis for Program Year 2015. For areas that are seeking discretionary designation where transition was not completed by October 1, 2015, where a transition period is necessary, the Workforce Development Agency identified the fiscal agent. The transitional fiscal agent has all of the rights and responsibilities for the financial management administration of awards made to the local area.

(C) Provide the appeals process referred to in Section 106(b)(5) of the WIOA relating to designations of local areas.

Appeals Process Relating to Designation of Local Areas

If a local area was denied initial two-year or subsequent designation, the Chief Elected Official (CEO) may submit an appeal to the State consistent with the current Workforce Development Agency Grievance and Complaint Policy.

After the initial two-year designation period, the State will approve requests for subsequent designation from the CEO and the local Workforce Development Board if the following criteria are met during the two (2) years of initial designation:

- The local area performed successfully;
- The local area sustained fiscal integrity; and
- In the case of a local area in a planning region, the local area met the planning requirements described in the WIOA Section 106(c)(1) and operated in a manner consistent with the Regional Prosperity Initiative and the Talent District Charter.

Subsequent designation does not apply to areas that received discretionary designation.

[BEGIN MODIFICATIONS]
The Workforce Development Agency Grievance and Complaint Policy establishes a process for grievances filed by participants, sub-grantees, subcontractors, service providers, employees, One-Stop partners, providers of training services, and other interested parties. The policy also establishes a process for appeals filed by local grant recipients regarding non-designation of a local area, monitoring findings, single audit resolution findings / issues, and other matters.

Appeals to the Workforce Development Agency are to be filed no later than 30 days from receipt of the WDA's decision to not approve initial or subsequent designations. All appeals were to be submitted by certified mail to the Workforce Development Agency, with return receipt requested.

The Workforce Development Agency may take any of the following actions:

1. Reject the Appeal: An appeal may be rejected and a final determination issued for any of the following reasons:

    a. It lacks merit.

    b. The appeal does not state a grievable issue.

    c. There is no relief that can be granted.

    d. The petitioner fails to comply with the applicable procedures (e.g., the 30 day filing requirement).

2. Hearing: An opportunity for a hearing must be provided unless the appeal is rejected by the Workforce Development Agency, if the parties agree to waive a hearing, or if the appellant withdraws the appeal. If a hearing is to be held, it is to be conducted within 30 days of the receipt of the appeal.

    a. Hearing Notice: The parties will be provided a written notice of the date, time, and place of the scheduled hearing and of the opportunity to present evidence, including witnesses. The notice of hearing shall indicate the issues to be decided. Notice is to be given not less than ten days prior to the scheduled hearing date.

b. Hearing Process: At a minimum, the hearing process shall include:
   i. A hearing officer.
   ii. An opportunity for each party to present witnesses (subpoenas are not authorized under this policy) and evidence.
   iii. An opportunity for each party to ask questions of all witnesses providing testimony at the hearing.
   iv. A record of the hearing and a list of all evidentiary exhibits presented at the hearing. At the discretion of the hearing officer, there may be an opportunity to exchange evidentiary information prior to the hearing.

Decision: A written decision is issued not later than 60 days after the filing of the appeal. The decision of the Workforce Development Agency is final. The local grant recipient may appeal non-compliant grievance procedures of the Workforce Development Agency to the Secretary of the U.S. Department of Labor within 60 days of the receipt of the WDA decision by certified mail, with a return receipt requested. A copy of the appeal must be simultaneously provided to U.S. Department of Labor's Regional Administrator and the Workforce Development Agency.
[END MODIFICATIONS]

(D) Provide the appeals process referred to in Section 121(h)(2)(E) of the WIOA relating to determinations for infrastructure funding.

Appeals Process Relating to Determinations for Infrastructure Funding
Development and implementation of local level Memorandums of Understanding assists local partners with effective coordination and collaboration of programs, services, and governance structures. In collaboration with the One-Stop Operator, each local partner is a partner to the local memorandum of understanding and shares responsibility in its development, incorporating all required information as outlined in the WIOA at Section 121(c)(2).

In development of the section of the memorandum of understanding on One-Stop infrastructure funding, the local board and Chief Elected Official are responsible for the following:

1. Ensure that the One-Stop partners adhere to all One-Stop infrastructure funding guidance.

2. Work with One-Stop partners to achieve consensus and informal mediate any possible conflicts or disagreements among One-Stop partners.

3. Provide technical assistance to new One-Stop partners and local grant recipients to ensure that those entities are informed and knowledgeable of the elements contained in the memorandum of understanding and the One-Stop infrastructure costs arrangement.

In the local One-Stop infrastructure funding mechanism, One-Stop partner programs can determine what funds they will use to fund infrastructure costs. The use of these funds must be in accordance with all applicable requirements, with the relevant partner's authorizing statutes and regulations, including, for example, prohibitions against supplanting non- federal resources, statutory limitations on administrative costs, and all other applicable legal requirements. There are no specific caps on the amount or percent of overall funding a One-Stop partner may contribute to fund infrastructure costs under the local One-Stop funding mechanism, except that contributions for administrative costs may not exceed the amount available for administrative costs under the authorizing statute of the partner program. However, amounts contributed for

infrastructure costs must be allowable and based on proportionate use by or benefit to the partner program, taking into account the total cost of the One-Stop infrastructure as well as alternate financing options, and must be consistent with all applicable cost principles.

In addition to infrastructure cost, the memorandums of understanding must also include other shared operational costs relating to the operation of the One-Stop, which must include applicable career services as outlined in Section 678.760 of the Proposed Rules. These shared costs must be allocated according to the proportion of benefit received by each of the partners consistent with applicable federal law and cost principles.

Additionally, One-Stop partners may jointly fund shared services to the extent consistent with their programs' Federal authorizing statutes and other applicable legal requirements. The costs must be reasonable, necessary and allocable. Shared services' costs may include the costs of shared services that are authorized for and may be commonly provided through the one-stop partner programs to any individual, such as initial intake, assessment of needs, appraisal of basic skills, identification of appropriate services to meet such needs, referrals to other one-stop partners, and business services. Shared operating costs may also include shared costs of the local board's functions. Any shared costs agreed upon by the One-Stop partners must be included in the memorandum of understanding.

The memorandums of understanding must specify how the shared costs associated with the One-Stop delivery system are to be apportioned amongst the various partners. Some costs may be 'pooled' and apportioned by means of a formula consistent with 'Generally-Accepted Accounting Principles,' while others may be charged to the partners based upon an agreed-upon formula that reflects each respective program's fair share. Cost-sharing may be applied to services that are of common benefit to all partners, such as customer intake and referral, as well as to the expenses of the local board's functions. Cost allocation plans determined by either method must take into consideration the rules, regulations, and prohibitions of partner funding sources so as to produce no conflict between the program's contribution to the One-Stop delivery system and the partner's programmatic requirements, as specified in the WIOA, Section 678.760, paragraphs (a), (b), and (c).

The memorandum of understanding may include an interim infrastructure funding agreement, including as much detail as the local board has negotiated with One-Stop partners, if all other parts of the memorandum of understanding have been negotiated, in order to allow the partner programs to operate in the One-Stop centers. The interim infrastructure agreement must be finalized within six months of when the memorandum of understanding is signed. If the interim infrastructure agreement is not finalized within six months, the local board must notify the Governor regarding the delay in finalizing the Plan. Once the final infrastructure costs plan is approved, the local board and One-Stop partners must amend the memorandum of understanding to include the final plan for funding infrastructure costs.

If, after July 1, 2016, and each subsequent July 1, the local board, Chief Elected Officials, and One-Stop partners do not reach consensus on methods of sufficiently funding local infrastructure through the local infrastructure cost funding mechanism, and include that consensus agreement in the signed memorandum of understanding, then the local board must notify the Governor and the Governor must administer funding through the State's One-Stop funding mechanism.

1.) Referral Strategies: The methods of referral of individuals between the One-Stop Operator and the One-Stop partners for appropriate services and activities.

2.) Inclusion Strategies: The methods employed to ensure the needs of workers and youth, and individuals with barriers to employment, including individuals with disabilities, are addressed in the provision of necessary and appropriate access to services, including access to technology and materials, made available through the One-Stop delivery system.

3.) Other Provisions: Any other provisions determined to be appropriate for inclusion by the parties signing the memorandum of understanding

4.) Duration: The duration of the memorandum of understanding and the procedures for amending the memorandum of understanding, and assurances that the memorandum of understanding will be reviewed at least once every three years, in accordance with Section 121(c)(2) of the WIOA, to ensure appropriate funding availability and delivery of services.

The memorandums of understanding must be re-executed whenever a local board is reorganized, consolidated, divided, or in any other situation in which the local board for the local service delivery area ceases to be the same local board as the one who originally executed the memorandums of understanding currently in place.

Local areas may incorporate required memorandum of understanding language into their service provider contracts in lieu of executing a formal memorandum of understanding. All memorandum of understanding content requirements as outlined above must be embedded within the contracts in such cases in order to meet the requirements of this policy issuance and signed by all three required individuals (Chief Elected Official, Workforce Development Board chair and partner).

In cases where the Workforce Development Agency has granted a Michigan Works! Agency a waiver allowing for direct delivery of services for a specific program(s), a memorandum of understanding is not required for that program. This exemption will cease to apply upon expiration of the waiver.

Memorandum of Understanding Impasse: The local board must report to the State Board, Governor and relevant state agencies when memorandum of understanding negotiations with One-Stop partners have reached an impasse. The local board and partners must document the negotiations and efforts that have taken place in the memorandum of understanding. The Governor may consult with relevant partners, including appropriate federal agencies, to address impasse situations related to issues other than infrastructure funding after attempting to address the impasse. Impasses related to infrastructure cost funding must be resolved using the State One-Stop infrastructure funding mechanism described in Section 678.730 of the Proposed Rules. If the state cannot assist the local board in resolving the impasse, the Governor must report the failure to the Secretary of Labor and to the head of any other federal agency with responsibility for oversight of a partner's program.

In the State One-Stop infrastructure funding mechanism, the Governor, after consultation with the chief elected officials, local boards, and the State Board, determines one-stop partner contributions, based upon a methodology where infrastructure costs are charged to each partner in proportion to relative benefits received and consistent with the partner program's authorizing laws and regulations, including the federal cost principles, and other applicable legal requirements.

The State Board will develop an allocation formula to allocate funds to local areas to support the infrastructure costs for local One-Stop centers for all local areas that did not use the local funding mechanism. The allocation formula must take into account the number of one-stop centers in a local area, the population served by such centers, the services provided by such centers, and other factors relating to the performance of such centers that the State Board determines are appropriate and that are consistent with federal cost principles.

Statewide Activities.

(A) Provide state policies or guidance for the statewide workforce development system and for use of funds for workforce investment activities.

Statewide Activities – State Policies or Guidance and Use of Funds for Workforce Investment Activities

Statewide activities funds are being used and prioritized to carry out the following required activities:

- Operating a fiscal management and accountability system: The State of Michigan has established, in accordance with the WIOA section 116(i), fiscal control and fund accounting procedures that are necessary to ensure the proper disbursement of, and accounting for, funds paid to the state through allotments made for adult, dislocated worker, and youth programs to carry out workforce investment activities under chapters 2 and 3 of subtitle B.

  The Workforce Development Agency administers numerous federally funded programs providing training, employment, and reemployment services. In 2011, the state's workforce development functions and programs were consolidated with the Michigan Strategic Fund. The Michigan Strategic Fund Finance and Administrative Services functions as the cognizant/oversight agency and is responsible for budget, procurement, office service, and accounting support. In its effort to provide efficient and effective services to its customers, the Workforce Development Agency focuses heavily on performance management.

- Dissemination of the State's list of Eligible Training Providers: The Workforce Development Agency, in coordination with the Michigan Department of Technology, Management and Budget, has rebuilt and renamed the Career Education Consumer Report. The new name, Michigan Training Connect, is embedded in Pure Michigan Talent Connect. Michigan Training Connect has a new look and updated features, greater functionality and accessibility via mobile applications, and linkages to features available through Pure Michigan Talent Connect. The robust system will provide up-to-date information about in-demand occupations, training programs that address the skill needs of employers, and information about available jobs and occupations.

- Technical and Regional Assistance to local areas: The state will continue to publish and disseminate performance outcomes on a quarterly basis 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. The WIOA program staff will monitor performance, identify issues, and provide technical assistance, as needed.

The Workforce Development Agency is moving forward in a coordinated effort to improve the quality and consistency of its monitoring and oversight activities, while relying on and providing opportunities for Workforce Development Agency Coordinators to bring their professional judgments and experience to the process. The Workforce Development Agency staff will continue to conduct programmatic reviews to ensure effective grant monitoring and oversight utilizing a comprehensive set of monitoring and oversight activities, including on-site monitoring, quarterly desk reviews, and ongoing technical assistance and training.

Use of the Workforce Development Agency Monitoring Guides by Workforce Development Agency Coordinators is required, although Workforce Development Agency staff is encouraged to modify and enhance guides as needed to meet the specific needs of each review. In addition, Workforce Development Agency Monitoring Guides are living documents that will be updated regularly to reflect changes in law, regulation, and/or policy, as well as to include any improvements which will make the guides easier and more effective to use. The Workforce Development Agency Coordinators are encouraged to discuss and provide feedback and suggestions for such improvements to their unit managers.

- High Concentrations of Youth: In accordance with the WIOA Section 129(b)(1)(F), the Workforce Development Agency has allocated the WIOA Statewide Activities funding to provide additional assistance to local areas that have a high concentration of the WIOA eligible youth. The local areas selected to receive funding were chosen based upon evaluation of 2010 census data regarding the percentage of eligible youth as compared to the total population of youth in each local service delivery area. A statewide average was then determined and any local area that exceeded the statewide average for eligible youth was selected to receive funding.

  The funds were awarded in order to carry out the following activities:

  - Provide an objective assessment of the academic levels, skill levels, and service needs of each participant, including a review of basic skills, occupational skills, prior work experience, employability, interests, aptitudes, supportive service needs, and developmental needs of such participant, for the purpose of identifying appropriate services and career pathways for participants.

  - Develop service strategies for each participant that are directly linked to one or more of the indicators of performance described in the WIOA Section 116(b)(2)(A)(ii), and that identifies career pathways that include education and employment goals, appropriate achievement objectives, and appropriate services for the participant, taking into account the assessment.

  - Provide:
    1. Activities leading to the attainment of a secondary school diploma or its recognized equivalent, or a recognized post-secondary credential;

    2. Preparation for post-secondary educational training opportunities;

3. Strong linkages between academic instruction and occupational education that lead to the attainment of recognized post-secondary credentials;

4. Preparation for unsubsidized employment opportunities as appropriate; and

5. Effective connections to employers in in-demand industry sectors and occupations of the local and regional labor markets.

- Local programs are required to include each of the fourteen program elements as options available to all youth participants.

- Evaluations: The State of Michigan will continue to conduct evaluations in order to establish and promote methods for continuously improving such activities to achieve high-level performance within, and high-level outcomes from, the statewide workforce investment system. Evaluations include analysis of customer feedback, outcome and process measures for the workforce investment system, as required.

  Evaluation is a critical component of program services. Michigan will continue to evaluate the effectiveness of local programs by conducting comprehensive programmatic reviews for the entire Michigan Works! System. Programmatic reviews ensure that the Michigan Works! System achieves quality program outcomes that meet the requirements and objectives of the WIOA and federal and state regulations. The WIOA programmatic reviews will provide guidance and direction to local programs in order to assist in providing quality workforce development services to our customers and provide a framework for continuous improvement efforts under the WIOA. Program reviews also offer the opportunity for disseminating information about effective program practices to the entire Michigan Works! System.

  Michigan is investing time and resources to analyze existing workforce data through utilization of a dashboard system. The Michigan Talent Dashboard includes information on our employment, environmental, and other key initiatives related to our workforce investment system. The Michigan Works! System Dashboard provides information on key performance measures in aggregate form and then, further broken out by each of our local service delivery areas.

  The State will conduct evaluations and research projects on activities under the WIOA core programs; that such projects will be coordinated with, and designed in conjunction with, state and local boards and with State agencies responsible for the administration of all respective core programs; and, further, that the projects will be coordinated with the evaluations provided for by the Secretary of Labor and the Secretary of Education under the WIOA.

In addition to funding the above referenced WIOA mandated activities, statewide activities funds are being used for those activities deemed most essential to the basic functions of the workforce investment system, including oversight of the local workforce investment boards and the WIOA programs. Statewide funds are being used to carry out the following allowable activities:

- State Level Administration includes the following functions:

  - Staff costs for program oversight and monitoring.

- One-Stop Management Information System and related staff costs: The state uses a single integrated data collection system, known as the One-Stop Management System. This ensures that all local providers collect, report, and maintain the same data elements. The current One-Stop programs represented in the One-Stop Management Information System are:

    1. The Wagner-Peyser funded services

    2. The Welfare Reform Programs

    3. The WIOA Programs, and

    4. The Trade Adjustment Assistance

- Department of Information Technology costs associated with maintenance and system upgrades to the One-Stop Management Information System, the Management of Awards to Recipients System, the Michigan Adult Education and Reporting System, and Michigan Training Connect (Michigan's Eligible Training Provider List) system upgrades.

- Michigan Works! Service Center Operations: The Workforce Development Agency has allocated the WIOA Statewide Activities funding to provide funds to be used in support of Michigan Works! Service Center Operations. The allocation for each Michigan Works! Agency is based on a formula derived from the relative size of the local area's labor force; however, the number of customers served by the service center(s) and the number of service centers in the local area, both full service centers and satellite centers, were taken into account in determination of the final awards.

  Service center operation funds may be used in support of all activities to improve customer service, inform and educate the public about service centers and upgrade facilities. The use of service center funding to purchase or maintain participant reporting systems or job matching systems that duplicate those provided by the state is prohibited.

- Memorandum of Understanding with Office of Labor Market Information and Strategic Initiatives: The Workforce Development Agency has entered into a memorandum of understanding with the Michigan Department of Technology, Management, and Budget's Office of Labor Market Information and Strategic Initiatives. The memorandum of understanding provides for the collection, development, and analysis of economic, demographic, and labor market information in support of initiatives designed to strengthen Michigan's workforce and talent systems and address the immediate and long-term talent needs of employers, The information is intended to provide customized information in order to provide an adequate basis for effective decision-making, program management, and review of workforce / talent development efforts in the state.

- Special Projects Funding: Funds have been set aside for yet-to-be-determined special projects generated by the Workforce Development Agency. Special projects could include, but are not limited to, workforce and economic information and data needs, support for statewide planning activities around the WIOA, support for regional and local activities, surveys, evaluations, and additional enhancements to the MI Training Connect (Michigan's eligible training provider list). Funds may also be utilized to provide

additional support for service center operations, commensurate with the level of any remaining set aside funds.

- Capacity Building and Professional Development Funds to Michigan Works! Agencies: To most efficiently and effectively utilize these funds to benefit the entire Michigan Works! System, funds are allocated using a regional approach.

  Activities supported by these funds assist in addressing the goals of local strategic plans and the needs of local employers for a skilled workforce. The funding is awarded regionally, but benefits the entire workforce system.

  Funds may be utilized for, but not limited to, supporting state and local partnerships, enhancing system capacity to provide opportunities for individuals with barriers to employment to enter in-demand industry sectors or occupations and nontraditional occupations, developing and improving local program performance and goals, and assisting ongoing system development and proficiency, including professional development and technical assistance. In addition, a dedicated portion of the funding must be used to support Lean training.

(B) Describe how the state intends to use Governor's set aside funding, how the state will utilize Rapid Response funds to respond to layoffs and plant closings and coordinate services quickly to aid companies and their affected workers, States should also describe any layoff aversion strategies they have implemented to address at risk companies and workers.

Statewide Activities - Governor's Set-Aside Funding – Utilization of Rapid Response Funds

The Workforce Development Agency is responsible for providing Rapid Response services and serves as the recipient of plant closings/mass layoff notices required under the Worker Adjustment and Retraining Notification Act.

Rapid Response is a key component to Michigan's strategy to create a unified local approach to working with employers and providing a comprehensive array of services to employers. As a business service, Rapid Response promotes a full range of services available to help companies in all stages of the economic cycle. Michigan promotes Rapid Response as a positive, proactive, business-friendly service, rather than just a reactive service. Early intervention facilitates a relatively quick and unencumbered transition to employment or training, following either a permanent closure or mass layoff, or a natural (or other) disaster resulting in mass job dislocation.

Rapid Response activities are carried out by the WIOA Title I Section, located within the Workforce Development Agency. A WIOA state coordinator is assigned to a geographic territory with the responsibility for the coordination of rapid response activities between the state and the local areas. The Rapid Response Team process involves a unique mix of state agencies and local service providers, together with the private sector and organized labor. The goal of all concerned parties is to provide support as well as technical assistance that will enable dislocated workers to make a successful transition to reemployment.

The WIOA state coordinators participate in cross training on programs and services most relevant to each local area or region. State coordinators provide information and assistance on available federal, state, and private grants and funding resources to assist employer with their

workforce needs. With the input and support of all parties involved, our process ensures that Michigan continues to administer one of the best dislocated worker programs in the country.

A managed Rapid Response process addresses plant closings and mass layoffs, including worker re-training, job placement, and related needs. Local and state roles are clearly defined. Generally, plant closings and mass layoff events involving less than 50 workers are referred to the local Michigan Works! Agencies for assistance. Coordinators gather information, give company representative(s) an overview of Dislocated Worker program services, and provide contact information for the nearest Michigan Works! Agency. The Michigan Works! Agency coordinates worker orientation meetings to provide affected workers with information about unemployment and reemployment services.

The state has a comprehensive procedure to serve customers using the WIOA Rapid Response, the WIOA Dislocated Worker, and Trade Adjustment Assistance Programs. The Rapid Response team begins the process by interacting with companies that have, or plan to, lay off workers. Information regarding the WIOA Dislocated Worker and Trade Adjustment Assistance are provided to the company, and if applicable, union officials at this early stage. Worker meetings are planned at this point to discuss the available workforce programs in more detail.

Demand-driven strategies target industries based on an area's perceived comparative advantages and create relationships with key stakeholders in those industries. Ideally, demand-driven strategies help industries by improving operations, as well as enhancing industry development. Currently, many demand-driven programs identify shortages of skilled workers as a major impediment to growth.

To ensure high quality and maximum effectiveness, successful Rapid Response strategies must include at least the following:

- Convening, facilitating, and brokering connections, networks and partners;
- Strategic planning, data gathering and analysis designed to prepare for, anticipate, and manage economic transition;
- Informational and direct reemployment services for workers; and
- Solutions for businesses in transition, growth, and decline.

The planning and information gathering necessary for effective Rapid Response also establishes an awareness of and familiarity with the talent needs of a region, and allows the workforce system the ability to strategically meet the needs of both hiring employers and those facing layoffs. Providing an environment to engage industry leadership on a broad range of workforce issues facilitates the identification of necessary resources. Convening employers, and when appropriate, partners and other resources, allows comprehensive dialogue between employers and training institutions, resulting in collaborative problem-solving; creating unique approaches to career pathways; addressing curriculum strategies and ultimately enhancing competitiveness and reducing the potential for future layoffs.

The aforementioned strategies are all part of a demand-driven system and a key component of a comprehensive layoff aversion strategy.

(C) In addition, describe the state policies and procedures to provide Rapid Responses in the cases of natural disasters, including coordination with Federal Emergency Management Agency and other entities

Statewide Activities - Rapid Response in Cases of Natural Disasters
In Michigan, all Federal Emergency Management Agency services are coordinated through the Michigan State Police, Emergency Management and Homeland Security Division, Federal Emergency Management Agency, U.S. Small Business Administration and local officials. In the event of a natural disaster, the Workforce Development Agency will work with a local area to determine if applying for a National Dislocated Worker Grant is the appropriate action to secure additional funding to service affected workers.

(D) Describe how the state provides early intervention (e.g., Rapid Response) to worker groups on whose behalf a Trade Adjustment Assistance (TAA petition has been filed (Section 134(a)(2)(A)).) This description must include how the state disseminates benefit information to provide Trade Adjustment Assistance-affected workers in the groups identified in Trade Adjustment Assistance petitions with an accurate understanding of the provision of Trade Adjustment Assistance benefits in such a way that they are transparent to the Trade Adjustment Assistance affected dislocated worker applying for them (Trade Act Sec. 221(a)(2)(A)) and Sec. 225; Governor-Secretary Agreement). Describe how the state will use funds that have been reserved for Rapid Response to provide services for every worker group that files a Trade Adjustment Assistance petition.

Statewide Activities - Early Intervention to Trade Adjustment Assistance-Affected Workers
The state has a comprehensive procedure to serve customers using the WIOA Rapid Response, the WIOA Dislocated Worker, and Trade Adjustment Assistance programs. A Rapid Response team begins the process by interacting with companies that have, or plan to, lay off workers. As soon as company closure or layoff information is known, this information is disseminated to Trade Adjustment Assistance state staff. Coordination begins at an early stage for consideration of a Trade Adjustment Assistance petition. Information regarding the WIOA Dislocated Worker and Trade Adjustment Assistance are provided to the company, and if applicable, union officials at this early stage. During this process, the Trade Adjustment Assistance program is introduced and a Trade Adjustment Assistance petition is given to the company (and union if applicable) officials. Contact information for the state Trade Adjustment Assistance petition expert is provided as well. The state can provide assistance in filing the petition, or file the petition on the behalf of workers.

Worker meetings are planned at this point to discuss the workforce program available in more detail, including the Dislocated Worker program. The Trade Adjustment Assistance worker benefit orientation meetings occur when, and if, certification occurs. The Trade Adjustment Assistance worker benefit orientation meetings expand upon the Rapid Response worker meeting and provide detailed information on all Trade Adjustment Assistance benefits and services. The integration of the State's Rapid Response and Trade Adjustment Assistance programs ensures workers will receive prompt and accurate information to make informed career and employment decisions.

The Michigan Works! Agencies are encouraged to co-enroll Trade Adjustment Assistance customers into the WIOA Dislocated Worker programs as applicable. The Trade Adjustment Assistance State Manual states "In accordance with federal regulations, each Michigan Works! Agency shall provide a full range of reemployment services, including mandated services, to eligible workers. These services include case management, training, job search/relocation allowances and other dislocated worker programs administered by the Michigan Works! Agency to maximize program efficiency and prevent duplication of services."

Trade Adjustment Assistance funds are used as the first funding source for training, but co-enrolled participants can receive the WIOA services unavailable in the Trade Adjustment Assistance program. Co-enrollment is strongly encouraged, and is consistently discussed at Michigan Works! Agency training seminars and Trade Adjustment Assistance program reviews.

State Trade Adjustment Assistance staff will coordinate with the WIOA employer-based training initiatives that support the demand-driven model and coordination of Trade Adjustment Assistance and the WIOA Dislocated Worker programs.

In addition, the state is committed to understanding the reasons why Trade Adjustment Assistance-certified workers use or do not use their Trade Adjustment Assistance benefits. After an extensive outreach and reengagement effort was completed, the state will continue efforts to engage previously certified workers.

(b) Adult and Dislocated Worker Requirements.

(1) Work-Based Training Models. If the state is utilizing work-based training models (e.g. on-the-job training, incumbent worker training, transitional jobs, and customized training) as part of its training strategy and these strategies are not already discussed in other sections of the plan, describe the state's strategies for how these models ensure high quality training for both the participant and the employer.

Adult and Dislocated Worker Requirements – Work-Based Training Models
Work-Based Training Models: Work-based training is employer-driven, with the goal of unsubsidized employment after participation. Generally, work-based training involves a commitment by an employer or employers to fully employ successful participants after they've completed a training program. Customized training, on-the-job training, incumbent worker training, transitional jobs, and registered apprenticeships are all identified as work-based training services. Each of these work-based training models can be effectively used to target different job seeker and employer needs.

Michigan Works! Agencies are required to have a local policy in place that includes a strategy for providing work-based training services. The work-based training policies for each of the work-based training services may be under separate cover or may be included in the Michigan Works! Agency's WIOA comprehensive plan. Local training policies and contracts will be reviewed during the WIOA programmatic reviews.

- Customized Training: Customized training is designed to provide local areas with the flexibility to ensure that training meets the unique needs of job seekers and employers or groups of employers. Customized training is to be used to meet the special requirements of an employer or group of employers and conducted with a commitment by the employer to employ all individuals upon successful completion of training.

  Employers pay a significant portion of the training costs, as determined by the local board, taking into account the size of the employer and other factors that may include the number of employees participating in training; the wage and benefit levels of the employees (at present and anticipated upon completion of the training); the relation of the training to the competitiveness of the participant; and other employer-provided training and advancement opportunities.

For employed workers to qualify for customized training, the employee must not be earning a self-sufficient wage as determined by local board policy, and the aforementioned requirements must be met. The training must incorporate new technologies, processes, or procedures, skills upgrades, workplace literacy, or other appropriate purposes as identified by the local board.

- On-the-Job Training:_On-the-job training is primarily designed to provide a participant with the knowledge and skills necessary for the full performance of the job. On-the-job training is a critical tool that can help job seekers enter into successful employment. The term ''on-the-job training'' means training by an employer that is provided to a paid participant while engaged in productive work in a job that:
  - Provides knowledge or skills essential to the full and adequate performance of the job;
  - Provides reimbursement to the employer of up to a percentage of the wage rate of the participant for the extraordinary costs of providing the training and additional supervision related to the training; and
  - Is limited in duration as appropriate to the occupation for which the participant is being trained, taking into account the content of the training, the prior work experience of the participant, and the service strategy of the participant, as appropriate.

  Prior to approving an on-the-job training, the local area must assess the potential participant to ensure suitability for the training. The assessment, at a minimum, shall include the relevant occupation's specific skill requirements, the participant's academic and occupational skill level, prior work experience and the individual employment plan or Individual Service Strategy. The individualized employment plan must reference the lack of skills and the need for an on-the-job training. The results of the assessment will be used, in part, to determine the appropriateness of and suitability for the on-the-job training, along with determining the duration of the training.

  On-the-job training is provided under an agreement with an employer in the public, private non-profit or private sector. Prior to entering into an on-the-job training agreement with an employer, the local Michigan Works! Agency shall conduct a pre-screening to ensure that the employer meets the minimum standards and can provide both training and long-term employment to an on-the-job training participant.

  A local Michigan Works! Agency may not enter into an on-the-job training contract with an employer who has previously exhibited a pattern of failing to provide on-the-job training participants with continued long-term employment. Training positions covered by an on-the-job training contract must not have been created by the displacement of employed workers in the same or similar position.

  A local Michigan Works! Agency may not enter into an on-the-job training contract with employers who have relocated their business or part of their business from any location in the Unites States, in the past 120 days, that has resulted in any employee losing his or her job at the original location.

  Employers must offer wages, benefits, and working conditions that are equal to those provided to regular employees who have worked for a similar length of time and are

doing the same type of work. The employer must comply with all applicable federal, state, and local laws and regulations providing safe and clean working conditions.

If a union is present at the worksite, a union concurrence is required as part of the contract.

Funds will not be used to assist, promote, or deter union organizing in accordance with the WIOA Section 151(b)(7).

Local areas should target priority industries identified by local Workforce Development Boards consistent with a demand-driven workforce system. Occupations targeted for on-the-job training should be defined in the local on-the-job training policy and should align and support the Michigan Industry Cluster Approach. Targeted outreach should then occur within those industries.

On-the-Job Training and Staffing Agencies: Many job openings are filled by "host employers" using staffing or personnel agencies. Staffing agencies are usually the employer of record. They provide pay and benefits and are responsible for payroll taxes and workers' compensation. The host employer is usually responsible for providing the work and work space. Training can be the responsibility of the host employer, the staffing agency, or both.

When formula WIOA funds are used for an employment situation involving a staffing agency, several factors must be considered prior to approving on-the-job training funding:

- turnover pattern;
- pay and benefits;
- documentation; and the
- reimbursement check.

On-the-Job Training and Employed Workers: An on-the-job training contract may be written for eligible employed workers when the following circumstances are met:

- The employee is not earning a self-sufficient wage, as determined by local board policy;
- Requirements in Section 680.700 of the WIOA proposed rules are met; and
- On-the-job training relates to the introduction of new technologies, introduction to new production or service procedures, upgrading to a new job that requires additional skills, workplace literacy, or other appropriate purposes as identified by the local board.

Payments to employers are deemed to be compensation for the extraordinary costs associated with training participants and potentially lower productivity of the participation while in the on-the-job training. Employers are not required to document such extraordinary costs. However, they are understood to include costs resulting from:

- More intensive supervision;
- Above average material waste;
- Abnormal wear on tools;
- Down time; and
- Lower rates of production.

The reimbursement is not a wage subsidy. Expectations are that the participant will continue working even after the payments to the employer end and that the participant will continue to receive compensation and benefits commensurate with the job performance.

Reimbursements are limited to 50 percent of the wage rate of an on-the-job training participant. Under certain conditions, the on-the-job training reimbursement rate may be raised to 75 percent of the wage rate when taking into account the following factors:

- The characteristics of the participants taking into consideration whether they are "individuals with barriers to employment" as defined in the WIOA Section 3(24);
- The size of the employer, with an emphasis on small businesses;
- The quality of employer-provided training advancement opportunities, for example if the on-the-job training contract is for an in-demand occupation and will lead to an industry-recognized credential; and
- Other factors the local board may determine to be appropriate, which may include the number of employees participating, the wage and benefit levels of the employees (both present and after on-the-job training completion), and relation of the training to the competitiveness of the participant.

Local boards must document the factors used when deciding to increase the wage reimbursement levels above 50 percent up to 75 percent.

Local areas may decide that the reimbursement, or a portion of the reimbursement, will be withheld and dispensed upon retention. Local policy should clearly state the requirements for reimbursement and any exceptions to such (i.e., if the trainee quits or is fired for just cause). On-the-job training reimbursements cannot exceed the amount obligated in the training plan, or any subsequent modifications.

- Incumbent Worker Training Programs: Incumbent worker training is designed to ensure that employees of a company are able to gain the skills necessary to retain employment or avert a layoff, and must increase both the participant's and a company's competitiveness. An ideal incumbent worker training is one where a participant acquires new skills allowing the participant to move into a higher skilled and higher paid job within the company, thus allowing the company to hire a jobseeker to backfill the incumbent worker's position. Incumbent worker training is designed to meet the special requirements of an employer (including a group of employers in partnership with other

entities) to retain a skilled workforce, or to avert the need to lay off employees by assisting the workers in obtaining the skills necessary to retain employment.

To qualify as an incumbent worker, the incumbent worker needs to be employed, meet the Fair Labor Standards Act requirements for an employer-employee relationship, and have an established employment history with the employer for six months or more. An Incumbent Worker does not necessarily have to meet eligibility requirements for career and training services for adults and dislocated workers under the WIOA.

The employer, or group of employers, must pay for a portion of the cost of providing the training to incumbent workers. The portion of the training cost is the non-federal share of the cost of providing the training.

Michigan Works! Agencies utilizing incumbent worker training are required to have a local Incumbent Worker Training policy in place. The policy may be under separate cover or may be included in the Michigan Works! Agency's WIOA Comprehensive Plan.

The local policy must include a description of local and/or regional layoff aversion strategy being utilized including:

- Strategies and services employed by the local area. Examples may include:
  - Establishing an early warning network,
  - Economic trend monitoring,
  - Asset mapping,
  - Prefeasibility studies, and
  - Succession planning.
- How the local Workforce Development Board will employ Incumbent Worker Training as part of its demand-driven strategy.
- How the local Workforce Development Board will ensure that Incumbent Worker Training directly provides skill attainment activities for the participating workers.
- Identification of any locally defined "at risk" indicators.

The local Workforce Development Board must use the following criteria when deciding on utilizing funds for incumbent worker training with the employer:

- The characteristics of the participants in the program;
- The relationship of the training to the competitiveness of a participant and the employer; and
- Other factors the local board determines appropriate, including the number of employees trained, wages and benefits including post training increases, and the existence of other training opportunities provided by the employer.

Employers are required to contribute their share of the training costs, using the following sliding scale:

- No less than 10 percent of the cost for employers with 50 or fewer employees,
- No less than 25 percent of the cost for employers with 51 to 100 employees, and
- No less than 50 percent of the cost for employers with more than 100 employees.

Calculation of the non-federal share of the training cost may include the wages paid by the employer to a worker while the worker is attending a training program. The employer share may be cash or in-kind, fairly evaluated.

Local policies and contracts for incumbent worker training will be reviewed during the WIOA Programmatic Reviews.

- Transitional Jobs: Transitional jobs are a way for adults and dislocated workers with barriers to employment, who are experiencing chronic unemployment or have an inconsistent work history, to develop a work history and basic skills essential to keeping a job. Transitional jobs are time-limited, subsidized employment in the public, private, or non-profit sectors. Comprehensive career and supportive services must be made available to transitional jobs participants. Transitional jobs can be effective solutions for individuals to gain the necessary work experience that they would otherwise not be able to get through training or an on-the-job training. The goal is to establish a work history for the individual, demonstrate work success, and develop skills that lead to entry into unsubsidized employment. The difference between a transitional job and an on-the-job training contract is that in a transitional job there is no expectation that the individual will continue his or her hire with the employer after the work experience is complete.

  Local areas may use up to 10 percent of their combined total adult and dislocated worker allotments for transitional jobs.

(2) Registered Apprenticeship. Describe how the state will incorporate Registered Apprenticeships into its strategy and services.

State Strategy
[BEGIN MODIFICATIONS]

In 2014, the Workforce Development Agency launched MI-AIM (Apprenticeship, Internship and Mentoring): The Path to Work-based Learning Career Opportunities in Michigan. MI-AIM provides a comprehensive outreach and communications strategy, resources and technical assistance with the “aim” of creating more Registered Apprenticeships while promoting other types of work-based learning. MI-AIM is a statewide collaborative launched in partnership with more than 70 stakeholders from the workforce system, community colleges, universities, secondary education, business associations, unions, and others.

Some of the early outcomes of this initiative include having leveraged the MI-AIM partner network to produce a Funding and Resources Guide which identifies a number of federal, state and private funding sources which can be leveraged to support apprenticeships, and providing input to the Governor’s Skilled Trades campaign, which is designed to promote in-demand

opportunities in the skilled trades. In addition to the special web pages on mitalent.org that feature facts to clear up some misperceptions regarding skilled trades, educational resources, and videos by Mike Rowe and Tom Daldin have been designed to show K-12 students the benefits of selecting the skilled trades as a career option, including both traditional and emerging industries and occupations all of which are apprenticeable.

Finally, during the American Apprenticeship grant solicitation the MI-AIM partner network was engaged to advise and inform the Workforce Development Agency on a state-level proposal which culminated in the development of its Michigan Apprenticeship Success Network (MASN) concept. MASN proposes establishing "Apprenticeship Success Coordinators" (ASCs) within each of the ten Prosperity Regions. These ASCs will be able to serve as local resources, acting as an extension of United States Department of Labor Office of Apprenticeship field staff to help promote Registered Apprenticeship. Although the Workforce Development Agency's proposal was not funded, the work produced through this collaboration has served as a blueprint for creating a foundation that can leverage existing infrastructure and partners to establish a statewide apprenticeship network.

MASN will be built upon a foundation of substantial investment and numerous progressive initiatives which have created a positive climate for Registered Apprenticeships. The initiatives have helped to elevate apprenticeship as a proven and cost effective training model, which is in turn helping the state achieve its goals related to job creation, and increasing opportunities for individuals to access in-demand education and training opportunities.

No doubt, two key partners who play a critical role in helping expand apprenticeship are the United States Department of Labor Office of Apprenticeship and the Michigan Works! Agencies that make up Michigan's workforce system. One approach that Workforce Development Agency has had success with is aligning state-level initiatives and funding with these key partners to increase the uptake of new Registered Apprenticeship. For example, the Skilled Trades Training Fund (STTF) provides funding for businesses toward the first year of training and for the establishment of United States Department of Labor registered apprenticeships. The STTF application process requires that an employer work through their local Michigan Works! Agency and that any STTF-funded apprenticeships be registered with the USDOL. This has helped to introduce many new employers to the Michigan Works! System while ensuring that the MWA can evaluate whether there are opportunities to leverage other workforce programs/funding to support the apprenticeship. STFF funded over 180 new apprenticeships in fiscal year 2015. For fiscal year 2016 the STTF has already funded 338 new apprenticeships and the plan is to double the amount of STFF set-aside for supporting USDOL Registered Apprenticeship to $2million in Fiscal Year 2017.

The Workforce Development Agency is in the process of rolling out a similar approach with its Michigan Advanced Technician Training (MAT^2) program, an educational model that allows companies to "grow their own" employees and ensure a future pipeline of qualified talent. It is a working partnership between the WDA, industry leaders, and colleges to directly involve employers in creating highly skilled, capable and readily employable graduates. Across the four occupational areas for which MAT^2 has programs (mechatronics, technical product design, information technology, and computer numeric controls) there are currently more than 130 students with 46 sponsoring companies. This past year MAT^2 expanded outside of Southeast Michigan for the first time when the mechatronics program was offered at Baker College of Cadillac and MAT^2 added its fourth occupational program with the launch of CNC at Kalamazoo Valley Community College.

The Workforce Development Agency just received State Administrative Board approval to move forward with offering MAT^2 Employer Training Grants which will provide $5,000 per new employee to establish USDOL Registered Apprenticeships for MAT^2 companies willing to sponsor employee(s) in one of the targeted MAT^2 occupational programs for cohort year 2016. The grant would cover 50% of the first year tuition for most MAT^2 programs. For MAT^2 companies with MAT^2 employees, in cohort 2015, who are not yet registered for an USDOL Apprenticeship, and are in the second program year, the company may be eligible for a grant of $3,000 per employee. For MAT^2 companies with MAT^2 employees, who are in cohort 2014 or 2013, who are not yet registered for an USDOL Apprenticeship, and are beginning the third program year or will finish the training as of the end of August 2016, the company may be eligible for a grant of $2,000 per employee.

The purpose of the MAT^2 Employer Training Grants is threefold: 1) recruit more employers for the MAT^2 program; 2) increase the number of MAT^2 companies registering their programs with the U.S. DOL Office of Apprenticeship; and 3) better integrate MAT^2 with the broader workforce and talent system.

The Governor's Talent Investment Board has continued to play a prominent role in exploring strategies for apprenticeship expansion including having established a specific committee focused on increasing work-based learning opportunities for students 16 years of age and older. An initial approach adopted by this committee has been to focus on the Michigan Department of Education's ongoing efforts to remove barriers that are preventing 16 and 17 year olds from participating in work-based learning opportunities through state approved CTE programs. Any potential solutions or preliminary recommendations resulting from this work could then be applied toward increasing Youth apprenticeship through CTE/Early College programs. For example, there is an opportunity to align MAT^2 (which utilizes the apprenticeship training model) with existing CTE/Early College programs to drill down further into the K12 system. Potentially, students could start the MAT^2 program as juniors or seniors--creating a continuous stream of prospective applicants, cut down on the time and money it takes to produce a current MAT^2 graduate, which will in turn help to maximize the considerable investment the state has already made in this program.

The Career Jump Start (CJS) initiative was launched in 2013 by the Michigan Economic Development Corporation (MEDC) in response to employer feedback gathered during the inaugural Governor's Economic Summit. The event identified a need for additional resources to help promote, and better connect young people to in-demand education and career opportunities, including Registered Apprenticeship.

With the ultimate goal of directing more high school graduates into high demand jobs to help close the skills gap in Michigan, the original intent of the CJS initiative was to provide funding to establish "career liaison" positions within each of the ten (10) Prosperity Regions as well as additional resources to support related statewide marketing efforts. In accordance with "Reinventing Michigan: Governor Snyder's Model for Growing Michigan's Economy", the career liaison(s) are encouraged to identify and support those activities that align with key initiatives, such as create more and better jobs; keep our youth – our future – here; restore our cities; enhance our national and international image; revitalize our educational system; and winning in Michigan through relentless positive action. Since the initiative's inception, career liaisons have been responsible for connecting high school students, parents, and educators with information about high demand careers and training programs with a focus on building awareness of shorter-term credentials, associate's degrees, and apprenticeships where there is documented employer demand.

When MEDC Talent Enhancement was phased out as a result of the recent state-level reorganization, which established the Department of Talent and Economic Development and created the new Talent Investment Agency, the decision was made to move remaining talent programs over to the Workforce Development Agency. With the Workforce Development Agency now responsible for the day-to-day administration of CJS, MAT^2, and other work-based learning initiatives, there is an opportunity to better align and integrate these programs with other components of the talent system to ensure their long-term success and sustainability.
[END MODIFICATIONS]

Adult and Dislocated Worker Requirements – Registered Apprenticeships
For eligible participants, local WIOA Adult and Dislocated Worker funds may be used for:

- Pre-apprenticeship training, such as remediation and/or basic job skills training, to prepare an individual for a Registered Apprenticeship program;
- Case management, prior to, and during a Registered Apprenticeship program;
- On-the-job training, in the form of employer reimbursement for the extraordinary costs of training;
- Related training instruction in the form of tuition assistance, books, supplies, etc., when the training provider is on Michigan Training Connect;
- Supportive services, including transportation and child care assistance, and
- Follow-up services.

Registered Apprenticeship programs will remain on the Michigan Training Connect as long as they remain registered, and are not subject to the same performance reporting requirements as other training programs, thereby streamlining requirements and facilitating the design and delivery of work-based training opportunities.

[BEGIN MODIFICATIONS]
Michigan is supporting the expansion of Registered Apprenticeships, and promoting the placement of Registered Apprenticeships programs on Michigan Training Connect into our strategy and services.
[END MODIFICATIONS]

Pre-Apprenticeship Training:_For workers who may not have the fundamental skills to succeed in a Registered Apprenticeship program and youth who are exploring career options, pre-apprenticeship training programs act as a bridge. These training programs, which are operated by education, community or faith-based organizations, can help apprenticeship candidates decide on an occupational track, develop foundational skills, and improve productivity once employed. Pre-apprenticeship programs operate an approved plan under which candidates participate in a short, intensified training period in a school or training center, with the intent to place them into Registered Apprenticeships upon completion or soon after completion of the program.

Pre-apprenticeship describes a program or set of strategies designed to prepare individuals to enter and succeed in a Registered Apprenticeship program, and has a documented partnership with at least one, if not more, Registered Apprenticeship program(s). A quality pre-apprenticeship program is one that incorporates the following elements:

- Training and curriculum based on industry standards and approved by the documented Registered Apprenticeship partner(s) that will prepare individuals with the skills and competencies needed to enter one or more Registered Apprenticeship program(s).

- Strategies that increase Registered Apprenticeship opportunities for under-represented, disadvantaged or low-skilled individuals, such that upon completion they will meet the entry requirements, gain consideration, and be prepared for success in one or more Registered Apprenticeship program(s).

- Access to appropriated support services.

- The use of the Registered Apprenticeship program as a preferred means for employers to develop a skilled workforce and to create career opportunities.

- Meaningful hands-on training that accurately simulates the industry and occupational conditions of the partnering Registered Apprenticeship sponsor(s), while observing proper supervision and safety protocols.

- Facilitated entry and/or articulation.

Pre-apprenticeships may be used to provide work experiences that can help participants obtain the skills needed to be placed into a Registered Apprenticeship. Pre-apprenticeship programs provide training to increase math, literacy, and other vocational skills needed to gain entry to a Registered Apprenticeship program. A pre-apprenticeship program, funded with an Individual Training Account, must have at least one apprenticeship partner; such pre-apprenticeship programs must possess, or develop, a strong record of enrolling their pre-apprenticeship graduates into a Registered Apprenticeship program. Pre-apprenticeship programs must be on the state's eligible training provider list in order for participants to utilize an Individual Training Account.

Pre-apprenticeship programs are added to the list of work experiences for youth under the WIOA. Local youth programs must coordinate pre-apprenticeship programs to the maximum extent feasible with Registered Apprenticeship programs, and require at least one documented partnership with a Registered Apprenticeship program. Quality pre-apprenticeship programs play a valuable role in preparing entrants for a Registered Apprenticeship and contribute to the development of a diverse and skilled workforce. Pre-apprenticeship programs can be adapted to meet the needs of participants, the various employers and sponsors they serve, and the specific employment opportunities available in the local market. Pre-apprenticeship training programs have successfully demonstrated that obstacles, such as low math skills, poor work habits, lack of access to transportation, and the lack of knowledge of sector opportunities can be overcome when coordinated training and support are provided.

(3) Training Provider Eligibility Procedure. Provide the procedure, eligibility criteria, and information requirements for determining training provider initial and continued eligibility, including Registered Apprenticeship programs (WIOA Section 122).

Adult and Dislocated Worker Requirements – Training Provider Eligibility Procedure
During Program Year 2015, the Workforce Development Agency redesigned the Career Education Consumer Report, the state's Eligible Training Provider List. The state's new Eligible Training Provider List is now housed within Pure Michigan Talent Connect and is known as Michigan Training Connect. The newly redesigned Michigan Training Connect has a new look, new features, and greater overall functionality, and is accessible to via mobile applications.

During November and December 2015, initial eligibility was determined for all training providers on Michigan Training Connect. All training providers listed on the former Career Education Consumer Report that wished to maintain their eligibility on the Michigan Training Connect received notices during the month of October 2015 that they would be required to update their information through a reapplication procedure in order to maintain their eligibility. Training providers that did not respond within the timeframe allowed, and programs that were updated but did not meet the WIOA continued eligibility criteria were removed from the list effective December 31, 2015. Training providers that did not meet the deadline, but wished to remain on the list, could reapply after the transition from the Career Education Consumer Report to the Michigan Training Connect was completed.

Training programs that were determined initially eligible under the enactment of the WIOA were automatically transitioned over to the Michigan Training Connect. Subsequent eligibility for training programs will be determined on an annual basis.

Active outreach to all U.S. Department of Labor Registered Apprenticeships Programs located within the State of Michigan for placement on the Michigan Training Connect is scheduled to begin during early 2016.

(4) Describe how the State will implement and monitor priority for public assistance recipients, other low-income individuals, or individuals who are basic skills deficient in accordance with the requirements of the WIOA Section 134(c)(3((E), which applies to individualized career services and training services funded by the Adult Formula program.

Adult and Dislocated Worker Requirements – Implementation and Monitoring of Priority of Service
Priority of service is in effect at all times, not just when funds are limited. Priority is given in the following order:

1. First, to veterans and eligible spouses who are also funded in the groups given statutory priority for WIOA adult formula funds. This means that veterans and eligible spouses who are also recipients of public assistance, other low-income individuals, or individuals who are basic skills deficient would receive first priority of services with the WIOA adult formula funds.

2. Second, to non-covered persons (that is, individuals who are not veterans or eligible spouses) who are included in the WIOA's priority groups.

3. Third, to veterans and eligible spouses who are not included in the WIOA's priority groups.

4. Last, to non-covered persons outside the groups given priority under the WIOA.

The statutory requirement applies to Adult program funds for individualized career and training services. Funds allocated for the Dislocated Worker program are not subject to this requirement.

Priority of Service is monitored as part of the state's WIOA programmatic reviews. The goal of programmatic reviews is to provide technical assistance, as appropriate, and ensure that established policies, procedures, and systems of the Michigan Works! Agency achieves quality program outcomes that meet the requirements and objectives of the WIOA and federal and state regulations. This program review is in addition to the WIOA fiscal compliance monitoring, and thereby ensures the state will meet program design, as required by the WIOA.

(5) Describe the State's criteria regarding local area transfer of funds between the adult and dislocated worker programs.

Adult and Dislocated Worker Requirements – Transfers of funds between Adult and Dislocated Worker Programs

[BEGIN MODIFICATIONS] Our Governor has allowed all local areas to **[END MODIFICATIONS]** transfer up to 100 percent of their allocations between the Adult and Dislocated Worker programs without a waiver, **[BEGIN MODIFICATIONS]** thereby allowing local areas with the flexibility to provide services in the areas of greatest need. **[END MODIFICATIONS]** Local areas are required to submit Budget Information Summaries to the Workforce Development Agency to effect any transfers between the Adult and Dislocated Worker programs.

(c) Youth Program Requirements. With respect to youth workforce investment activities authorized in section 129 of the WIOA-

(1) Identify State-Developed criteria to be used by local boards in awarding grants for youth workforce investment activities and describe how the local boards will take into consideration the ability of the providers to meet performance accountability measures based on primary indicators of performance for the youth programs as described in section 116(b)(2)(A)(ii) of the WIOA in awarding such grants (Sec. 102(b)(2)(D)(i)(V)).

Youth Program Requirements

Youth Program Requirements – State-developed Criteria to be used by Local Boards in Awarding Grants
[BEGIN MODIFICATIONS]
Workforce Development Agency Policy Issuance 16-01, issued on March 15, 2016, provides the state-developed criteria for local boards to award grants for youth activities.
[END MODIFICATIONS]

Local boards must identify eligible providers of youth workforce investment activities in the local area by awarding grants or contracts on a competitive basis, based on the recommendation of the youth standing committee, if the local board chooses to establish a standing youth committee. The local board then must assign the committee that function. If such committee is not established for the local area, the responsibility then falls to the local board.

[BEGIN MODIFICATIONS]
The local board will award grants or contracts on a competitive basis to providers of youth workforce activities identified, based on criteria in the State Plan, while taking into consideration the ability of providers to meet performance accountability measures based on the primary indicators of performance for the youth program, as described in the WIOA Section 116(b)(2)(A)(ii)m as required in the WIOA Section 102(b)((2)(D)(i)(V), and conduct oversight with respect to such providers.
[END MODIFICATIONS]

Where the local board determines there is an insufficient number of eligible providers of youth workforce investment activities in the local area, (such as a rural area), the local board may award grants or contracts on a sole source basis.

The requirement that eligible providers of youth services be selected by awarding a grant or contract on a competitive basis does not apply to the design framework services when these services are more appropriately provided by the grant recipient / fiscal agent. Design framework services include intake, objective assessments and the development of individual service strategies, case management, and follow-up services.

The Workforce Development Agency has determined that three of the fourteen required services, per the WIOA Section 129(c)(2) may be provided by the grant recipient / fiscal agent. These services include:

- Follow-up services for not less than 12 months after completion of participation;
- Services that provide labor market and employment information about in-demand industry sectors or occupations available in the local area, such as career awareness, career counseling, and career exploration services; and
- Supportive services.

[BEGIN MODIFICATIONS]
In addition, the Workforce Development Agency has issued Policy Issuance 15-12, which establishes State requirements and highlights federal requirements for procurement. The information provided in the policy is intended to aid grantees and subgrantees in administering Workforce Development Agency funded formula grants and, as applicable, other Workforce Development Agency grants. It is not intended to unduly supplant or replace federal or state regulations and requirements contained in applicable federal and state statutes. The policy requires grantees and subgrantees to establish, maintain, and follow written procurement standards and procedures that are in compliance with all applicable local, state, and federal laws and regulations.
[END MODIFICATIONS]

(2) Describe the strategies the State will use to achieve improved outcomes for out-of-school youth as described in 129(a)(1)(B), including how it will leverage and align the core programs included in this Plan, required and optional one-stop partner program, and any other resources available.

Youth Program Requirements – Strategies to Achieve Improved Outcomes for Out-of-School Youth

[BEGIN MODIFICATIONS]

Every youth participant is to have an Individual Service Strategy, updated as needed, and directly linked to one or more indicators of performance, such as credential attainment, that identifies appropriate career pathways that include education and employment goals and activities, while considering career planning and the results of the objective assessment, and that prescribes appropriate achievement objectives and services for the participant.

The intent of the WIOA is not necessarily to use WIOA Youth funds for every youth element; rather, the WIOA Youth program is intended to act as an intermediary, partnering with various publicly and privately funded organizations to ensure that all 14 youth program elements are available to all youth participants. Local grant recipients can rely on partner programs to provide some of the elements if such services are available for all eligible youth in the local area. If an activity is not funded with WIOA Title I funds, the local area must ensure that those activities are closely connected and coordinated within the WIOA system. Ongoing relationships should be established with providers of non-WIOA funded activities either through coordinated case management strategies, memorandums of understanding, or an alternate, similar method.

Strong partnerships help to leverage resources and increase opportunities for youth. They can enhance the ability of the workforce investment areas to access information and data, improve services, and increase efficiencies with regard to recruitment processes, referrals, and case management. Creating strong partnerships is critical to providing the most effective, targeted, and appropriate services for youth to maintain progress along a successful career pathway.

The Workforce Development Agency has established partnerships to leverage and align core programs by establishing and strengthening partner relationships. For example, the Workforce Development Agency has partnered with the Michigan Developmental Disabilities Council, Michigan Department of Education, Michigan Department of Health and Human Services, Bureau of Services for Blind Persons, Michigan Behavioral Health and Developmental Disabilities Administration to develop a 'Super' Memorandum of Understanding (MOU) to implement a plan for seamless transition to employment for students and youth with disabilities. The parties to this agreement share a common responsibility, philosophy, and goal of increasing the number of transition age students and youth with disabilities who successfully transition to competitive integrated employment and recognize that Michigan starts with the presumption that everyone, with the appropriate preparation and support, can enter and succeed in competitive integrated employment.

Michigan has traditionally and will continue to provide Wagner-Peyser Employment Services alongside Title I programming within our one-stop centers. The Workforce Development Agency will be hosting a meeting with the Michigan Works! Association and the Michigan Association of Community and Adult Education (MACAE) to further establish effective referral, co-enrollment, and handoff processes for participants who may benefit from both Title I and Title II services. In this and future meetings, we will outline the Workforce Development Agency's vision and expectations under WIOA; provide an overview of each of the core programs; discuss opportunities for collaboration, such as employer engagement, joint professional development, and integrated education and training; and share the status of local Memorandum of Understanding and infrastructure cost agreements. Regular meetings will be scheduled to continue the valuable conversation and foster the partnership both at the state level and local level among core programs.

[END MODIFICATIONS]

(3) Describe how the state will ensure that all 14 program elements described in the WIOA section 129(c)(2) are made available and effectively implemented. (Sec. 102(b)(2)(D)(i)(I).

Youth Program Requirements – State Strategies for Improved Outcomes and Availability and Effective Implementation of 14 Youth Program Elements

The WIOA funds enable the delivery of a comprehensive array of youth services that prepare youth for post-secondary educational and employment opportunities, attainment of educational and/or skills training credentials, and obtainment of employment with career opportunities. This is accomplished by assessing the participant's skills, interests, needs and personal goals; creating customized service plans in collaboration with the participant; and expanding the participant's connection to and understanding of the local economy, educational opportunities, and available community services. This process is organized and coordinated around the fourteen WIOA youth program elements, which must be made available to every participant.

Make available means that each Workforce Development Board must ensure that all fourteen program elements are available in all areas served. While this does not mean that an individual service provider must deliver all fourteen elements, the service provider must identify partnerships to ensure availability by referral. Local areas have the discretion to determine which specific services a youth will receive based upon the youth's informal interview, objective assessment, and individual service strategy.

[BEGIN MODIFICATIONS]

Each program year, the Workforce Development Agency updates and distributes the list of eligible providers of youth activities based on information received from the local areas. These providers have traditionally been entities that the local Michigan Works! Agencies have competitively procured to provide WIOA youth services, broken out by in-school versus out-of-school youth. With clarification from 20 CFR Section 681.400, some local agencies may now choose to directly provide an array of the elements. The submissions in response to the required list of eligible providers, including local agencies, must detail services provided by each entity.

If not providing services directly, local areas are required to monitor their contractors to ensure all 14 program elements as described in WIOA Section 129(c)(2) are made available and effectively implemented.

As part of the monitoring process, State staff conduct comprehensive programmatic reviews for the entire Michigan Works! System. Programmatic reviews ensure that the Michigan Works! System achieves quality program outcomes that meet the requirements and objectives of the WIOA and federal and state regulations. Staff conducts both interviews and file reviews to ensure that all 14 program elements are made available to youth program participants, are effectively implemented, and catered to suit the needs of each participant on an individual basis.

WIOA programmatic reviews provide guidance and direction to local programs in order to assist in providing quality workforce development services to our customers and provide a framework for continuous improvement efforts under the WIOA. Program reviews also offer the opportunity for disseminating information about effective program practices to the entire Michigan Works! System.

[END MODIFICATIONS]

Strong partnerships help to leverage resources and increase opportunities for youth. They can enhance the ability of workforce investment areas to access information and data, improve services, and increase efficiencies with regard to recruitment processes, referrals, and case management. Creating strong partnerships is critical to providing the most effective, targeted, and appropriate services for youth to maintain progress along a successful career pathway. While local grant recipients can rely on partner programs to provide some of the elements if such services are available for all eligible youth within the area, ongoing relationships will be also be established with providers of non-WIOA funded activities, either through coordinated case management strategies, memorandums of understanding, or an alternate, similar method.

(4) Provide the language contained in state policy for "requiring additional assistance to enter or complete an educational program or to secure and hold employment" criterion for out-of-school youth specified in the WIOA section 129(a)(1)(B)(iii)(VII) and for "requiring additional assistance to compete an education program or to secure and hold employment" criterion for in-school youth specified in the WIOA section 129(a)(1)(C)(iv)(VII).

Youth Program Requirements – Youth Requiring Additional Assistance
A youth who needs additional assistance is a person between the ages of 14 and 24 and requires additional assistance to complete an education program or to secure and hold employment. Local areas are to define "requires additional assistance" criterion in their local plans.

The state's WIOA Manual, our official policy guidance provides examples of individuals who require additional assistance.

Examples include, but are not limited to:

- Have repeated at least one secondary grade level or are one year over age for their grade;
- Have a core grade point average of less than 1.5;
- For each year of secondary education, are at least two semester credits behind the rate required to graduate from high school;
- Are emancipated youth;
- Have aged out of foster care;
- Are previous dropouts, have been suspended five or more times, or have been expelled;
- Have court/agency referrals mandating school attendance;
- Are deemed at risk of dropping out of school by a school official;
- Have been referred to or are being treated by an agency for a substance abuse related problem;
- Have experienced recent traumatic events, are victims of abuse, or reside in an abusive environment as documented by a school official or other qualified professional;
- Have serious emotional, medical, or psychological problems as documented by a qualified professional;
- Have never held a job;
- Have been fired from a job within the 12 months prior to application; or
- Have never held a full-time job for more than 13 consecutive weeks.

(5) Include the State definition, as defined in law for "not attending school" and "attending school" as specified in the WIOA Section 129(a)(1)(B)(i) and Section 129(a)(1)(C)(i). If State law does not define "not attending school" or "attending school," indicate that is the case.

Youth Program Requirements – Definition for "Not Attending School"
Because the Michigan Department of Education has not defined "not attending school" or "attending school," the Workforce Development Agency refers to the definitions of in-school youth and out-of-school youth to determine enrollment status at the time of participant registration.

School status is based on participant status at the time of enrollment. If the youth is between grades within high school and enrolled in the WIOA during the summer months, they are considered in-school youth as long as they are still enrolled in school and will be returning for the next school year. As for youth who have graduated from high school, if the youth enrolls in the "WIOA" in the summer, is enrolled in post-secondary education, and will be attending in the fall; their school status is in-school youth. If the youth has not yet enrolled in post-secondary education, and is only planning to attend, their school status is out-of-school youth.

(6) If not utilizing the basic skills deficient definition contained in the WIOA Section 3(5)(B), include the specific state definition.

Youth Program Requirements – Basic Skills Deficient
Michigan utilizes the WIOA definition of basic skills deficient. The term ''basic skills deficient'' means, with respect to an individual:

- Who is a youth, that the individual has English reading, writing, or computing skills at or below the 8th grade level on a generally accepted standardized test; or

- Who is a youth or adult; that the individual is unable to compute or solve problems, or read, write, or speak English, at a level necessary to function on the job, in the individual's family, or in society.

The WIOA requires all eligible youth to be provided with an objective assessment which includes a review of academic skill levels. If a youth has been assessed for basic skills deficiency in the previous six months, staff may use those results in lieu of re-testing; however, the results of the alternative test must be verifiable and documented. Additionally, the same test format must be available and administered for post-testing at a later date. Michigan Works! Agencies are required to provide reasonable accommodations as applicable, when assessing youth with disabilities.

Michigan Works! Agencies are required to administer one of the following assessments:

- Test for Adult Basic Education;

- Comprehensive Adult Student Assessment System;

- Wonderlic General Assessment of Instructional Needs; or

- Massachusetts Adult Proficiency Test.

If the participant computes or solves problems, reads, writes, or speaks English at or below the 8th grade level, the participant is determined to be basic skills deficient and will require post-testing. Participants who are determined not to be basic skills deficient based on pre-test results, are excluded from post-testing requirements.

Basic skills deficient participants receiving services for more than one year must be post-tested prior to the participant's anniversary date (the date of the first youth program service) of each year, through year three of participation. Assessment results are required to be incorporated into the participant's Individual Service Strategy.

Single-area State requirements
Single-area State does not apply to Michigan.

Waiver Requests (Optional)
Michigan is not applying for any waivers at this time.

TITLE I-B ASSURANCES

The State Plan must include assurances that:	
1.	The state has implemented a policy to ensure Adult program funds provide a priority in the delivery of training services and individualized career services to individuals who are low income, public assistance recipients or basic skills deficient; The Workforce Development Agency currently has a draft WIOA Policy Manual. Once finalized, the Plan will link directly to the policy.
2.	The state has implemented a policy to ensure local areas have a process in place for referring veterans with significant barriers to employment to career services provided by the Jobs for Veterans State Grants program's Disabled Veterans' Outreach Program specialist; See Workforce Development Agency Policy Issuance 14-06
3.	The state established a written policy and procedure that set forth criteria to be used by chief elected officials for the appointment of local workforce investment board members; See Workforce Development Agency Policy Issuances 15-04 and 15-04, Change 1
4.	The state established written policy and procedures to ensure local workforce investment boards are certified by the governor every two years in accordance with the WIOA section 107(c)(2); See Workforce Development Agency Policy Issuance 15-31
5.	Where an alternative entity takes the place of a State Board, the state has written policy and procedures to ensure the alternative entity meets the definition under the WIOA section 101(e) and the legal requirements for membership; Not Applicable to Michigan.
6.	The state established a written policy and procedure for how the individuals and entities represented on the State Workforce Development Board help to determine the methods and factors of distribution, and how the state consults with chief elected officials in local areas throughout the state in determining the distributions; See the WIOA Unified State Plan – See Distribution of Funds for Core Programs
7.	The state will not use funds received under the WIOA Title I to assist, promote, or deter union organizing in accordance with the WIOA section 181(b)(7); See the WIOA Unified State Plan - Adult and Dislocated Worker Requirements – Work-Based Training Models.

8.	The state distributes adult and youth funds received under the WIOA equitably throughout the state, and no local area suffers significant shifts in funding from year-to-year during the period covered by this Plan; See the WIOA Unified State Plan – Distribution of Funds for Core Programs.
9.	If a State Workforce Development Board, department, or agency administers state laws for vocational rehabilitation of persons with disabilities, that board, department, or agency cooperates with the agency that administers Wagner-Peyser services, Adult and Dislocated Worker programs and Youth Programs under Title I; See the WIOA Unified State Plan – Coordination with State Plan Programs
10.	Priority of Service for covered persons is provided for each of the Title I programs; See the WIOA Unified State Plan – How the State will Implement and Monitor Priority of Service
11.	The state agrees to report on the impact and outcomes of its approved waivers in its WIOA Annual Report. The State of Michigan is not seeking any waivers at this time.
12.	The state has taken appropriate action to secure compliance with the Uniform Guidance at 2 Code of Federal Regulation 200 and 2 Code of Federal Regulation 2900, including that the state will annually monitor local areas to ensure compliance and otherwise take appropriate action to secure compliance with the Uniform Guidance under section 184(a)(3) of the WIOA; See Workforce Development Agency Policy Issuances 12-04, 12-30, 15-04, and 15-04, Change 1

Program Specific Requirements for Wagner-Peyser Program (Employment Services)
Michigan is creating and implementing new policy directives for the Wagner-Peyser program in order to address the challenges employers encounter in obtaining highly-skilled talent. The demand-driven system Michigan is creating benefits the job seeker by directing individuals to prepare for jobs that are in-demand and matching talent to those jobs which are in-demand. In addition, new and stronger partnerships are being created and renewed in order to improve service delivery, to avoid duplication of services and to enhance service coordination, including co-locating agencies within the Michigan Works! Agencies one-stop centers and sharing data across programs.

(a) Employment Service Professional Staff Development
(1) Describe how the state will utilize professional development activities for employment service staff to ensure staff is able to provide high-quality services to both job seekers and employers.

Wagner-Peyser Program - Employment Service Professional Staff Development
The Michigan Works! Association coordinates professional development activities for Employment Service front line-staff. The training provided is designed to enable staff to provide high-quality services to job seekers and employers. The activities sponsored by the Michigan Works! Association, educate, inspire and train staff to meet the demands of Michigan's demand-driven system. Two certifications that are utilized throughout the Michigan Works! Agencies are the Business Solution Professional and the Business Solution Professional Global Career Development Facilitator. The Business Solution Professional training provides employment service staff with a level of knowledge and expertise required to support job creators in the areas of training grants, business consultation, tax-related incentives, Lean or Six-Sigma and educational programs. Business Solution Professional s are trained to make use of a vast array of business and economic assets. The Global Career Development Facilitator training assists employment service staff in helping job seekers meet their career goals. This training provides basic career facilitating skills, including productive interpersonal relationships; labor market and occupational information and trends; formal and informal career development assessments; job search strategies and placement techniques.

The Workforce Development Agency provides the following program specific training opportunities to both state administrative and local area front line staff:

- Pure Michigan Talent Connect:
    - Pure Michigan Talent Connect is the heart of Michigan's Labor exchange system. Pure Michigan Talent Connect connects talent to in-demand job opportunities, 24/7-365 days a year and is the launch pad for new jobs, careers, and talent.
    - All Unemployment Insurance claimants are required to register for work by entering a profile in the Pure Michigan Talent Connect.
    - Pure Michigan Talent Connect is much more than just an electronic job matching system. It provides career exploration, which includes skill assessments, skill development, career spotlight, calendar of job fairs and the eLearning soft skills program.
    - Training for Pure Michigan Talent Connect, is delivered, on-demand, in-person, through webinars, and on-line tutorials.

- Training includes how to use and navigate the system for the most efficient and positive results.

- Fidelity Bonding Program: A fidelity bond is a business insurance policy that insures an employer against employee theft, forgery, larceny, and embezzlement. Fidelity bonding provides an incentive for employers to hire job seekers who are qualified, but are considered high risk due to a factor in their personal background. The Fidelity Bonding Program diminishes the risk for employers and reduces the barriers to employment faced by job seekers. The training that is provided by the State Bonding Coordinator includes how to promote the program, features of the program, who is eligible, and how to process the paperwork.

- Veterans Preference and Priority of Service: Veteran Employment Services Division routinely provides training on preference and priority of service for Veterans. This insures Michigan's returning heroes receive the quantity and quality of services of which they are entitled.

  The Veterans Services team also provides guidance to Service Center staff on how to identify and refer a veteran to a Disabled Veteran Outreach Worker for intensive case management services.

- Employment Service Complaint Training: The State Monitor Advocate provides training when needed, but at least annually on the Employment Service Complaint System. Attendees learn how to recognize a complaint, the types of complaints, how to properly resolve or refer complaints, properly documenting the complaint process, record retention and distribution.

- Wagner-Peyser Employment Service Policy and Program Change Events: The State Employment Service specialists provide the following learning opportunities as needed:

  - Overview of the Employment Service Program;

  - The Work Test America's Job Center Staff Responsibilities;

  - Policy and procedure instruction; and

  - New program rollout preparation.

- One-Stop Management Information System-Wagner-Peyser Training: The One-Stop Management Information System is the electronic reporting data-base in Michigan. Data, services, and activities collected in this system are used to compile the Federal reports. Training is provided when modifications are made to the One-Stop Management Information System, or when reporting requirements and definitions have changed.

- Workforce Development Agency University (WDA-U): The Workforce Development Agency has implemented two different professional development pathways for state staff. Each trajectory is uniquely designed to complement the core competencies assigned to each employees job designation.

  Professional development tracks are:

- Leadership Academy: The Leadership Academy is designed to promote training opportunities and supplemental resources for current and emerging leaders. Employees build on their current strengths, sharpen skills, and demonstrate behaviors that are consistent with identified leadership traits and core values.

- U^{PWARD} (Understanding Potential While Accomplishing Rewarding Development): U^{PWARD} is a combination of classroom training and e-learning training. All Workforce Development Agency employees are responsible for scheduling, attending, and participating in four required classes per year.

- Training of migrant service worker staff: Every year the local Michigan Works! migrant service worker staff spends a minimum of four days in pre-and post-season in-service training devoted to professional development. Some of the subjects covered during these sessions are: wage and hour topics, Occupational Safety and Health Administration issues and safety in the field, human trafficking, how and where to make referrals for those customers who face barriers to employment. Barriers addressed include: child care, healthcare, legal issues, education attainment and emergency needs resources.

(2) Describe strategies developed to support training and awareness across core programs and the Unemployment Insurance program and training provided for Employment Services and the WIOA staff on identification of Unemployment Insurance eligibility issues and referral to Unemployment Insurance staff for adjudication.

Wagner-Peyser Program - Strategies to Support Training and Awareness across Core Programs and the Unemployment Insurance Program

When it comes to the attention of Wagner-Peyser-One-Stop Service Center Staff that an Unemployment Insurance Claimant is not able, available or seeking full-time work they report this to the Unemployment Insurance Agency. For claimants involved in the Reemployment Services and Eligibility Assessment program, issues are directly entered into the One-Stop Management Information System for review by the Unemployment Insurance Agency and determined whether the claimant had “good cause”. For the remaining claimants, staff contacts Unemployment Insurance Agency with the claimant’s information to investigate and determine whether or not the claimant had “good cause”.

During 2016, the Unemployment Insurance Agency, in conjunction with the Workforce Development Agency, will provide additional Eligibility Issues training for Employment Services staff. Reporting eligibility issues will be a new requirement for the WIOA staff. The Eligibility Issue training will be available as needed and periodic updates will be delivered. This training will consist of three modules:

1. The Importance of Identifying and Reporting Eligibility Issues;

2. How to Identify Eligibility Issues; and

3. How to report Eligibility Issues

(b) Explain how the state will provide information and meaningful assistance to individuals requesting assistance in filing a claim for unemployment compensation through one-stop centers, as required by the WIOA as a career service.

Wagner-Peyser Program - Information and Meaningful Assistance
The Workforce Development Agency is collaborating with the Unemployment Insurance Agency to provide meaningful assistance to claimants filing for unemployment through the one-stop centers. The Unemployment Insurance Agency is developing a live interactive chat system for Unemployment Insurance Agency claimants to access while applying for unemployment benefits or while in their Michigan Web Account Manager. The system would provide a pop up chat box asking the claimant if they require assistance. This assistance would be available Mon-Fri from 7am – 6pm beginning in spring 2016. The Unemployment Insurance Agency will also be able to connect to the claimant's desk top in order to see what page they are on and where they are seeking assistance. The Michigan Works! Agency staff will be provided a desk guide in order to assist claimants with this feature.

A toll free number is in development for claimants. This line will be stocked with operators who will screen calls by priority of service. The Unemployment Insurance Agency will be placing a phone line in each Michigan Works! Service Centers that provide a direct line to an Unemployment Insurance Agency Representative.

(c) Describe the state's strategy for providing reemployment assistance to Unemployment Insurance claimants and other employed individuals

Wagner-Peyser Program - Reemployment Assistance to Unemployment Insurance Claimants and Other Employed Individuals
The Reemployment Services and Eligibility Assessment program provides services to claimants selected by the Unemployment Insurance Agency. Claimants selected to participate in this initiative are those most likely to exhaust their unemployment benefits and all of our returning veterans who file an Unemployment Compensation for Ex-Service Members claim. This program provides one-on-one services to selected claimants who will most likely exhaust their unemployment benefits before obtaining employment. This program will provide a more guided approach to accessing employment and training services offered by the Michigan Works! Agencies to assist the claimant in returning to work quickly. The services offered include employability workshops, creating a job search plan, providing labor market information, connections to employers through job fairs and the featured "Employer of the Day event."

These same services are available to all unemployed individuals, free of charge, who access the one-stop, but in a less structured environment.

(D) Describe how the state will use Wagner-Peyser funds to support Unemployment Insurance claimants, and the communication between Wagner-Peyser and Unemployment Insurance, as appropriate including the following:

(1) Coordination of and provision of labor exchange services for Unemployment Insurance claimants as required by the Wagner-Peyser Act

Wagner-Peyser Program - Wagner-Peyser Funds to Coordinate Support Labor Exchange Services for Unemployment Insurance Claimants and Other Employed Individuals
Each Michigan Works! Service Center has a resource room which contains computers, Internet access, telephones, printers, fax machines, Unemployment Insurance Information, and a variety of job search and career exploration aides. The Unemployment Insurance claimant may access these assets via self-service, facilitated or intensive service. These services are available to all job seekers utilizing the Service Center but in a less structured environment.

The Michigan Works! Service Center staff have access to the Michigan Integrated Data Automated System, which is an electronic data reporting system used by the Unemployment Insurance Agency. The Workforce Development Agency is modifying the One-Stop Management Information System to enable both systems to interact and communicate with one another.

Assistance can be provided at the local level to assist Unemployment Insurance Agency and Workforce Development Agency customers to navigate the system. As the Unemployment Insurance Agency and Workforce Development Agency collaborate on more programs, weekly conference calls with Michigan Department of Technology Management and Budget will be scheduled to work through program developments and communication issues. Our collaboration efforts have been recognized. The Workforce Development Agency, the Unemployment Insurance Agency and the Department of Technology Management and Budget were awarded the 2015 Michigan Excellence in Technology award for Best Information Technology Collaboration.

(2) Registration of Unemployment Insurance claimants with the state's employment service if required by state law;

Wagner-Peyser Program - Registration of Unemployment Insurance Claimants with Employment Services

Unemployment Insurance claimants must register for Work at a Michigan Works! Service Center. This is accomplished by the claimant entering their Profile on the Pure Michigan Talent Connect website – Michigan's labor exchange system. The profile consists of the claimant's career type, desired position level, education level, location preference and their top skills. Employers are able to search and view information stored in the claimant's profile to locate the best candidates for an interview.

(3) Administration of the work test for state unemployment compensation system, including making eligibility assessments (for referral to Unemployment Insurance adjudication, if needed), and providing job finding and placement services for Unemployment Insurance claimants; and

Wagner-Peyser Program - Administration of the Work Test

The Unemployment Insurance Agency Work Test is administered to claimants to ensure they are able to work, seeking work, and have not refused suitable work. This is completed when the claimant registers for work at a Michigan Works! Agency by entering their profile on the Pure Michigan Talent Connect – Michigan's labor exchange system; along with asking a set of eligibility questions to ensure the claimant is able to work, seeking work and has not refused suitable work. If an eligibility issue is discovered this is reported to the Unemployment Insurance Agency via the Michigan Integrated Data Automated System. This automatically opens an issue on the Unemployment Insurance claimant for further investigation. Employability services are offered to Unemployment Insurance claimants, that include job search tools, resume development, interviewing techniques and career guidance.

(4) Provision of referrals to and application assistance for training and education programs and resources.

Wagner-Peyser Program - Provision of Referrals to and Application Assistance for Training Programs and Resources

Wagner-Peyser services are aligned with Adult and Dislocated Worker services, in the Michigan Works! Services Centers, to refer job seekers for training, support services and a more intensive level of service which Wagner-Peyser dollars do not fund. Adult and Dislocated Worker

providers have established relationships with local community colleges and universities to provide training in high-demand occupations.

Employment Service staff routinely refer job seekers to training for high-demand high wage occupations. Recently Michigan has instituted a skilled trades training fund. This will provide employers with the talent they need and job seeker with the jobs they desire.

(e) Agricultural Outreach Plan (AOP). Each State agency must develop an Agricultural Outreach Plan every four years as part of the Unified or Combined State Plan required under sections 102 or 103 of the WIOA. The Agricultural Outreach Plan must include-

(1) Assessment of need. Provide an assessment of the unique needs of farmworkers in the area based on past and projected agricultural and farmworker activity in the state. Such needs may include but are not limited to: employment, training, and housing.

Wagner-Peyser Program - Agricultural Outreach Plan:
Michigan's Governor Rick Snyder, in delivering the 2015 State of the State Address, noted:

> *"Michigan's food and agriculture is critically important. Agriculture has been a shining star for us during the difficult years and continues to shine brighter. We set a new hallmark, a new benchmark that many people didn't think we would achieve in terms of the size of the industry; such as, this last year, it was announced that the food industry in the state of Michigan has now exceeded hundreds of millions of dollars in economic activity."*

(A) An assessment of the agricultural activity in the State means 1) identifying the top five labor-intensive crops, the months of heavy activity, and the geographic area of prime activity; 2) Summarize the agricultural employers' needs in the State (i.e. are they predominantly hiring local or foreign workers, are they expressing that there is a scarcity in the agricultural workforce); and 3) Identifying any economic, natural, or other factors that are affecting agriculture in the State or any projected factors that will affect agriculture in the State.

Agricultural Outreach Plan - Assessment of Agricultural Activity in the State
Critical to Michigan's economy in terms of production, processing, and the revenue it generates, the agriculture industry in Michigan continues to produce over 300 commodities on a commercial basis and remains second only to California in its diversity of crops. The latest data available cites Michigan as having 51,600 farms, approximately 10 million acres of farmland, and leading the nation in the production of 18 crops, including blueberries, tart cherries, cucumbers and squash. The National Agricultural Statistics Service (NASS) for the Great Lakes Region for 2014, estimates that there were 31,850 seasonal and 17,400 migrant farmworkers in Michigan; however, the actual number of migrant and seasonal farm workers employed in Michigan is a bit lower than these numbers, because the farm worker may have worked on more than one farm during the season.

Farm labor is generally utilized in the agricultural regions that boarder Lake Michigan. These are the areas where labor-intensive crops are grown. Table 1 identifies Michigan's top five, labor-intensive crop activities, with the months of the heaviest activity, geographical area of prime activity, and data indicating the number of migrant and seasonal farm workers that are employed in each crop.

Table 1

Primary Crop Activity by Region	Heavy Activity Months	Geographic Area Prosperity Region	Estimated Migrant and Seasonal Farm Workers / Employed by Region
Apple	Mid-August - Mid November Pruning February - April	West Michigan Prosperity Alliance Northwest Prosperity Region	23,961
Asparagus	April - Early June	West Michigan Prosperity Alliance Northwest Prosperity Region	23,961
Blueberries	Mid-July - Late August	Southwest Prosperity Region West Michigan Prosperity Alliance	25,792
Cherries (Sweet & Tart)	Early July - Early September; Pruning February - April	Southwest Prosperity Region West Michigan Prosperity Alliance Northwest Prosperity Region	37,951
Vegetables (cucumbers, squash, & pumpkins)	Early July - Late October	Southwest Prosperity Region GST Prosperity Region	17,973

Agricultural Outreach Plan - Assessment of Agricultural Employer Needs
Several regions in Michigan experienced farm labor shortages during Program Year 2014 and a spike in H-2A activity. The lack of migrant and seasonal farm worker labor in the top five commodities (apples, asparagus, blueberries, vegetables, and cherries) is attributed to longer growing seasons, increases in fruit and vegetable yield, and migrant and seasonal farm worker families that are reluctant to remove children from school early and arrive late to their home - base state school.

During a recent Agricultural Labor meeting held by the Workforce Development Agency and the Michigan Department of Agricultural and Rural Development, grower representatives from around the state indicated they were experiencing an 8 to 15 percent deficit in available farm labor. Strategies used to offset the labor shortages include planting fewer acres and switching to less labor intense crops incorporating mechanical aids/pickers. If no solution was attainable, growers were forced to leave crops in the fields without harvest. The labor shortage, whether a temporary or permanent situation, has numerous growers supplementing their labor needs via the H-2A program, while many more are strongly considering this solution. This is reflected in the 48 percent increase in H-2A applications. Figures A and B demonstrate the increase in H-2A activity in Michigan.

Figure A – Number of requested and certified H-2A positions for 2012, 2013 and 2014

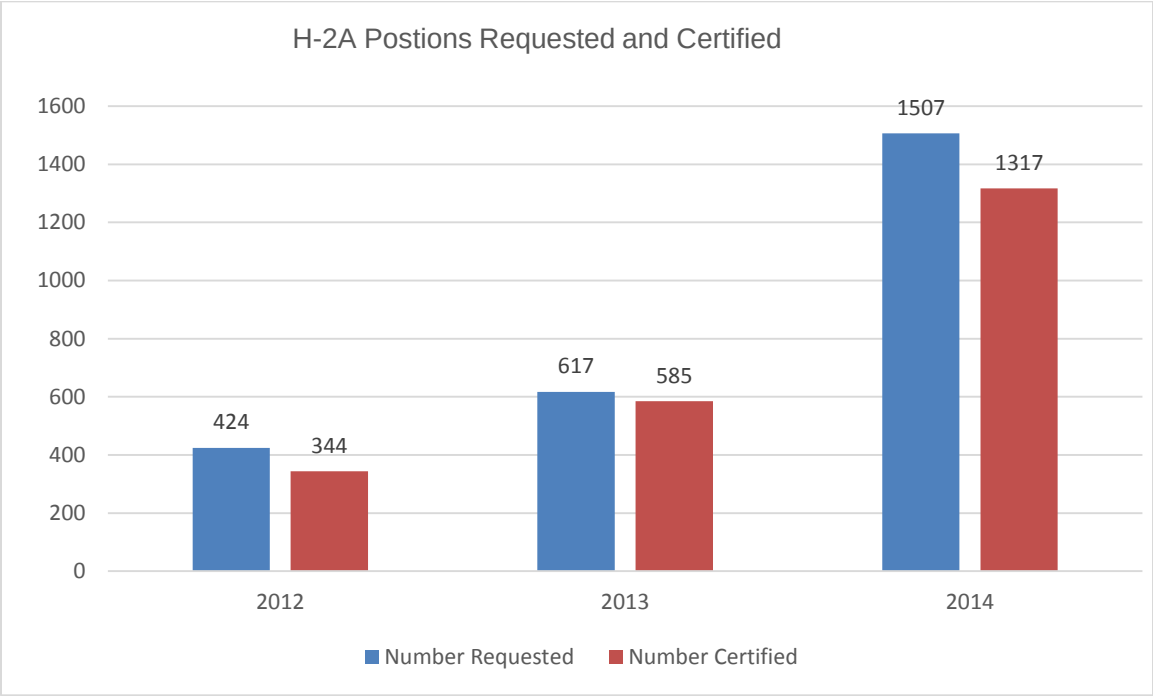
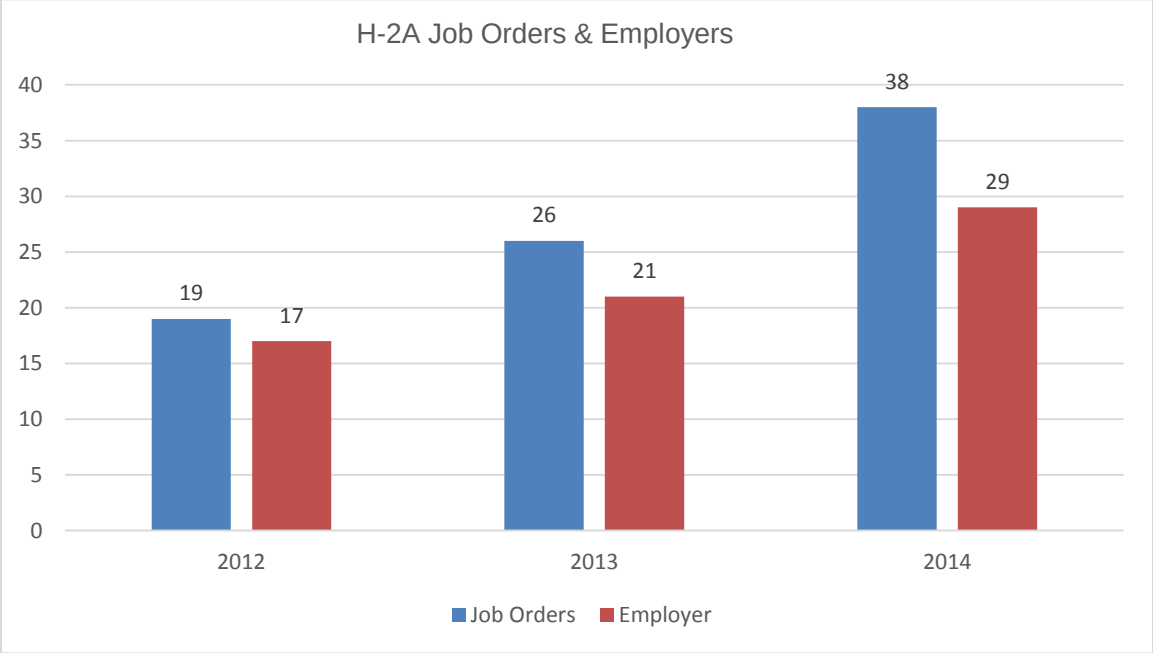


Figure B – Number of H-2A job orders and employers in 2012, 2013 and 2014



(B) An assessment of the unique needs of farmworkers means summarizing migrant and seasonal farm worker characteristics (including if they are predominantly from certain countries, what language(s) they speak, the approximate number of migrant and seasonal farm workers in the State during peak season and during low season, and whether they tend to be migrant, seasonal, or year round farmworkers). This information must take into account data supplied by

the WIOA Section 167 National Farmworker Jobs Program (NFJP) grantees, other migrant and seasonal farm worker organizations, employer organizations, and State and/or Federal agency data sources such as the U.S. Department of Agriculture and the U.S. Department of Labor (DOL) Employment and Training Administration.

Agricultural Outreach Plan - Assessment of Migrant and Seasonal Farm Worker Needs
Migrant and seasonal warm workers are vital to Michigan's agricultural and economic growth. This talent pool is most critical during the months of April thru November. Michigan's migrant and seasonal farm workers predominately speak Spanish and have ancestral lineage from Mexico. Most travel to Michigan from the states of Texas and Florida. Other key characteristics of this workforce are speed, stamina, endurance and adaptability as workers move seamlessly from one crop activity to another. Their abilities and work ethic continue to support Michigan's effort to compete globally in the agricultural marketplace.

Limitations or needs for this labor force continue to be the seasonality of the work, English language proficiency, and access to health care benefits. Once they reach Michigan, some migrants are in need of food and shelter, assistance with basic needs such as tires for their vehicles, and gas to get to a job since many spent their limited funds driving to Michigan for work. Others are in need of child care so that every available worker in the family can begin work once they arrive. All of these factors impact the availability of a reliable labor pool. During the season, migrant service workers attempt to resolve many of these issues to ensure that this workforce is able to work with as few worries as possible. While migrant and seasonal farm workers are working in Michigan, migrant service workers provide direct assistance or refer the worker to a partnering agency to remove barriers that migrant and seasonal farm workers encounter.

(2) Outreach Activities. The local offices outreach activities must be designed to meet the needs of migrant and seasonal farm workers in the State and to locate and contact migrant and seasonal farm workers who are not being reached through normal intake activities. Describe the State agency's proposed strategies for:

Agricultural Outreach Plan - Outreach Activities
Michigan's Workforce Development Agency continues to fund the Migrant and Seasonal Farm Worker Outreach Program at a level that will support vigorous outreach to migrant and seasonal farm workers in those areas with significant offices. With Michigan's improving economy, the annual award of Wagner-Peyser funding to Michigan has decreased. The Workforce Development Agency is constantly exploring innovative methodologies that will allow the quality and quantity of employment services to remain unchanged, even when funding decreases. The decrease in funding has affected all Wagner-Peyser funded programs, including migrant and seasonal farm worker outreach. Funding limitations have required migrant service workers to physically cover larger geographic areas. However, local migrant and seasonal farm worker outreach staff is strategically located in areas where the migrant and seasonal farm worker population is the largest. In addition, the local Michigan Works! Service Centers assist with walk-in clients which helps to ensure staff remain focused on outreach during peak season.

(A) Contacting farmworkers who are not being reached by normal intake activities conducted by the employment services offices.

Agricultural Outreach Plan - Contacting Farmworkers Who Are Not Being Reached by Normal Intake Activities
The majority of migrant and seasonal farm workers are not reached through normal office intake activities. Michigan is committed to providing equitable services to the migrant and seasonal

farm worker population and attempts to reach as many migrant and seasonal farm workers as possible during the peak farming season. Migrant service workers are dedicated to working with migrant and seasonal farm workers and spend the majority of their time conducting outreach in order to make contact with those who otherwise would not utilize the employment and career services available at the Michigan Works! Service Centers.

When the migrant service worker makes contact with a migrant and seasonal farm worker, they explain all of the services available at Michigan Works! Service Centers which include: employment counseling, testing, career guidance and referrals to employment, training, and supportive services. The migrant and seasonal farm worker is also provided an oral summary of the Employment Service Complaint System and farmworker rights, with respect to the terms and conditions of employment.

Migrant service workers provide migrant and seasonal farm workers with a packet of printed materials that is explained and distributed during outreach meetings. Each packet contains the following printed materials:

- Listing of all migrant service workers with contact information;
- Listing of One-Stop services;
- Workforce Development Agency Form 330 B, “Notice to Applicants,” which is a bilingual pamphlet that informs migrant and seasonal farm workers of all employment services, including mitalent.org (Michigan’s online labor exchange system);
- Migrant Resource Council Brochure;
- Additional local information, such as announcements for parent nights, bilingual classes, food distributions, etc.;
- Farmworker Legal Services calendar (if available); and
- United States Department of Labor Farm Worker Rights Card.

When the explanation has been completed, the migrant and seasonal farm worker is encouraged to visit the local Michigan Works! Service Center to receive the full range of services. However, if the migrant and seasonal farm worker is unable or unwilling to visit a Service Center, migrant service workers provide as much service as possible on site. The following services can be provided in the field:

- Resume assistance;
- Registration for work;
- Referral to specific employment opportunities currently available or job development services;
- Recommendation of employment opportunities available after the current employment ends;
- Assistance to preparing Employment Service or non-Employment Service related complaints;

- Referral to supportive services; and

- When necessary, make appointments and arrange transportation to and from the One-Stop, or other locations where integrated workforce development services are provided.

Off-site services are made possible as a result of mobile equipment provided to migrant service workers and includes as smartphones with hotspot capabilities and wireless laptops. This technology allows for immediate and easy access to documents and Websites including current job postings and applications for employment, approved migrant housing inspection lists, registrations, and access to supportive services. This technology also provides for quicker response times to sensitive documents, such as complaints and apparent violations.

Other outreach activities include providing instruction on the utilization of the Pure Michigan Talent Connect system to encourage migrant and seasonal farm workers to independently investigate employment opportunities. Distribution of flyers at restaurants, stores, and at Spanish and English media outlets such as radio stations and newspapers, promote the Migrant and Seasonal Farm Worker Outreach Program and announce related events reaching an even a broader audience than possible with face-to-face outreach.

The Workforce Development Agency will employ eight state merit-based migrant service workers to provide services under the Migrant and Seasonal Farm Worker Outreach Program. **[BEGIN MODIFICATIONS]** The assignment of a migrant service worker is not a reliable indicator of whether or not a local office has been deemed significant. Migrant service workers have been assigned to areas based upon a centralized methodology which allows for the most efficient approach to provide outreach. Offices are deemed significant migrant and seasonal farm worker local offices when migrant and seasonal farm workers account for ten percent or more of annual applicants. Whether or not a migrant service worker has a home office in a designated significant office or another location, migrant service workers will still provide vigorous outreach in the areas covered by a significant office. All Michigan Works! one-stop centers have a mandate to provide services that are equitable, or in other words, of the same quantity and quality as those services provided to non-migrant and seasonal farm workers. This includes services provided in a language readily understood by the migrant and seasonal farm worker.

Table 2 displays the data used to determine significant offices. The data was obtained from the Labor Exchange Reporting System (LERS) 9002 A and represents the previous four quarters to the date ending September 30, 2015.

Table 2

Office Location	Total Participants Registered	Migrant and Seasonal Farm Workers	Non-Migrant and Seasonal Farm Workers	Percentage of Migrant and Seasonal Farm Workers
Dowagiac	1,265	314	951	29%
Fremont	1,752	474	1,278	28%
Holland	7,458	1,339	6,119	18%
Lapeer	5,215	677	4,538	13%
Ludington	1,572	203	1,369	13%
Paw Paw	3,584	1,413	2,171	39%
Shelby	3,395	1,560	1,835	46%
Sparta	1,746	1,176	570	67%
Traverse City	7,141	924	6,217	13%

Table 3, indicates the office by city, county location of the Michigan Works! Agency(s), Prosperity Region(s) covered and the counties the migrant service worker will cover. This table specifies the outreach staff positions, the respective home office location, and the offices that are designated Significant.

Table 3

Office by City Location	County Location Michigan Works Agency	Prosperity Region(s) Counties Covered	Significant Office	No. of Outreach Staff
Traverse City	Grand Traverse County Networks Northwest	Region 2-Northwest Prosperity Region Counties: Emmet, Charlevoix, Kalkaska, Antrim, Missaukee, Wexford, Manistee, Benzie, Leelanau, Grand Traverse Region 1- Upward Talent Council Counties: Gogebic, Ontonagon, Houghton, Baraga, Iron, Marquette, Dickenson, Menominee, Delta, Alger, Schoolcraft, Luce, Mackinac, Chippewa.	Yes	1
Shelby	Oceana County West Central Michigan Works!	Region 4a-West Michigan Prosperity Alliance-West Central Prosperity Region Counties: Mason, Lake, Oceana, Mecosta, Newaygo, Osceola	Yes	1
Holland	Ottawa County West Michigan Works!	Region 4b-West Michigan Prosperity Alliance-West Michigan Prosperity Region Counties: Kent, Allegan, Barry, Ottawa, Montcalm, Ionia, Muskegon	Yes	1
Greenville	Montcalm County West Michigan Works!	Region 4b-West Michigan Prosperity Alliance- West Michigan Prosperity Region Counties: Kent, Allegan, Barry, Ottawa, Montcalm, Ionia, Muskegon		1
Adrian	Lenawee County Southeast Michigan Consortium	Region 9-Southeast Michigan Prosperity Region Counties: Hillsdale, Jackson, Washtenaw, Lenawee, Livingston, Monroe Region 7-South Central Prosperity Region Counties: Eaton, Ingham, Clinton		1

Office by City Location	County Location Michigan Works Agency	Prosperity Region(s) Counties Covered	Significant Office	No. of Outreach Staff
		Region10-Detroit Metro Prosperity Region Counties: Oakland, Macomb, Wayne		
Lapeer	Lapeer County GST Michigan Works!	Region 6-East Michigan Prosperity Region Counties: Lapeer, Genesee, Shiawassee, Tuscola, Huron, Sanilac, St. Clair. Region 5-East Central Prosperity Region Counties: Clare, Isabella, Gratiot, Midland, Gladwin, Saginaw, Bay, Arenac. Region 3-Northeast Prosperity Region Counties: Cheboygan, Otego, Crawford, Roscommon, Ogemaw, Oscoda, Montmorency, Presque Isle, Alpena, Alcona, Iosco	Yes	1
Three Rivers	St. Joseph County Southwest Michigan Works!	Region 8-Southwest Prosperity Region Counties: Berrien, Cass, Van Buren, Kalamazoo, St. Joseph, Calhoun, Barry.		1
Benton Harbor	Berrien County Kinexus	Region 8-Southwest Prosperity Region Counties: Berrien, Cass, Van Buren, Kalamazoo, St. Joseph, Branch, Calhoun		1
Paw Paw	Van Buren County Kinexus	Covered by the Migrant Services Worker in the Benton Harbor and Three Rivers Offices	Yes	
Dowagiac	Cass County Kinexus	Covered by the Migrant Services Worker in the Benton Harbor and Three Rives Offices	Yes	
Ludington	Mason County West Central Michigan Works!	Covered by the Migrant Services Worker in the Shelby Office.	Yes	
Freemont	Newaygo County West Central Michigan Works!	Covered by the Migrant Services Worker in the Shelby Office	Yes	
Sparta	Kent County West Michigan Works	Covered by the Migrant Services Worker in the Holland and Greenville Offices	Yes	

Note: It may appear that certain staff are assigned a very heavy workload. Please be aware that Regions 1, 3, 7 and 10 are not currently utilizing migrant and seasonal farm workers for agricultural labor. Michigan's reasoning for including all areas of the state is twofold, 1) to show we have a plan to cover the entire state if needed and 2) Michigan will be able to respond quickly if the use of agricultural labor changes.
[END MODIFICATIONS]

Agricultural Outreach Plan - Agricultural Employer Outreach
Migrant service workers, in partnership with Michigan State Extension Services, conducts presentations at various grower shows and local Migrant Resource Councils meetings to explain services provided to migrant and seasonal farm workers. The State Monitor Advocate presents at various meetings to explain the complaint system. The purpose in attending these events is to provide an opportunity to reach out and connect with employers by providing valuable information which includes topics related to the labor force, camp and housing requirements, the I-9 process, locating labor via the Pure Michigan Talent Connect and the other services available through the Michigan Works! service centers.

An emphasis continues to be placed on conducting outreach visits to employers during the non-peak season in order to build strong and trusting relationships. By having strong relationships, employers are more apt to contact and rely on the migrant service worker for referrals to not only the hand harvesting jobs, but also to other higher-paying, higher skilled positions. Migrant and seasonal farm workers have recently been hired as truck drivers, fork lift operators and supervisors.

(B) Providing technical assistance to outreach workers. Technical assistance must include trainings, conferences, additional resources, and increased collaboration with other organizations on topics such as one-stop center services (i.e. availability of referrals to training, supportive services and career services as well as specific employment opportunities), the employment service complaint system, information on the other organizations serving migrant and seasonal farm workers in the area, and a basic summary of farmworker rights, including their rights with respect to the terms and conditions of employment.

Agricultural Outreach Plan - Technical Assistance, Training and Professional Development for Migrant Service Workers
The Workforce Development Agency is committed to providing professional development opportunities for their employees, contractors and partners. Taking an honest interest in someone builds loyalty; loyal employees are more engaged and engaged employees are more productive. The Workforce Development Agency currently provides training to internal staff and external partners as part of technical program assistance, in accordance with the issuance of new or revised policies and procedures or related job-specific activities. The Workforce Development Agency has instituted a professional development program for all employees. This initiative is referred to as WDA-U. Materials related to this project are housed on the Workforce Development Agency intranet page. All Workforce Development Agency employees are able to access and target training initiatives among sections which allow us to better serve our customers. The internal/external training component will also share training opportunities available for Workforce Development Agency employees from external sources (outside of the Workforce Development Agency).

Specific training is provided to migrant service workers twice yearly with pre and post season training. Topics include:

- Role of the Outreach Worker;

- Migrant and Seasonal Farm Worker Registrations;
- Writing Agricultural Local Job Orders;
- Writing an Interstate Clearance Job Order (Form ETA 790);
- Completing Form 2524 (Referral to an Agricultural Job);
- Completing Log of Daily Outreach Activities;
- Processing Employment Service and Non-Employment Service Related complaints from migrant and seasonal farm workers;
- Identifying and Reporting Apparent Violations;
- H-2A Visas;
- Order Holding Office/Applicant Holding Office Responsibilities;
- Processing Out-of-State Calls;
- State Monitor Advocate/Outreach Worker communication;
- Referring Migrant and Seasonal Farm Workers Beyond Reasonable Commuting Distance;
- Michigan Department of Agriculture and Rural Development Housing Inspection List;
- Migrant and Seasonal Farm Worker Referral to Support Services; and
- Distribution of Migrant and Seasonal Farm Worker Recruitment Flyers.

C) Increasing outreach worker training and awareness across core programs including the Unemployment Insurance program and the training on identification of Unemployment Insurance eligibility issues.

Agricultural Outreach Plan - Increasing Outreach Worker Training and Awareness across Core Programs and Professional Development for State Merit Staff
For the first time in Program Year 2015, the Workforce Development Agency will offer these trainings to all staff of the Michigan Works! One-Stop Service Centers. In addition, the Unemployment Insurance Agency will provide comprehensive training on Identifying and Reporting Unemployment Insurance Eligibility issues to all Michigan Works! Service Center staff.

(D) Providing State merit staff outreach workers professional development activities to ensure they are able to provide high quality services to both jobseekers and employers.

Other specialty topics are included as appropriate.

The following online modules are utilized:

- **Agricultural Outreach Workers Training Module**
  This module trains migrant service workers on Federal regulations, partner agency and migrant service organization roles, and focuses on procedures for outreach to migrant and seasonal farm workers.

- **Business Services Units-Computer-Based Training Module**
  This module covers procedures regarding engaging and meeting the needs of agricultural employers. Participants will learn about the kind of services provided to agricultural employers through the American Job Centers.

- **Job Service Complaint System for American Job Center front line staff- Computer-based training module**
  This interactive computer-based module provides a high level overview of the Job Service Complaint system. This overview includes a review of the complaint process and what constitutes a valid complaint, how to identify when a written complaint is necessary, how to identify both Job Service related and non-Job Service related complaints and the actions to take on them, describes how to report apparent violations, and describes the appeals/hearing process.

[BEGIN MODIFICATIONS]
The State Monitor Advocate is integral in determining and delivering training on all of the preceding topics.
[END MODIFICATIONS]

E. Coordinating outreach efforts with NJFP grantees as well as with public and private community service agencies and migrant and seasonal farm worker groups.

Agricultural Outreach Plan - Coordinating Outreach Efforts with National Farmworker Jobs Programs Grantees, Public and Private Community Service Agencies and Migrant and Seasonal Farm Worker Groups
Of the 10,000 migrant and seasonal farm worker contacts estimated for Program Year 2016, approximately 900 will be contacted through joint outreach efforts, especially with Telamon Corporation's National Farmworker Jobs Program, the Michigan Department of Health and Human Services, and Health Clinics.

Partner entities for 2014 (data reported by partners may be by calendar, program or fiscal year depending on program requirements), provided the following information as to how many migrant and seasonal farm workers received services from their respective agencies:

- Telamon Corporation (National Farmworker Jobs Program 167 grant recipient): 322 participants

- Migrant Head Start program also operated by Telamon Corporation: 1,271 children

- Federally Qualified Health Center (2014): 15,151 migrant agricultural workers or dependents served

- Michigan Migrant Education Program: 4,809 children (ages 0-21)

- Michigan Department of Human Services: 15,681 recipients and 4,085 cases

Telamon, the Michigan 167 grant recipient and valued partner, operates Migrant Head Start programs, the National Farmworker Jobs Program, and provides the following employment and training services:

- Work Experience and On-the-Job Training activities;
- Summer Internship Program;
- English as a Second Language instruction;
- GED instruction;
- Agricultural Skill Upgrades, such as attaining a Commercial Driver's License, Equipment Maintenance Certification, etc.;
- Pesticide Safety Training; and
- Job Placement Assistance.

There are nine Migrant Resource Councils in the state that are located in Michigan's main agricultural regions. The Migrant Resource Councils are comprised of representatives from state and local agencies, non-profit service providers, farmworker legal groups, and growers. As members of their local Migrant Resource Councils, migrant service workers exchange information regarding services available, make and receive referrals for services, identify unmet needs, and strategize with other members to maximize outreach activities and address migrant and seasonal farm worker needs. Migrant service workers will continue to partner with these agencies, either through referrals for services and/or active participation on outreach visits.

Michigan has numerous stable and growing partnerships with many organizations that provide employment and quality-of-life services to migrant and seasonal farm workers. Some of the partners are located in the Michigan Works! Service Centers, allowing for easy access by migrant and seasonal farm workers. For agencies not located within the Michigan Works! Service Centers, a referral process is established. Most partnerships exist on an informal basis.

Partnering Agencies and services provided are as follows:

<u>Childcare</u>

- Telamon Corporation Head Start Programs

<u>Healthcare</u>

- District Health Departments (Local)
- Michigan Health Centers and Community Health Centers
- Michigan Primary Care
- Michigan Health Promotion
- Mercy Health Hospital

- Intercare Community Health Network of Benton Harbor

Food, Clothing, Housing and Utility Assistance

- Michigan Department of Health and Human Services
- Love Inc.
- TruNorth
- Salvation Army
- Good Samaritan Ministries
- Holland Rescue Mission
- Ottawa County Community Action Agency
- Community Action House
- Allegan County Resources Development Committee
- Holland Rescue Mission

Economic Development

- Michigan Economic Development Corporation

English Proficiency

- Michigan Literacy Coalitions and Councils, including English Language Acquisition training
- Western Michigan Hispanic Service Center
- Mott Community College
- Zeeland/Holland Adult Ed

Employment

- Telamon (National Farmworker Jobs Program, Section 167 Grantee)

Educational Resources

- Michigan State University College Assistance Migrant Program (CAMP)
- Western Michigan University College Assistance Migrant Program (CAMP)
- Michigan Migrant Education Programs
- High School Equivalency Program (HEP)
- Lakeshore Ethnic Diversity Alliance (Migrant Mentoring Program)

Employment and Legal Protections

- Michigan Migrant Legal Assistance Project (MMLAP)
- Farmworker Legal Services
- Justice for our Neighbors (Immigration Services)
- Michigan State Police
- United States Department of Labor, Wage & Hour Division.

Family Support Services

- Bethany Christian Services

Other

- Hispanic/Latino Commission of Michigan
- Fremont Area Foundation (annual grant for Farmworker Appreciation Day)
- Kent District Library
- Hispanic Ministry
- Whirlpool Hispanic Network (Hispanic Whirlpool Employees Christmas Basket project)

Agricultural Employer Partners

- Michigan Department of Agriculture and Rural Development (MDARD)
- Michigan Farm Bureau
- Michigan Asparagus Advisory Board
- Michigan Blueberry Growers
- Michigan State University - Extension Services

(3) Services provided to farmworkers and agricultural employers through the one-stop delivery system. Describe the State agency's proposed strategies for:

(A) Providing the full range of employment and training services to the agricultural community, both farmworkers and agricultural employers, through the one-stop delivery system. This includes:

(i) How career and training services required under the WIOA Title I will be provided to migrant and seasonal farm workers through the One-Stop Centers;

(ii) How the State serves agricultural employers and how it intends to improve such services.

Agricultural Outreach Plan - Services Provided to Farmworkers and Agricultural Employers through the One-Stop Delivery System

Career and Training Services: Michigan Works! Service Centers provide basic career services to migrant and seasonal farm workers, with bilingual services provided, as needed. Services are provided in a manner that is equal in quantity and quality as services provided to non-migrant and seasonal farm workers. Services include comprehensive employment services such as job referral and placement, resume writing assistance, career guidance, skill assessment, and referral to training. Assistance with Michigan's online labor exchange system, Pure Michigan Talent Connect, is also provided.

Migrant service workers are knowledgeable of the various training programs available through the Michigan Works! Service Centers and thoroughly explain the programs to migrant and seasonal farm workers prior to making referrals based upon customer request. Migrant service workers encourage migrant and seasonal farm workers to enter training programs in order to acquire skills that may lead to higher paying employment. While doing so, they remain sensitive to those who may not want to leave the migrant stream, which is taken into consideration prior to making referrals.

In addition to the aforementioned services, the following services and programs are offered to migrant and seasonal farm workers through the Michigan Works! Service Centers:

- Work registration, needed to collect Unemployment Insurance benefits.
- Computer & internet access for job searches, Unemployment Insurance Agency registration, and other work related business,
- Telephones, fax & copy machines,
- Partnership. Accountability. Training. Hope (PATH) for job seekers receiving state cash assistance,
- Employment services and vocational counseling, provided by Michigan Rehabilitation Services for job seekers with disabilities,
- Veterans employment services,
- Dislocated worker programs,
- Youth programs,
- Learning labs for English Language Acquisition, General Educational Development, and computer skills classes,
- Test of Adult Basic Education (TABE), Work Keys testing, and ONET,
- Career building assistance,
- On-the-job training programs,
- Work experience programs,
- Emergency supportive services,
- Job fairs, employer of the day interviews, and temporary employment agencies, and

- Local labor market information.

Services to Agricultural Employers: Michigan Works! Service Center staff provide employment services to agriculture employers. Services delivered in the One-Stop Service centers include assistance with job descriptions, writing job orders, and the referral of workers to job postings. Employers may also receive assistance in the use of Pure Michigan Talent Connect to post job openings to locate qualified talent.

The Business Service Teams who work in the local Michigan Works! Offices are composed of highly trained staff who are Business Solution Professionals. They are problem solvers skilled at matching businesses with all of the services they need. Business Solutions Professionals are not confined to only satisfying an employer's talent needs through job matching.

(B) Marketing the employment service complaint system to farmworkers and other farmworker and advocacy groups.

(C) Marketing the Agricultural Recruitment System to agricultural employers and how it intends to improve such publicity.

Agricultural Outreach Plan - Marketing the Employment Service Complaint and the Agricultural Recruitment System to Farmworkers, Farmworker Advocacy Groups, and Employers

Marketing includes:

- Distribution of flyers at restaurants, stores, and at Spanish and English media outlets such as radio stations and newspapers, to promote the Employment Service Complaint System,

- During an outreach contact, every migrant and seasonal farm worker will learn about the Employment Service Complaint System,

- Service Centers will displays the poster "If you have a complaint;"

- Attendance at grower shows and other venues farmers frequent to communicate the value of the Agricultural Recruitment System; and

- Providing overview training for all staff and partners so they can help spread the word about Agricultural Recruitment Systems.

(4) Other requirements:
(A) Collaboration. Describe any collaborative agreements that the State Wide Agency has with other National Farmworker Jobs Program grantees and service providers. Describe how the State Wide Agency intends to build upon/increase collaboration with existing partners and in establishing new partners over the next four years (including any approximate timelines for establishing agreements or building upon existing agreements).

[BEGIN MODIFICATIONS]
The State of Michigan currently has one Memorandum of Understanding. This Memorandum of Understanding establishes protocol between Telamon Corporation, Michigan Department of Health and Human Services – Migrant Services Division, and the Workforce Development

Agency. The Memorandum of Understanding addresses cooperation by the three entities. In particular it covers how referrals are made, information sharing, collaboration between the three agencies, collaboration on special projects, and the frequency of joint staff meetings.

Formed in 1972, the Interagency Migrant Services Council (IMSC) is the longest running interagency group for coordination of services to migrant and seasonal farm workers in the nation. The Interagency Migrant Services Council is a forum for statewide coordination of service delivery to farmworkers, encompassing employment, education, health care, public benefits, legal services and other assistance. Membership is comprised of state and federal agencies that provide direct or indirect services to this population, non-profits and education institutions, research groups, and representatives of grower interests.

As our principle partners and chief collaborators, the Interagency Migrant Services Council provides technical assistance and mutual support to member agencies in their work with farmworkers/farm labor issues though cross education, promotes exchange of information between the Interagency Migrant Services Council and Migrant Resource Councils, makes recommendations to policy makers regarding migrant programs, and educates the general public and policy makers about farmworkers and farm labor issues.

We will continue to pursue additional collaborations throughout the plan period.
[END MODIFICATIONS]

(B) Review and Public Comment. In developing the Agricultural Outreach Plan, the State Workforce Agency must solicit information and suggestions from National Farmworker Jobs Program grantees, other appropriate migrant and seasonal farm worker groups, public agencies, agricultural employer organizations and other interested organizations. In addition, at least 45 calendar days before submitting its final Agricultural Outreach Plan, the State Wide Agency must provide a proposed plan to National Farmworker Jobs Program grantees, public agencies, agricultural employment organizations and other organizations expressing an interest and allow at least 30 days for review and comment. The State Wide Agency must: 1) Consider any comments received in formulating its final proposed Agricultural Outreach Plan; 2) Inform all commenting parties in writing whether their comments have been incorporated and, if not, the reasons therefore; and 3) Transmit the comments and recommendations received and its responses with the submission of the Agricultural Outreach Plan.

(i) The Agricultural Outreach Plan must include a statement confirming National Farmworker Jobs Program grantees, other appropriate migrant and seasonal farm worker groups, public agencies, agricultural employer organizations and other interested employer organizations have been given an opportunity to comment on the Agricultural Outreach Plan. Include a list of organizations from which information and suggestions were solicited, any comments received, and responses to those comments.

Agricultural Outreach Plan - Other Requirements – Public Review and Comment
The State's Unified Plan **[BEGIN MODIFICATIONS]** *modification*, **[END MODIFICATIONS]** which includes the Agricultural Outreach Plan, **[BEGIN MODIFICATIONS]** is currently **[END MODIFICATIONS]** posted to Workforce Development Agency's website to solicit comments from interested agencies, partners, and other groups who serve migrant and seasonal farm workers.

The following is a list of entities that were afforded the opportunity to review and provide comment on the Plan.

- The Interagency Migrant Services Council, which includes the following:
    - Telamon Corporation (167 NFJP grantee),
    - Michigan Department of Health and Human Services,
    - Michigan Department of Agriculture and Rural Development,,
    - MI Migrant Head Start / Telamon Corporation,
    - Michigan Primary Care Association
    - Michigan Farm Bureau,
    - Migrant Health Promotion,
    - Michigan Primary Care Association,
    - Michigan Department of Civil Rights,
    - Michigan Department of Community Health,
    - Michigan Department of Education - Migrant Education,
    - Michigan Occupational Safety and Health Administration,
    - Michigan Department of Licensing and Regulatory Affairs,
    - Hispanic Center of Western Michigan,
    - United States Department of Homeland Security,
    - Michigan Migrant Legal Assistance Project,
    - Farmworker Legal Services,
    - Michigan State University College Assistance Migrant Program and High School Equivalency Programs,
    - Julian Samora Research Institute,
    - Hispanic Latino Commission of Michigan,
    - United States Department of Agriculture - Rural Development,
    - United States Department of Labor – Wage and Hour Division, and
    - Social Security Administration.

[BEGIN MODIFICATIONS]
All comments will be incorporated into the Unified State Plan. All commenting parties will be informed whether their comments were incorporated, and if not, the reasons therefore.
[END MODIFICATIONS]

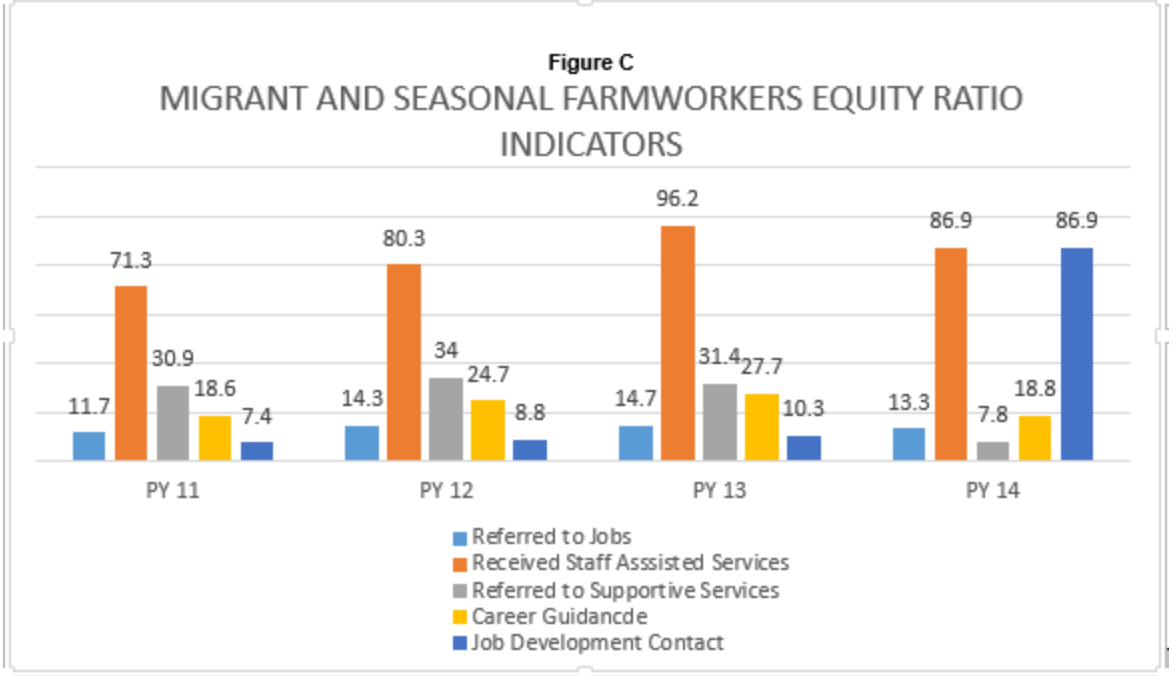
(C) Data Assessment. Review the previous four years Wagner-Peyser data reports on performance. Note whether the State has been meeting its goals to provide migrant and seasonal farm workers quantitatively proportionate services as compared to non-migrant and seasonal farm workers. If it has not met these goals, explain why the State believes such goals were not met and how the State intends to improve its provision of services in order to meet such goals.

Agricultural Outreach Plan - Other Requirements - Data Assessment and Assessment of Progress

[BEGIN MODIFICATIONS] A review **[END MODIFICATIONS]** of the previous four program years of Wagner-Peyser data reports shows that the State of Michigan has met or exceeded its goals to consistently provide migrant and seasonal farm workers quantitatively proportionate services as compared to non-migrant and seasonal farm workers. Michigan met all indicators for all program years, except for the referral to supportive services category in Program Year 2014. We attribute this to an increase in our promotion and collaboration of our partner agencies while on outreach, which often may negate the need for referral. The State will continue to pursue new relationships with more supportive service providers in order to meet or exceed this indicator over the next five years.

[BEGIN MODIFICATIONS]
Figure C displays Michigan's performance for the previous four years in relation to the Equity Ratio Indicators.

Figure C



(D) Assessment of Progress. The plan must include an explanation of what was achieved based on the previous Agricultural Outreach Plan, what was not achieved, and an explanation as to why the state believes the goals were not achieved, and how the state intends to remedy the gaps of achievement in the coming year.

The migrant and seasonal farm worker goals from the previous Agricultural Outreach Plan were surpassed by increasing migrant service worker outreach hours (Table 4). The slight increase in local staff outreach hours helped the Migrant Services Service Workers achieve more through the utilization of referrals while overshadowing reductions due to budget constraints. Michigan is committed to the continued collaboration with partner agencies.

Table 4

PY 14 Goals	Projected	Actual
Migrant and Seasonal Farm Worker contacts	10,000	9,237
Outreach Days	800	760
Partner Outreach	900	2,519

Migrant and Seasonal Farm Worker Outreach Contacts:
Migrant and seasonal farm worker outreach contacts were projected at 10,000, while the actual number of contacts were 9,237; 763 short of the projected goal. Migrant Service worker staff was reduced by two due to a retirement and a transfer to other state department. The reduction in staff was from the same significant office having the shortfall in meeting the projected number of contacts. The State will evaluate geographical areas with large concentration of migrant and seasonal farm workers and will centralize the location of migrant service workers in an effort to contact a larger number of the migrant and seasonal farm worker population through outreach efforts.

Number of Migrant and Seasonal Farm Worker Outreach Days:
The number of migrant and seasonal farm worker outreach days were projected at 800 days, while the actual days of outreach were 760; 40 days less the projected number of days. As noted in above comment, migrant service worker staff was reduced by two. Through reassignment of geographical coverage area for migrant service worker staff, the projected number of outreach days will be achieved.

Number of Migrant and Seasonal Farm Worker Contacts with Cooperating Agencies:
The number of migrant and seasonal farm worker contacts with cooperating agencies were projected at 900, while the actual number of contacts with cooperating agencies were 2,519. Migrant service worker staff are encouraged to conduct outreach with other migrant and seasonal farm worker service providers. In the past, migrant service worker staff expressed that the limited migrant and seasonal farm worker contacts were due to safety reasons in certain migrant labor camps. The team outreach approach proved to be very successful and a Memorandum of Understanding will be developed to ensure continued success.

Number of Agricultural job Orders Received:
There was no specific number projected for the number of agricultural job orders received. The Actual number received was 767. A total of 7,838 agricultural positions were posted in the state's labor exchange system, Pure Michigan Talent Connect (PMTC). A total of 817 food processing/production positions were filled, 162 hand harvesting were filled, and 47 agricultural equipment operators/mechanics were filled. There were 884 agricultural job orders received. The types of agricultural job orders received vary from hand harvesting to equipment mechanics.
[END MODIFICATIONS]

Migrant service workers continue to practice successful outreach strategies such as: evening outreach in conjunction with partners, evening outreach, distribution of flyers to announce events, posting notices of service delivery locations and contact information at restaurant and

stores, providing public service announcements in Spanish and English media outlets, continued participation in local Migrant Resource Councils for the dissemination of information on training, worker rights and labor laws, planning and/or participating in sponsored events, and making group and/or individual presentations on employment opportunities (both seasonal and year-round).

The Workforce Development Agency projects that an estimated 17,400 migrant and 30,000 seasonal farm workers will actively seek agricultural employment in Michigan during Program Year 2016. This specialized labor force will support approximately 1,945 fruit farms, 1,140 nurseries/greenhouses and 580 vegetable operations.

In Program Year 2016 migrant service workers will contact 10,000 migrant and seasonal farm workers with a projected 800 outreach days.

Key to the continued success of the Agricultural Outreach Program is migrant service workers' ingenuity, passion for the work and commitment to both the migrant and seasonal farm worker and the agricultural employer.

(E) State Monitor Advocate. The plan must contain a statement that indicates that the State Monitor Advocate has reviewed and approved the Agricultural Outreach Plan.

Agricultural Outreach Plan - Other Requirements - State Monitor Advocate
[BEGIN MODIFICATIONS]
The State Monitor Advocate has reviewed, provided input, and approves the Michigan Program Year 2016 Agricultural Outreach Plan.
[END MODIFICATIONS]

WAGNER-PEYSER ASSURANCES

The State Plan must include assurances that:	
1.	The Wagner-Peyser Employment Service is co-located with one-stop centers or a plan and timeline has been developed to comply with this requirement within a reasonable amount of time. (sec 121(e)(3));
2.	The state agency is complying with the requirements under 20 CFR 653.111 (state agency staffing requirements) if the state has significant migrant and seasonal farm worker one-stop centers;
3.	If a State Workforce Development Board, department, or agency administers state laws for vocational rehabilitation of persons with disabilities, that board, department, or agency cooperates with the agency that administers Wagner-Peyser services, Adult and Dislocated Worker programs and Youth Programs under Title I; and
4.	State agency merit-based public employees provide Wagner-Peyser Act-funded labor exchange activities in accordance with Department of Labor regulations.

Title II: Adult Education and Literacy Programs

The Unified or Combined State Plan must include a description of the following as it pertains to Adult Education and Literacy programs under title II, the Adult Education and Family Literacy Act (AEFLA).

(a) Aligning of Content Standards. Describe how the eligible agency will, by July 1, 2016, align its content standards for Adult Education with the state-adopted challenging academic content standards, as adopted under section 1111(b)(1) of the Elementary and Secondary Education Act of 1965 as amended (20 U.S. Code 6311 (b)(1)).

Aligning of Content Standards
The Office of Adult Education has adopted the College and Career Readiness Standards (CCRS). Michigan's rigorous Michigan Merit Curriculum aligns with CCRS and also incorporates the Common Core.

The Office of Adult Education requires all adult education providers in the state to align their curriculum to the CCRS. Professional development opportunities will be provided to ensure program administrators fully understand the standards and are able to implement these standards program-wide. The Office of Adult Education will also continue to provide targeted and specific teacher training on these standards at all levels – adult basic education, adult secondary education, and English language acquisition.

(b) Local Activities. Describe how the state will, using the considerations specified in section 231(e) of the WIOA, fund each eligible provider to establish or operate programs that provide Adult Education and literacy activities, including programs that provide such activities or concurrently. The Unified Plan must include at a minimum, the scope, content, and organization of local activities.

Adult Education and Literacy Activities (Section 203 of the WIOA)
- Adult Education;
- Literacy;
- Workplace Adult Education and literacy activities;
- Family literacy activities;
- English language acquisition activities;
- Integrated English literacy and civics education;
- Workforce preparation activities; or
- Integrated education and training that – (1) Provides Adult Education and literacy activities, concurrently and contextually with both, workforce preparation activities, and workforce training for a specific occupation or occupational cluster, and (2) is for the purpose of educational and career advancement.

***Special Rule**. Each eligible agency awarding a grant or contract under this section shall not use any funds made available under this title for Adult Education and literacy activities for the purpose of supporting or providing programs, services, or activities for individuals who are under the age of 16 and are enrolled or required to be enrolled in secondary school under state law, except that such agency may use such funds for such purpose if such programs, services, or activities are related to family literacy activities. In providing family literacy activities under this title, an eligible provider shall attempt to coordinate with programs and services that are not assisted under this title prior to using funds for Adult Education and literacy activities under this title for activities other than activities for eligible individuals.*

Local Activities - Adult Education and Literacy Activities (Section 203 of the WIOA)
Adult education provides an opportunity for mature students to achieve education levels equivalent to those of high school graduates. More than 30,000 students are enrolled in adult education programs in Michigan each year. While adult students average 30 years of age, each student must be more than 16 years old with education competencies below the level of high school graduates.

In Michigan, adult education and training has been delivered through a decentralized process. This decentralization was put in place to allow local communities to address their specific needs. At the time these programs were established, Michigan's economy was booming, funding was plentiful, and little attention was given to a decentralized process.

Today, funding is limited; the mission of adult education has changed; and a greater emphasis is placed on collaboration rather than isolation. There is a need to ensure that adult education and training programs provide cost-effective and non-duplicative services designed to prepare workers with the education and training needed to land family sustaining wage jobs and to supply industry with a skilled, flexible workforce that will help move Michigan's economy forward.

As the changing economy presents greater challenges to job seekers, adult learners and dislocated workers need a streamlined system that helps them move from basic skills training to relevant credentials and into good jobs. To ensure our state prospers in the changing economy, the Office of Adult Education will encourage adult education services to incorporate career pathways into the delivery of services as a critical step in meeting this goal. Special consideration will be given to programs building strong career pathways.

The career pathway approach connects progressive levels of education, training, support services, and credentials for specific occupations in a way that optimizes the progress and success of individuals with varying levels of abilities and needs. This approach is not about implementing a new program or idea, but it is a new way of doing business. It reorients existing education and workforce services from a myriad of disconnected programs to a structure that focuses on the needs of employers and individuals in need of education and training to be successful on their career paths. The career pathway approach benefits all learners - traditional and non-traditional - but is especially beneficial for adult learners that have difficulty navigating the various systems and making the transition from secondary to post-secondary education.

One aspect of career pathways that Michigan is ahead of the curve on is contextualized curriculum. Over the last ten years, the Office of Adult Education has developed contextualized curriculum for adult learners that is available free of charge to all local providers. The *Preparing Workers for 21st Century Employment* was developed to offer adult content reading materials targeting learners at the 4th-6th grade reading level in an effort to improve reading ability while simultaneously addressing the employment related topics identified by Michigan employers as critical to employee effectiveness.

The Office of Adult Education held a series of employer focus group meetings to gather feedback from Michigan employers on the reading skills required for entry-level work and the skill gaps of potential or current employees. The input from employers was the basis for the 42 reading selections depicting real-life workplace scenarios. Because of the success and overwhelmingly positive feedback from both teachers and administrators, *Preparing Workers for 21st Century Employment* math and writing components were also developed.

The materials are designed to be a supplement to classroom instruction, and have been found to be engaging for students and increase retention. The materials are being used by programs

across the state in Adult Basic Education, Adult Secondary Education, and English language acquisition classrooms, and have been found to be effective with all learners.

The Office of Adult Education also created contextualized curriculum for financial literacy, parenting, healthy lifestyles, hospitality and retail, clerical and office support, and for home health aides.

The foundation of the career pathway approach is robust partnerships, and adult education providers will be required to build and maintain collaborative partnerships within the region. Literacy councils and community organizations with a proven track record of working with and advancing the lowest level learners should be at the regional planning table. These organizations play a vital role in many communities and should be an integral part of the service delivery system for low functioning and illiterate adults.

The Michigan Works! Agencies should be utilized to identify regional employer needs through established employer engagement, labor market information, and real-time data. Local providers may utilize the Michigan Works! Agencies for workforce preparation activities, as well as to create opportunities for integrated education and training for higher level learners.

Local providers will be required to work with Michigan Works!, Michigan Rehabilitation Services, and other community agencies to remove barriers to learning, including but not limited to, transportation, child care, screening for learning disabilities, stable housing, domestic violence, mental illness, and substance abuse. Access to comprehensive support services is key to the success of many adult education participants, especially low level learners.

The Office of Adult Education will require eligible providers to:

- Utilize post-secondary partnerships to clearly define post-secondary education offerings locally and the education and skill level entry requirements.
- Ensure alignment between adult education programs exit requirements to post-secondary and workforce program entry requirements.
- Incorporate research and proven strategies for effectively educating adult learners.
- Contextualize curricula for all levels of instruction.
- Offer quality career planning for all learners.
- Utilize dual enrollment and integrated education and training programs when appropriate to accelerate participant learning.

The competition to select the eligible providers of adult education and literacy services will ensure that providers meet the above requirements, as well as the following considerations per Section III.(b)(5)(B):

- Are responsive to regional needs and serving those in the community that are most in need of adult education and literacy services;
- Have the ability to serve individuals with disabilities;

- Demonstrated effectiveness to meet state performance benchmarks, especially serving those at the lowest literacy levels;
- Demonstrated alignment between proposed activities and one-stop partner services;
- Offer sufficient intensity and quality to achieve substantial learning gains;
- Effectively use technology to increase the amount and quality of learning;
- Deliver activities by well-trained instructors, counselor, and administrators and have access to high-quality professional development;
- Whether there is a demonstrated need for English language acquisition programs and civics education.

[BEGIN MODIFICATIONS]
In each Prosperity Region, eligible providers will be required to ensure the following services are available:

- Adult basic education and literacy activities (ABE);
- Adult secondary education (ASE);
- High school completion (HSC) and/or high school equivalency (HSE);
- English as a Second Language (ESL);
- Integrated English literacy and civics education;
- Workforce preparation activities; and
- Opportunities for Integrated Education and Training (IET) in high-demand industries or occupations.

Workplace literacy and family literacy are optional services that may be delivered in each Prosperity Region. Workplace literacy and family literacy will be highly encouraged and the state office will build capacity in collaboration with other core partners and stakeholders for the delivery of these services.

Workforce preparation activities will be required to be delivered at all levels – ABE, ASE, and ESL – and may be delivered concurrently with the adult education instruction.

IET may be delivered concurrently for adult learners functioning at higher levels (e.g., ASE), when appropriate. Concurrent delivery of services will be strongly recommended for advanced learners because it will engage interest, accelerate learning, and shorten the length of time required to complete programming, however, prior pilot projects focused on dual enrollment in adult education and postsecondary education or training highlighted the fact that this model is not a good fit for all learners. Guidance and best practices will be shared with programs on student placement strategies to ensure learners are evaluated on an individual basis and placed in programs appropriately.

State policy will be modified to allow for remediation for adults who have a high school diploma but do not have the education level of a high school graduate. Adult education service providers have advocated for this change based on the significant number of adults that walk thru their doors that in the extreme example cannot even read their own diploma. Many adults over time have lost some of the skills once learned in high school, where as some adults never mastered the content and graduated because of social promotion.

Eligible local providers will be required in their application for funding to describe the curriculum and instructional materials used for each program offering, and how those materials align to the CCRS. As previously stated, high school completion must align to the Michigan Merit Curriculum. Workforce preparation materials shall be aligned with OCTAE's Employability Skills Framework. For IET, eligible providers must detail in the application how the instructional materials are contextualized and verify that specific occupational or industry training component is an in-demand industry in the region and the training meets industry standards.

Eligible local providers will be required in their application for funding to detail how services are aligned within the program to ensure seamless transitions and better prepared participants for the next step in their educational journey. This means that ESL must be aligned with ABE services and ASE instruction. ASE, HSE, and HSC offerings should be aligned with postsecondary and/or workforce entrance requirements within the region. The adult education providers should be working closely with community colleges, Michigan Works! Agencies, and employers within the region to identify the skill requirements needed for graduates to be successful in the next phase, whichever path it may be, and ensure the curriculum and instruction are adequate to meet the identified needs.
[END MODIFICATIONS]

(c) Corrections Education and other Education of Institutionalized Individuals. Describe how the state will establish and operate programs under section 225 of the WIOA for corrections education and education of other institutionalized individuals, including how it will fund, in accordance with the requirements of Title II subtitle C, any of the following academic programs for:
- Adult education and literacy activities;
- Special education, as determined by the eligible agency;
- Secondary school credit;
- Integrated education and training;
- Career pathways;
- Concurrent enrollment;
- Peer tutoring; and
- Transition to re-entry initiatives and other post-release services with the goal of reducing recidivism.

Each eligible agency using funds provided under Programs for Corrections Education and Other Institutionalized Individuals to carry out a program for criminal offenders within a correctional institution must give priority to serving individuals who are likely to leave the correctional institution within five (5) years of participation in the program.

Corrections Education and Other Education of Institutionalized Individuals
[BEGIN MODIFICATIONS]
Institutional funds will be competitively bid to eligible local providers in the same manner and process as adult education and literacy activities funded under Section 231. The Office of Adult Education will award a continuation grant with current providers for Program Year 2016-17, and will conduct a new competition in PY 2016-17 for the multi-year grant process beginning in PY

2017-18 to select highly qualified and experienced providers of adult education and literacy services that meet the eligibility requirements in Section 203(5). The new providers will begin operating effective July 1, 2017. The multi-year grants will be awarded through an open competition that meets all state and federal procurement requirements and based on the 13 considerations identified in Section 231 and Section 108, including alignment between adult education and the one-stop partners, strong linkage with employers, contextualized education, integrated education and training, and integration of digital literacy.

The Office of Adult Education will be awarding only one grant per prosperity region to regionalize adult education services in the state and more closely align state and federal funding for adult education. Each prosperity region will be required to provide comprehensive services, including adult basic education, adult secondary education, English as a second language, and integrated education and training.

To be considered for funding, eligible providers will be required to demonstrate past effectiveness based on the prior years' NRS performance data for previous providers, or verifiable data supporting participant educational gains and effectiveness in helping learners obtain a high school equivalency credential for new providers. Eligible providers must also have community partners in place to help their participants who are exiting a corrections institution to transition to other adult education services or to postsecondary employment or training/education, and align exit points from adult education services provided in the institution to entry points for further education and/or training services in the community.

The Office of Adult Education will be developing a standardized form and/or process to facilitate the local board's review of the Title II applications to ensure alignment between the application and the local plan's strategies and goals.

The Office of Adult Education ensures direct and equitable access to all eligible providers by publishing the grant announcement on the State of Michigan and WDA websites. Formal announcement of the request for proposals (RFP) will be widely circulated via press releases, all WDA distribution lists, and any other means available. Associations representing adult educators, literacy councils, community colleges, and workforce development agencies will be notified of grant opportunities.

The Office of Adult Education also works very closely with the Michigan Department of Corrections to align corrections education and community adult education programs and ensure that incarcerated individuals have access to educational services that prepare them for employment, economic self-sufficiency, family roles, and responsible citizenship upon their release.
[END MODIFICATIONS]

The Michigan Department of Corrections Prisoner Reentry Education Section is an integral part of overall prisoner employment readiness. The Education Section provides academic, career technical, and workplace skills training for prisoners housed in the Michigan Department of Corrections. This is accomplished within a continuous quality improvement environment to ensure cost containment, while providing the most effective programs.

The Michigan Department of Corrections operates schools at 31 facilities and provides educational opportunities to over 7,500 prisoners each day. Prisoners within two years of parole eligibility have the highest priority of service, and those beyond two years are to be on a waiting list and enrolled by earliest release date, as applicable. A brief description of the available programs is outlined below:

Academic Education - MCL 791.233 (PA 320) requires prisoners to obtain a General Education Development (GED) prior to parole. Adult Basic Education (ABE) and GED programs allow prisoners the opportunity to earn a GED while incarcerated. The curriculum is based on accepted content standards. Classes are open entry/open exit in order to meet the students' needs. All classes are taught by certified teachers.

English Language Acquisition - This program is offered to prisoners for whom English is not their native language and who are functioning below a 5th grade level in reading, as measured by the state-approved assessment tools.

Special Education Services - Special Education Services are provided as required by the federally mandated Individuals with Disabilities Education Improvement Act. Eligible students whom are under the age of 22 receive services. All special education classes are taught by certified special education teachers.

Career and Technical Education – Career and Technical Education programs provide prisoners with trade specific instruction, technical skills, and soft- skill competencies critical to finding and maintaining employment. These programs offer a state or national certifications that are transferable and can be used in future employment or in future educational opportunities. Career and Technical Education programs offer open entry /open exit enrollment. Each program is filled to a maximum and waiting lists are kept minimal so that each prisoner can achieve educational goals as efficiently and economically as possible. Trade programs are responsive to labor market demands, collaborative with Michigan State Industries, articulated with Community Colleges, and supportive of career readiness certifications. The following trade classes are currently being offered:

- Auto Mechanics
- Building Trades
- Building Trades Masonry - Concrete
- Building Trades Plumbing - Electrical
- Custodial Maintenance
- Food Technology
- Horticulture
- Machine Tool
- Optical Dispensing
- Printing
- Welding

Employment Readiness - This course introduces prisoners to skills needed to gain and retain employment. They include: financial literacy, soft skills competencies, employment preparedness, job search tools, life skills, and community resources. A collaboration of

community and facility resources are used to enhance learning outcomes, including job fairs. Prisoners create a portfolio, including a resume, which can be used upon release. Prisoners are provided with the opportunity to participate in Employment Readiness programming starting at reception and continuing throughout their incarceration. The focus is on the last two years before release.

State Correctional Opportunities for Rehabilitation and Education/Prison Build - Prisoners gain valuable building experience while constructing wood cabins, cabinets, and housing components for state agencies and nonprofit organizations, such as Habitat for Humanity. Horticulture students gain skill growing landscaping plants for Habitat projects, and native plants and trees for the Department of Natural Resources.

WorkKeys Testing - The WorkKeys assessment is offered to every prisoner that is paroling. This nationally recognized work skills assessment is used by employers, educators and workforce developers to measure work readiness in applied mathematics, locating information and reading for information. Prisoners that score at a silver level or above will receive a National Career Readiness Certificate.

Michigan will continue to use up to ten percent of our federal allocation available under Section 222(a)(1) to support adult education and literacy activities in correctional and other institutional facilities.

Michigan Department of Correction Policy Directive regarding educational programs for prisoners.

(d) Integrated English Literacy and Civics Education Program. Describe how the state will establish and operate Integrated English Literacy and Civics Education programs under Section 243 of the WIOA, for English language learners who are adults, including professionals with degrees and credentials in their native countries.

Describe how the state will fund, in accordance with the requirements of Title II, Subtitle C, an Integrated English Literacy and Civics program, and how the funds will be used for the program.

Integrated English Literacy and Civics Education Program

The integrated English literacy and civics education program aligns with the career pathways approach Michigan is implementing. The career pathways service delivery approach has multiple entry and exit points to meet learners at the level of their educational abilities and connects progressive levels of education and training to prepare all learners for meaningful employment and relevant post-secondary credentials.

This is a new approach for many English language acquisition programs that were often stand alone, even from other adult education services. Local programs are aligning English language acquisition programs to adult basic and adult secondary education programs for a seamless transition for learners.

Local providers have begun conversations and analysis of the types of jobs their skilled and unskilled English language learners are interested in or generally acquire as natural starting points for integrated education and training options. The other strategy is to explore current programs that may be expanded to include English language learners, such as secondary career and technical education programs.

Adult education providers in Michigan have raised concerns around the ability to offer integrated education and training opportunities to undocumented immigrants that do not have a social

security number. The Office of Adult Education will look to USDOE, Office of Career, Technical, and Adult Education for further guidance on this issue.

The Office of Adult Education has been and will continue to assist English language acquisition programs with establishing integrated English literacy and civics education programs through high-quality professional development and sharing of resources, research, and evidence-based practices.

[BEGIN MODIFICATIONS]

Local eligible providers will be required in the application for funding to describe how they plan to provide English language acquisition and civics education concurrently and contextually, and identify the components of civics education that are integrated into the curriculum. At a minimum, the rights and responsibilities of citizenship and an overview of U.S. government at the federal, state, and local level must be provided.

Local eligible providers will also be required in the application for funding to describe how workforce preparation activities are incorporated into the IELCE program. The workforce preparation activities shall align with OCTAE's Employability Skills Framework.

Local eligible providers must identify the local and regional needs for IELCE services, as well as the opportunities in the region to integrate basic skills education with training in in-demand occupations. Eligible providers must identify the specific curricula that will be used and demonstrate how such curricula will be contextualized at all levels so that it aligns with regional in-demand occupations and meets industry standards.

Eligible providers should also describe their partnership with the local Michigan Works! Agency, and how the MWA will help participants to transition from IELCE services to employment or further training or education.

How Funds will be used for Integrated English Literacy and Civics Education Services

Michigan's allocation for Integrated English Literacy and Civics Education (IELCE) program will be distributed through continuation grants with current providers for PY 2016-17. For PY 2017-18, Michigan's allocation for IELCE will be distributed regionally through a new competition process to select highly qualified and experienced providers of adult education and literacy services that meet the eligibility requirements in Section 203(5). The new providers will begin operating effective July 1, 2017.

The multi-year grants will be awarded through an open competition during PY 2016-17 that meets all state and federal procurement requirements and is based on the 13 considerations identified in Section 231, to eligible providers that can demonstrate high-quality programs designed to prepare English language learners for employment in in-demand industries and that are integrated with workforce preparation activities.

The Office of Adult Education will be awarding only one grant per prosperity region to regionalize adult education services in the state and more closely align state and federal funding for adult education. Eligible local providers must identify in the application for funding the demonstrated need in the prosperity region for ESL and civics education programs using labor market information.

To be considered for funding, eligible providers will also be required to demonstrate past effectiveness based on the prior years' NRS performance data for previous providers, or

verifiable data supporting participant educational gains, job attainment, and enrollment in postsecondary education or training for new providers.

The Office of Adult Education will be developing a standardized form and/or process to facilitate the local board's review of the Title II applications to ensure alignment between the application and the local plan's strategies and goals.

The Office of Adult Education ensures direct and equitable access to all eligible providers by publishing the grant announcement on the State of Michigan and WDA websites. Formal announcement of the request for proposals (RFP) will be widely circulated via press releases, all WDA distribution lists, and any other means available. Associations representing adult educators, literacy councils, community colleges, and workforce development agencies will be notified of grant opportunities.
[END MODIFICATIONS]

(e) State Leadership. Describe how the state will use the funds to carry out the required state leadership activities under Section 223 of the WIOA.

Describe how the state will use the funds to carry out permissible state leadership activities under Section 223, if applicable

State Leadership
The Office of Adult Education will utilize State Leadership funds to carry out the activities required in Section 223 as follows:

1. Alignment of adult education services with core programs. Michigan will use funds to align adult education and literacy services with other core partners and one-stop partners in each region through the identified career pathway approach, in order to help all Michiganders succeed and successfully obtain family-sustaining employment. The Office of Adult Education will utilize professional development opportunities to share the common vision for career pathways with key stakeholders, strategies and research-based promising practices for contextualizing and integrating basic skills instruction and workforce preparation, and building and maintaining effective partnerships.

2. Establishment of a high quality professional development system. Michigan will increase the capacity of its existing professional development system through regional training institutes focused on the improvement of instruction for adult learners, and establishing venues in each Prosperity Region. The Office of Adult Education will complement face-to-face training with webinars and online resources and toolkits, as appropriate. Topics for training will be based on a survey of local program needs, areas of lowest performance statewide, and new required activities or policies as applicable. The Office of Adult Education will ensure adequate professional development offerings for all staff, including administrators, teachers, counselors, and support personnel.

3. Technical assistance. The Office of Adult Education will provide technical assistance regionally to inform and train the field on their role as one-stop partners, current adult education policies and procedures, and entry of participant data into the Michigan Adult Education Reporting System. Best and promising practices will be shared with the field and core partners via webinars and the Office of Adult Education website.

4. Monitoring and evaluation. The Office of Adult Education will continue to monitor and evaluate all programs annually through desk audits, and up to 20 percent of programs through targeted on-site monitoring visits.

The Office of Adult Education will utilize state leadership funds for permissible activities under Section 223 (a)(2) that meet the needs and goals identified by the state in order to increase program performance, improve the quality of teaching and instruction, assist the integration of adult education into the one-stop system, and/or to pilot and disseminate new and innovative approaches to the delivery of adult education services.

(f) Assessing Quality. Describe how the eligible agency will assess the quality of providers of Adult Education and literacy activities under Title II and take actions to improve such quality, including providing the activities described in Section 223(a)(1)(B) of the WIOA.

Assessing Quality
[BEGIN MODIFICATIONS] Monitoring and Technical Assistance **[END MODIFICATIONS]**
The Office of Adult Education will assess the quality of services delivered by adult education providers by conducting on-site monitoring visits for up to 20 percent of all federal sub-recipients annually to ensure compliance with federal and state rules and regulations, and support program improvement. Nonetheless, all programs (100 percent) will be reviewed annually through desk audit.

In addition, technical assistance will be available, especially targeting low-performing sub-recipients to ensure knowledge of current policies, procedures, and requirements. The scope and depth of technical assistance provided will be based on the needs and resources available, and will be reviewed and determined by the Office of Adult Education each year.
Statewide trends and patterns of weaknesses identified will be addressed through professional development in order to improve the quality of adult education and literacy services in Michigan.

[BEGIN MODIFCATIONS]
Evaluating Professional Development
The Office of Adult Education will continue to evaluate the effectiveness of all professional development offerings through participant feedback and surveys. This feedback will be reviewed and incorporated into decisions on future offerings and workshops, including topics, content, and mode of delivery.

The Office of Adult Education shall institute evaluation of the effectiveness of professional development that is incorporated into classroom instruction, specifically at the ABE level where Michigan has historically underperformed. Michigan developed the **Top 25 in 5** plan with the goal of Michigan being in the top 25 states for educational gains for ABE participants in 5 years. In order to increase educational gain rates, a mechanism is needed to ensure quality instruction at the ABE level in all Michigan classrooms that is based on best practices derived from rigorous research and effective educational practice. The Office of Adult Education is proposing to support regional instructional coaches to evaluate teachers and classroom instruction to ensure quality of services delivered.
[END MODIFICATIONS]

ADULT BASIC EDUCATION AND LITERACY PROGRAMS
CERTIFICATIONS AND ASSURANCES

States must provide written and signed certifications that:

STATEMENT		REFERENCE	DOCUMENTATION or COMMENTS
1	The plan is submitted by the state agency that is eligible to submit the plan;		
2	The state agency has authority under state law to perform the functions of the state under the program;		
3	The state legally may carry out each provision of the plan;		
4	All provisions of the plan are consistent with state law;		
5	A state officer, specified by title in the certification, has authority under state law to receive, hold, and disburse federal funds made available under the plan;		
6	The state officer who is submitting the plan, specified by the title in the certification, has authority to submit the plan;		
7	The agency that is submitting the plan has adopted or otherwise formally approved the plan; and		
8	The plan is the basis for state operation and administration of the program;		

The State Plan must include assurances that:			
1.	The eligible agency will expend funds appropriated to carry out title II of the Workforce Innovation and Opportunity Act (WIOA) only in a manner consistent with fiscal requirements under section 241(a) of the WIOA (regarding supplement and not supplant provisions);		See page 9, **Supplement Not Supplant** section of the Assurances and Certifications for Federal and State Adult Education Grants.
2.	The eligible agency will ensure that there is at least one eligible provider serving each local area, as defined in section 3(32) of the WIOA;		This will be a requirement included in Request for Proposal for selection of Title II providers under the WIOA.
3.	The eligible agency will not use any funds made available under title II of the WIOA for the purpose of supporting or providing programs, services, or activities for individuals who are not "eligible individuals" within the meaning of section 203(4) of the WIOA, unless it is providing programs, services or activities related to family literacy activities, as defined in section 203(9) of the WIOA; and	**[BEGIN MODIFICATIONS]** Link to Adult Education: Program Eligibility for Federal and State Programs (Jan 2013). **[END MODIFICATIONS]** http://michigan.gov/documents/wda/Adult_Education_Program_Eligibility_for_Federal__State_Programs_463159_7.pdf	
4	The Integrated English Literacy and Civics Education program under section 243(a) of the WIOA will be delivered in combination with integrated education and training activities;		

5	The Integrated English Literacy and Civics Education program under section 243(a) of the WIOA will be designed to (1) prepare adults who are English language learners for, and place such adults in, unsubsidized employment in in-demand industries and occupations that lead to economic self-sufficiency and (2) integrate with the local workforce development system and its functions to carry out the activities of the program; and		
6.	Using funds made available under title II of the WIOA to carry out a program for criminal offenders within a correctional institution, the eligible agency will give priority to serving individuals who are likely to leave the correctional institution within five years of participation in the program.		Michigan Department of Corrections Priority for Enrollment and Scheduling of Academic and career and technical education Programs Policy Memo

[BEGIN MODIFICATIONS]
Link to US. Department of Education Funding/Grants Web Page for the following forms:
[END MODIFICATIONS]

1. SF424B - Assurances – Non-Construction Programs (http://www2.ed.gov/fund/grant/apply/appforms/appforms.html)
2. Grants.gov - Certification Regarding Lobbying (http://www2.ed.gov/fund/grant/apply/appforms/appforms.html)
3. SF LLL Form – Disclosure of Lobbying Activities (required, only if applicable) (http://www2.ed.gov/fund/grant/apply/appforms/appforms.html)

Project Changes

The Grantee must obtain prior written approval for major project changes from the grant administrator.

Record Retention

The Grantee shall retain all financial records, supporting documents, statistical records, and all other pertinent records for a period of seven (7) years or greater as provided by law following the creation of the records or documents.

Program Income

If applicable, program income directly generated by the federally funded program shall either be added to the project budget and used to further eligible program objectives or deducted from the total program budget for the purpose of determining the amount of reimbursable costs. (EDGAR 80.25)

Purchase of Equipment

The purchase of equipment not specifically listed in the approved budget, must have prior written approval of the Grant Administrator. Equipment is defined as non-expendable personal property having a useful life of more than one year. Such equipment shall be retained by the Grantee unless otherwise specified at the time of approval.

None of the funds expended under this act will be used to acquire equipment including computer software in any instance in which such acquisitions results in a direct financial benefit to any organization representing the interests of the purchasing entity or its employees or any affiliate of such an organization.

Accounting Principles

The Grantee shall adhere to the School District Accounting Manual and/or the Generally Accepted Accounting Principles and shall maintain records that will allow, at a minimum, for the comparison of actual outlays with budgeted amounts. The Grantee's overall financial management system must ensure effective control over and accountability for all funds received. Accounting records must be supported by source documentation including, but not limited to, balance sheets, general ledgers, time sheets and invoices. The expenditure of state and federal grant funds shall be reported by line item and compared to the approved budget.

Audit Requirements

The Grantee agrees that the State may, upon 24-hour notice, perform an audit and/or monitoring review at Grantee's location(s) to determine if the Grantee is complying with the requirements of the Agreement. The Grantee agrees to cooperate with the State during the audit and/or monitoring review and produce all records and documentation that verifies compliance with the Agreement requirements. The Grantor may require the completion of an audit before final payment.

The applicant hereby assures that it will direct its auditors to provide the Workforce Development Agency access to their audit work papers upon the request of the Workforce Development Agency.

If the Grantee is a governmental or non-profit organization and expends the minimum level specified in OMB Circular A-133 ($500,000 as of June 27, 2003) or more in total federal funds in its fiscal year, then Grantee is required to have an audit performed in compliance with the Single Audit Act and submit a Single Audit report to all agencies that provided federal funds to the entity during the fiscal year being audited.

Competitive Bidding

The Grantee agrees that all procurement transactions involving the use of state funds shall be conducted in a manner that provides maximum open and free competition. When competitive selection is not feasible or practical, the Grantee agrees to obtain the written approval of the Grant Administrator before making a sole source selection. Sole source contracts should be negotiated to the extent that such negotiation is possible.

Liability

The State is not liable for any costs incurred by the Grantee before the start date or after the end date of this Agreement. Liability of the State is limited to the terms and conditions of this Agreement and the grant amount.

Intellectual Property

Grantee grants to the Grantor a non-exclusive, royalty-free, site-wide, irrevocable, transferable license to use the Deliverables and related documentation according to the terms and conditions of this Agreement. For the purposes of this license, "site-wide" includes any state of Michigan office regardless of its physical location.

The Grantor may modify the Deliverable and may combine the Deliverable with other programs or materials to form a derivative work. The Grantor will own and hold all copyright, trademarks, patent and other intellectual property rights in any derivative work, excluding any rights or interest in Deliverable other than those granted in this Agreement.

The Grantor may copy each Deliverable to multiple hard drives or networks unless otherwise agreed by the parties.

The Grantor will make and maintain no more than one archival copy of each Deliverable, and each copy will contain all legends and notices and will be subject to the same conditions and restrictions as the original. The Grantor may also make copies of the Deliverable in the course of routine backups for the purpose of recovery of contents.

In the event that the Grantee shall, for any reason, cease to conduct business, or cease to support the Deliverable, the Grantor shall have the right to convert these licenses into perpetual licenses, with rights of quiet enjoyment, but subject to payment obligations not to exceed the then current rates.

Safety

The Grantee, all contractors, and subcontractors are responsible for insuring that all precautions are exercised at all times for the protection of persons and property. Safety provisions of all Applicable Laws and building and construction codes shall be observed. The Grantee, contractors, and every subcontractor are responsible for compliance with all federal, state and local laws and regulations in any manner affecting the work or performance of this Agreement and shall at all times carefully observe and comply with all rules, ordinances, and regulations. The Grantee, all contractors and subcontractors shall secure all necessary certificates and permits from municipal or other public authorities as may be required in connection with the performance of this Agreement.

Indemnification (Community Colleges, Municipalities, State Government Agencies, Federal Government Agencies, School Districts)

Inasmuch as each party to this grant is a governmental entity of the State of Michigan, each party to this grant must seek its own legal representation and bear its own costs; including judgments, in any litigation which may arise from the performance of this grant. It is specifically understood and agreed that neither party will indemnify the other party in such litigation.

Indemnification (All Other Entities)

a) General Indemnification

To the extent permitted by law, the Grantee shall indemnify, defend and hold harmless the State from liability, including all claims and losses, and all related costs and expenses (including reasonable attorneys' fees and costs of investigation, litigation, settlement, judgments, interest and penalties), accruing or resulting to any person, firm or corporation that may be injured or damaged by the Grantee in the performance of this Agreement and that are attributable to the negligence or tortious acts of the Grantee or any of its subcontractors, or by anyone else for whose acts any of them may be liable.

(b) Employee Indemnification

In any and all claims against the State, its departments, divisions, agencies, sections, commissions, officers, employees and agents, by any employee of the Grantee or any of its subcontractors, the indemnification obligation under the Agreement shall not be limited in any way by the amount or type of damages, compensation or benefits payable by or for the Grantee or any of its subcontractors under worker's disability compensation acts, disability benefit acts or other employee benefit acts. This indemnification clause is intended to be comprehensive. Any overlap in provisions, or the fact that greater specificity is provided as to some categories of risk, is not intended to limit the scope of indemnification under any other provisions.

(c) Patent/Copyright Infringement Indemnification

To the extent permitted by law, the Grantee shall indemnify, defend and hold harmless the State from and against all losses, liabilities, damages (including taxes), and all related costs and expenses (including reasonable attorneys' fees and costs of investigation, litigation, settlement,

judgments, interest and penalties) incurred in connection with any action or proceeding threatened or brought against the state to the extent that such action or proceeding is based on a claim that any piece of equipment, software, commodity or service developed or supplied by the Grantee or its subcontractors, or the operation of such equipment, software, commodity or service, or the use or reproduction of any documentation provided with such equipment, software, commodity or service infringes any United States patent, copyright, trademark or trade secret of any person or entity, which is enforceable under the laws of the United States.

The Grantee's duty to indemnify pursuant to this section continues in full force and effect, notwithstanding the expiration or early cancellation of the Agreement, with respect to any claims based on facts or conditions that occurred before expiration or cancellation.

Cancellation

The State may terminate this Agreement without further liability or penalty to the State, its departments, divisions, agencies, offices, commissions, officers, agents and employees for any of the following reasons:

(a) Termination for Cause

In the event that Grantee breaches any of its material duties or obligations under this Agreement or poses a serious and imminent threat to the health and safety of any person, or the imminent loss, damage or destruction of any real or tangible personal property, the State may terminate this Agreement immediately in whole or in part, for cause, as of the date specified in the notice of termination. In the event that this Agreement is terminated for cause, in addition to any legal remedies otherwise available to the State by law or equity, Grantee shall be responsible for all costs incurred by the state in terminating this Agreement, including but not limited to, State administrative costs, reasonable attorneys' fees and court costs, and any reasonable additional costs the State may incur.

(b) Termination for Convenience

The State may terminate this Agreement for its convenience, in whole or part, if the State determines that such a termination is in the State's best interest. Reasons for such termination shall be left to the sole discretion of the State and may include, but not necessarily be limited to (a) the State no longer needs the Services or products specified in the Agreement, (b) relocation of office, program changes, changes in laws, rules, or regulations make implementation of the services no longer practical or feasible. The State may terminate this Agreement for its convenience, in whole or in part, by giving Grantee written notice at least thirty (30) days prior to the date of termination. If the state chooses to terminate this Agreement in part, the Budget shall be equitably adjusted to reflect those reductions.

(c) Non-Appropriation

Grantee acknowledges that continuation of this Agreement is subject to appropriation or availability of funds for this Agreement. If funds to enable the state to effect continued payment under this Agreement are not appropriated or otherwise made available (including the federal government suspending or halting the program or issuing directives preventing the State from continuing the program), the State shall have the right to terminate this Agreement, in whole or in part, at the end of the last period for which funds have been appropriated or otherwise made available by giving written notice of termination to Grantee. The State shall give Grantee at least thirty (30) days advance written notice of termination for non-appropriation or unavailability (or such time as is available if the state receives notice of the final decision less than thirty (30)

days before the funding cutoff). In the event of a termination under this section, the Grantee shall, unless otherwise directed by the state in writing, immediately take all reasonable steps to terminate its operations and to avoid and/or minimize further expenditures under the Agreement.

(d) Criminal Conviction

The State may terminate this Agreement immediately and without further liability or penalty in the event Grantee, an officer of Grantee, or an owner of a 25 percent or greater share of Grantee is convicted of a criminal offense incident to the application for, or performance of, a State, public or private contract or subcontract or grant; convicted of a criminal offense, including any of the following: embezzlement, theft, forgery, bribery, falsification or destruction of records, receiving stolen property, attempting to influence a public employee to breach the ethical conduct standards for State of Michigan employees; convicted under state or federal antitrust statutes; or convicted of any other criminal offense which in the sole discretion of the State reflects upon Grantee's business integrity.

(e) Approvals Rescinded

The State may terminate this Agreement without further liability or penalty in the event any final administrative or judicial decision or adjudication disapproves a previously approved request for purchase of personal services pursuant to Constitution 1963, Article 11, § 5, and Civil Service Rule 7-1. Termination may be in whole or in part and may be immediate as of the date of the written notice to Grantee or may be effective as of the date stated in such written notice.

No State Employees or Legislators

No member of the Legislature or Judiciary of the State of Michigan or any individual employed by the State shall be permitted to share in this Agreement, or any benefit that arises from this Agreement.

Certification Regarding Nondiscrimination Under Federally and State Assisted Programs

The applicant hereby agrees that it will comply with all federal and Michigan laws and regulations prohibiting discrimination and, in accordance therewith, no person, on the basis of race, color, religion, national origin or ancestry, age, sex, height, weight, marital status or disability shall be discriminated against, excluded from participation in, denied the benefits of, or otherwise be subjected to discrimination in any program or activity for which it is responsible or for which it receives financial assistance from the U.S. Department of Education or the Workforce Development Agency.

Recipients of federal funds are required to issue notice of nondiscrimination to applicants, participants, beneficiaries and others in a continuous manner. Regulations require that the name or title, address, and telephone number of the employee designated to coordinate compliance efforts be included. A statement of nondiscrimination must be included in all bulletins, announcements, publications, catalogs, applications, agreements, and recruitment materials. Additional forms of notification (publication in newspapers, cable public access, web sites, etc.) may also be used.

Certification Regarding Boy Scouts of America Equal Access Act, 20 U.S. Code 7905, 34 Code of Federal Regulation PART 108.

A state or subgrantee that is a covered entity as defined in Sec. 108.3 of this title shall comply

with the nondiscrimination requirements of the Boy Scouts of America Equal Access Act, 20 U.S. Code 7905, 34 CFR part 108.

Assurance Regarding Access to Records and Financial Statements

The applicant hereby assures that it will provide the pass-through entity, i.e., the Workforce Development Agency, and auditors with access to the records and financial statements as necessary for the pass-through entity to comply with Section 400 (d) (4) of the U.S. Department of Education Compliance Supplement for A-133.

Unfair Labor Practice

Pursuant to 1980 PA 278, MCL 423.231, et seq., the state shall not award a grant or subcontract to an employer whose name appears in the current register of employers failing to correct an unfair labor practice compiled pursuant to section 2 of the Act. This information is compiled by the United States National Labor Relations Board. A Grantee, in relation to the Agreement, shall not enter into a contract with a subcontractor, manufacturer, or supplier whose name appears in this register. Pursuant to section 4 of 1980 PA 278, MCL 423.324, the state may void any Agreement if, subsequent to award of the Agreement, the name of Grantor as an employer or the name of the subcontractor, manufacturer or supplier of Grantor appears in the register.

Certification Regarding Debarment, Suspension, Ineligibility, and Voluntary Exclusion – Lower Tier Covered Transactions

The prospective lower tier participant certifies, by submission of this proposal, that neither it nor its principals are presently debarred, suspended, proposed for debarment, declared ineligible, or voluntarily excluded from participating in this transaction by any Federal department or agency. Where the prospective lower tier participant is unable to certify to any of the statements in this certification, such prospective participant shall attach an explanation to this proposal.

Certification Regarding Lobbying for Grants and Cooperative Agreements

No federal, appropriated funds have been paid or will be paid, by or on behalf of the undersigned, to any person for influencing or attempting to influence an officer or employee of a federal agency, a Member of Congress, an officer or employee of Congress, or an employee of a Member of Congress in connection with the making of any federal grant, the entering into of any cooperative agreement, and the extension, continuation, renewal, amendment or modification of any federal grant or cooperative agreement. If any funds other than federal appropriated funds have been paid or will be paid to any person for influencing or attempting to influence an officer or employee of any agency, a Member of Congress, an officer or employee of Congress, or an employee of a Member of Congress, in connection with this federal grant or cooperative agreement, the Authorized Agency Official shall complete and submit Standard Form-LLL “Disclosure Form to Report Lobbying,” in accordance with its instructions. The Authorized Agency Official shall require that the language of this certification be included in the awards documents of all sub-awards at all tiers (including sub-grants, contracts under grants and cooperative agreements, and subcontracts) and that all sub-recipients shall certify and disclose accordingly.

Governing Law

The Agreement shall in all respects be governed by, and construed in accordance with, the

substantive laws of the State of Michigan without regard to any Michigan choice of law rules that would apply the substantive law of any other jurisdiction to the extent not inconsistent with, or pre-empted by federal law.

Jurisdiction

Any dispute arising from the Agreement shall be resolved in the State of Michigan. With respect to any claim between the parties, Grantee consents to venue in Ingham County, Michigan, and irrevocably waives any objections it may have to such jurisdiction on the grounds of lack of personal jurisdiction of such court or the laying of venue of such court or on the basis of forum non conveniens or otherwise. Contractor agrees to appoint agents in the State of Michigan to receive service of process.

Assignment

Grantee shall not have the right to assign the Agreement, or to assign or delegate any of its duties or obligations under the Agreement, to any other party (whether by operation of law or otherwise), without the prior written consent of the Grantor. Any purported assignment in violation of this section shall be null and void.

Agreement

The Agreement, including any Attachments, constitutes the entire agreement between the parties with respect to the grant and supersedes all prior agreements, whether written or oral, with respect to such subject matter.

Independent Contractor Relationship

The relationship between the state and Grantee is that of client and independent Contractor. No agent, employee, or servant of Grantee or any of its Subcontractors shall be or shall be deemed to be an employee, agent or servant of the State for any reason. Grantee will be solely and entirely responsible for its acts and the acts of its agents, employees, servants and subcontractors during the performance of the Agreement.

Conflicts

In the event of a conflict between the terms of this Agreement and any federal or state laws or regulations, the federal or state laws or regulations will supersede any contrary term contained in this Agreement.

Assurance Regarding Compliance with Grant Program Requirements

The grantee agrees to comply with all applicable requirements of all state statutes, Federal laws, executive orders, regulations, policies and award conditions governing this program. The grantee understands and agrees that if it materially fails to comply with the terms and conditions of the grant award, the Workforce Development Agency may withhold funds otherwise due to the grantee from this grant program, any other federal grant programs or the State School Aid Act of 1979 as amended, until the grantee comes into compliance or the matter has been adjudicated and the amount disallowed has been recaptured (forfeited). The Department may withhold up to 100 percent of any payment based on a monitoring finding, audit finding or pending final report.

Certification Regarding Title III of the Americans With Disabilities Act, P.L. 101-336, Public

Accommodations and Commercial Facilities (for Title III applicants only)

The Americans with Disabilities Act provides comprehensive civil rights protections for individuals with disabilities. Title III of the Americans with Disabilities Act covers public accommodations (private entities that affect commerce, such as museums, libraries, private schools, and day care centers) and only addresses existing facilities and readily achievable barrier removal. In accordance with Title III provisions, the applicant has taken the necessary action to ensure that individuals with a disability are provided full and equal access to the goods, services, facilities, privileges, advantages, or accommodations offered by the applicant. In addition, a Title III entity, upon receiving a grant from the Workforce Development Agency, is required to meet the higher standards (i.e., program accessibility standards) as set forth in Title II of the Americans with Disabilities Act for the program or service for which they receive a grant.

Certification Regarding Title II of the Americans With Disabilities Act, P.L. 101-336, State and Local Government Services (for Title II applicants only)

The Americans with Disabilities Act provides comprehensive civil rights protections for individuals with disabilities. Title II of the Americans with Disabilities Act covers programs, activities, and services of public entities. Title II requires that “No qualified individual with a disability shall, by reason of such disability be excluded from participation in or be denied the benefits of the services, programs, or activities of a public entity, or be subjected to discrimination by such entity.” In accordance with Title II Americans with Disabilities Act provisions, the applicant has conducted a review of its employment and program/service delivery processes and has developed solutions to correcting barriers identified in the review.

Civil Rights

The Civil Rights Compliance Program, administered by the Workforce Development Agency, enforces several statutes that protect the rights of beneficiaries of programs, activities or services as part of approved Career and Technical/Occupational Education programs that receive federal financial assistance. These laws prohibit discrimination on the basis of race, color, and national origin (Title VI of the Civil Rights Act of 1964), gender/sex (Title IX of the Education Amendments of 1972), disability (Section 504 of the Rehabilitation Act of 1973, Title II of the Americans with Disabilities Act of 1990), and age (Age Discrimination Act of 1975).

Certification Regarding Drug-Free Workplace Requirements

The applicant agrees to comply with the Drug-Free Workplace Act of 1988, and implemented at 34 CFR Part 84, Subpart B.

Certification Regarding Gun-Free Schools – Federal Programs (Section 4141, Part A, Title IV, NCLB)

The applicant assures that it has in effect a policy requiring the expulsion from school for a period of not less than one year of any student who is determined to have brought a weapon to school under the jurisdiction of the agency except such policy may allow the chief administering officer of the agency to modify such expulsion requirements for student on a case-by-case basis. (The term "weapon" means a firearm as such term is defined in Section 92` of Title 18, United States Code.)

The district has adopted, or is in the process of adopting, a policy requiring referral to the criminal or juvenile justice system of any student who brings a firearm or weapon to a school served by the agency.

Assurance Concerning Materials Developed with Funds Awarded Under This Grant

The grantee assures that the following statement will be included on any publication or project materials developed with funds awarded under this program, including reports, films, brochures, and flyers: “These materials were developed under a grant awarded by the Workforce Development Agency.”

Assurance Concerning Non-Construction Programs

The grantee assures that compliance will be met with all related federal and state laws regarding non-construction programs.

Participation of Non-Public Schools

The applicant assures that private non-profit schools have been invited to participate in the grant program and participating schools have been consulted in assessing needs, planning, and implementing the activities of this application. The applicant shall maintain continuing administrative control and direction over funds and property that benefits participants enrolled in private schools.

Assurance with Section 511 of the U.S. Department of Education Appropriation Act of 1990

When issuing statements, press releases, requests for proposals, solicitations, and other documents describing this project, the recipient shall clearly state: 1) the dollar amount of federal funds for the project, 2) the percentage of the total cost of the project that will be financed with federal funds, and 3) the percentage and dollar amount of the total cost of the project that will be financed by nongovernmental sources.

Supplement Not Supplant

Federal funds received under this Act shall be used to supplement and not supplant state or local funds for any activity carried out in the delivery of this program.

Assurances are hereby given that the applicant agency will:

(1) Utilize the Federal ABE funds to supplement local program activities described;

(2) Provide adult programs that are coordinated with and not duplicative of programs, services or activities made available to adults under other Federal, state and local programs, including the Workforce Investment Act, the Carl D. Perkins Vocational Education Act, the Rehabilitation Act of 1973, the Education of the Handicapped Act; the Indian Education Act, the Higher Education Act of 1965, and the Domestic Volunteer Service Act; and

(3) All eligible agencies receiving funds under this act shall assure direct and equitable access to all eligible clients.

Conflict of Interest

A grantee may not permit a person to participate in an administrative decision regarding a project if, (1) the decision is likely to benefit that person or a member of his or her immediate family; and (2) the person is a public official or has a family or business relationship with the grantee.

A grantee may not permit any person participating in the project to use his or her position for a purpose that is--or gives the appearance of being--motivated by a desire for a private financial gain for that person or for others.

Assurance Against Trafficking in Persons

The applicant assures that it adopts the requirements in the Code of Federal Regulations at 2 CFR 175 as a condition for this grant. You as a subrecipient under this award and your employees may not --

i. Engage in severe forms of trafficking in persons during the period of time that the award is in effect;

ii. Procure a commercial sex act during the period of time that the award is in effect; or

iii. Use forced labor in the performance of the award or subawards under the award.

Under this condition, the Federal awarding agency may terminate this grant without penalty for any violation of these prohibitions by the grantee, its employees, or its subrecipients.

Assurance Regarding the Prohibition of Text Messaging and Emailing While Driving During Official Federal Grant Business

The applicant assures that it prohibits text messaging and emailing while driving during official grant business. Federal grant recipients, sub recipients and their grant personnel are prohibited from text messaging while driving a government owned vehicle, or while driving their own privately owned vehicle during official grant business, or from using government supplied electronic equipment to text message or email when driving.

Recipients must comply with these conditions under Executive Order 13513, “Federal Leadership on ‘Reducing Text Messaging While Driving,” October 1, 2009.

Assurance Regarding Reporting Subaward Data for Subrecipients

The Federal Funding Accountability and Transparency Act (FFATA) is designed to increase transparency and improve the public’s access to Federal government information. To this end, FFATA requires that subaward data be reported for all new Federal grants funded at $25,000 or more with an award date on or after October 1, 2010.

An applicant or subrecipient assures that it will timely report data as needed to Workforce Development Agency for the purposes of federal reports for any subaward on a grant awarded by the U.S. Department of Education will be reported for each action or subaward that obligates $25,000 or more in Federal funds that does not include Recovery funds (as defined in section 1512(a)(2) of the American Recovery and Reinvestment Act of 2009, Pub. L. 111-5).

Certification Regarding Universal Identifier Requirements

The applicant or grant recipient certifies it will meet the requirement for supplying a Data Universal Numbering System (DUNS) number. As a condition of a subrecipient of a federal grant award, you must supply a DUNS number to Michigan Department of Education. No entity may receive a federal subaward without a DUNS number. The Michigan Department of

Education will not make a subaward to an entity unless that entity has provided its DUNS number.

Reporting Prime Awardee Executive Compensation Data

An applicant or subrecipient assures that it will comply the Federal Funding Accountability and Transparency Act (FFATA) requirement that executive compensation data be reported for all new Federal grants funded at $25,000 or more with an award date on or after October 1, 2010.

Assurance Regarding Sanctions Against Iran Linked Businesses

The applicant assures that, for any request for proposals or contract renewal for work performed under this grant, it will collect a certification from each bidder that the bidder is not an Iran Linked Business. An Iran linked business is not eligible to submit a bid on a request for proposal with a public entity. Recipients must comply with all conditions under P.A. 517 of 2012, “Iran Economic Sanction Act,” April 1, 2013.

POLICY STATEMENT:

Education programs shall be provided to prisoners in Correctional Facilities Administration (CFA) institutions as set forth in this policy.

POLICY:

GENERAL INFORMATION

A. The education system facilitates the transition from prison to the community by assisting prisoners in the development of their academic, workplace and social competencies.

B. A prisoner with a documented disability requiring an accommodation in order to participate in an existing education program may be provided an accommodated education as approved by the Education Manager.

EDUCATION MANAGER

C. The Education Manager, Reentry Administration, Executive Bureau, is responsible for the overall management of education programs for prisoners. The Education Manager shall:

1. Provide oversight for the development and delivery of all education programs, curricula, methods and materials.

2. Administer the education budget, grants, contracts, and all reporting requirements.

3. Function as General Education Degree (GED) Chief Administrator for the MDOC; direct all MDOC GED Test Centers; contracts, training, emergency plans and personnel; determine actions for disability accommodations, test material security, and confidentiality.

4. Provide oversight for all education testing, and collaborate with appropriate State and Federal agencies to ensure compliance with all State and Federal testing and reporting requirements.

5. Assure Education Staff representation on state-wide task forces and other agency committees.

6. Provide information related to education programs and issues as requested by the MDOC Administration and other agencies, as approved by the MDOC.

7. Develop long-term plans and allocated education resources.

STRATEGIC EDUCATION PLAN

D. The Education Manager shall maintain a Strategic Education Plan, subject to the approval of the Director or designee. The plan shall be reviewed at least annually and updated as needed. The plan shall set forth the Department's goals in education programming and how those goals are to be met. Copies of the plan shall be distributed to the Deputy Directors, Assistant Deputy Directors (ADD), Wardens, and Principals for use by education staff.

EDUCATION MANUALS

E. The Education Manager is responsible for maintaining education manuals, which shall be reviewed and updated as needed. The manuals shall provide information relevant to education services, including school administration, education programs and education staffing. Updates shall contain the most current language. The manuals shall be provided to Principals for use by their education staff.

EDUCATION PROGRAMS

F. The Education Manager will determine all the education programs to be provided at designated MDOC locations, consistent with the needs of the prisoner population, as prioritized in the Strategic Education Plan and funded by State education appropriations or specific grants. The following programs will be provided:

1. Academic Education, including Title I, Fast Track and English as a Second Language (ESL);

2. Special Education;

3. Career and Technical Education (CTE), including State Correctional Opportunities for Rehabilitation and Education (SCORE);

4. Employment Readiness and Workforce Development;

The following programs may be provided:

5. Post-Secondary Education;

6. New or revised programs as determined by education research, current trends, or State and Federal requirements.

EDUCATIONAL QUALITY IMPROVEMENT

G. The Education Manager shall ensure a quality improvement assessment of each institution's education programs and curriculum is conducted at least every three years by an assigned audit team. A written summary of the findings and recommendations shall be submitted to the Education Manager, who shall send the findings to the School Principal. The School Principal in conjunction with the Education Manager will determine if the findings are appropriate. The School Principal, the Education Manager and the Warden will coordinate to determine implementation of corrective action.

SCHOOL PRINCIPALS

H. Each institution's education program shall be supervised by a School Principal. The School Principal shall:

1. Manage, supervise and organize all education programs and staff.

2. Comply with State and Federal laws and regulations which govern education.

3. Ensure that instructional methods and materials are in accordance with MDOC, State and Federal educational standards.

4. Make recommendations to the advisory committees for curriculum revision, textbooks and other education resources as necessary to meet current needs.

5. Provide educational guidance and counsel to all education staff and prisoners.

6. Provide documentation of education data and information as directed by the Education Manager.

7. Function as a high school equivalency proctor in each school, including responsibility for test security and administration in accordance with national standards.

8. Oversee other test administrations as determined by the Education Manager.

9. Recommend professional development and other related education activities to the Education Manager.

10. Manage the allocated school budget, including the report of inaccuracies to the Finance Department in a timely manner.

11. Implement school schedules with a minimum of 32 hours per week of student-teacher contact time or in accordance with an exception approved by the Education Manager.

12. Verify prisoner education records.

I. The reception facility School Principal shall ensure that each prisoner receives a comprehensive education assessment to determine his/her individual needs, aptitudes and/or interests, and makes Education Preparedness and Job Readiness recommendations.

J. Both an education file and Workforce Development file shall be created and maintained for each prisoner prior to release. The education data shall be entered into the appropriate databases.

K. Prisoners will be placed on academic and/or CTE school pools in the order of priority as designated in Paragraphs U and II.

L. Each prisoner will be evaluated by education staff upon initial education enrollment, using the Educational Program Plan (CSJ-363A). This plan shall identify the goals and objectives for the prisoner, and shall be prepared at least quarterly by education staff for active students, and updated as necessary. Upon initial academic enrollment, an Adult Learning Plan (ALP) shall be prepared for each prisoner.

M. A prisoner who obtains a high school equivalency certificate/GED or completes a career and technical education program shall be provided formal recognition of that accomplishment (e.g., certificate of completion, graduation, etc.).

PRISONER BEHAVIOR

N. Prisoners are expected to maintain satisfactory performance and behavior while attending school, and will be given reasonable time to improve behavior and/or performance. They may be prohibited from participating in school pending the finding on a Class I misconduct for a rule violation, and may be removed from education programming as a result of:

1. Progressive discipline, documented by school staff in writing for improper class room behavior,

2. Failure to maintain satisfactory student ratings,

3. Refusal to actively participate in educational programming, including testing,

4. An infraction in the school resulting in a guilty finding on a Class I misconduct, or

5. Absences in excess of seven (7) consecutive calendar days.

ACADEMIC EDUCATION COMPLETION

O. A prisoner who does not possess a verified high school diploma or high school equivalency certificate/GED shall be placed in an academic class or on a waiting list.

P. The prisoner is responsible for providing accurate education information and a signed release so that MDOC staff can obtain education records or verifiable documentation of the prisoner's educational history.

Q. A high school diploma issued by a correspondence school or a school not approved by a state's Department of Education, shall not be considered a verified high school diploma. In compliance with the Michigan Department of Education, Office of Special Education, certificates of completion awarded to Special Education students are not considered verified high school diplomas.

R. All education records received by the Department shall be verified by an MDOC School Principal. The School Principal shall only accept documentation received directly from the following sources:

1. The institution that awarded the completion;

2. The Michigan Office of Adult Education;

3. Official GED Test Centers and other state approved high school equivalency test centers;

4. Other state approved high school equivalency electronic credentialing centers;

5. The MDOC Offender Education Tracking System (OETS) Education information screen with the name of the School Principal who verified and the date of verification;

6. The appropriate military records that specifically indicate GED completion;

7. In lieu of a high school diploma or high school equivalency certificate, an advanced degree, including foreign advanced degrees, is acceptable;

8. Verified foreign high school completion or the equivalent.

S. Prisoners who possess a verified high school diploma or high school equivalency certificate may request placement in academic programming. Prisoners serving life sentences may be placed in an academic class if no other prisoners are on the waiting list. However, they may be removed from school without prejudice to make space for higher priority students.

T. Prisoners are assessed using the Test of Adult Basic Education (TABE) and other testing tools. Prisoners are expected to perform to their ability on these assessments. Failure to properly perform on an assessment test is considered refusal of academic programming and may result in disciplinary action.

U. Prisoners shall be placed in academic classes in accordance with the following priorities:

1. Special Education eligible prisoners;

2. Title 1 eligible prisoners;

3. Prisoners identified for Fast Track GED;

4. Prisoners sentenced for a crime committed on or before December 15, 1998;

5. Other prisoners in chronological order by Earliest Release Date (ERD);

6. Prisoners with life or long indeterminate sentences.

SPECIAL EDUCATION

V. Special education instruction and/or related (transition) services are provided to eligible prisoners under 22 years of age in accordance with Federal law and the MDOC Special Education Plan and policy. These services are provided at designated special education centers. Wardens shall ensure identified eligible prisoners remain at the special education centers, or are transferred to special education centers in accordance with federal requirements.

TITLE I

W. Title I is a federally-funded education service offered to prisoners who are under 21 years of age, who do not have a high school diploma or high school equivalency certificate, and who are enrolled in an academic program. Programming for prisoners identified as Title I eligible shall include:

1. Initial enrollment in academic programming;

2. A minimum of 15 hours per week of education program instruction which shall include academic enrollment, career and technical education programming, and/or supplemental enrollment in employment readiness programming.

FAST TRACK

X. Fast Track prisoners are those identified as being able to complete the GED with minimal instruction. They are given priority placement in academic classes. Specific criteria developed by the Education Manager will identify Fast Track prisoners. They are tested and qualified for GED examination as expeditiously as possible.

GED COMPLETION EXEMPTIONS FOR PAROLE CONSIDERATION

Y. Prisoners sentenced pursuant to MCL 791.233 for a crime committed after December 15, 1998 who received a minimum sentence of two years or more shall not be released on parole unless s/he has either earned a high school diploma or GED certificate. Under this law, the Director or designee may waive the educational restriction to allow a parole.

Z. ABE/GED programming is not required for prisoners who:

1. Are 65 years of age or older.

2. Were gainfully employed immediately before committing the crime for which the prisoner is incarcerated as reflected in the pre-sentence investigation report prepared pursuant to PD 06.01.140 “Pre-sentence Investigation and Report.” This does not include employment in an illegal activity.

3. Do not have the necessary proficiency in English to attain a GED certificate. If the prisoner does not have necessary proficiency in English, the Department shall provide English language training for that prisoner so s/he can begin working toward the completion of the requirements for a GED.

4. Have learning impairments. A learning impairment is defined as a chronic condition hindering the ability to improve academic learning as evidenced by:

   a. The inability to attain a measurable advancement (i.e., at least a .5 grade level) for reading or math as determined by the TABE in a one year period of continuing classroom time; and,

   b. A minimum of three documented teaching interventions to improve academic skill development in reading or math.

5. Are unable to successfully complete the requirements for a GED certificate at no fault of the prisoner’s own.

DELAY IN PROGRAMMING

AA. A prisoner who is actively enrolled in academic programming may be referred by educational staff to the school principal for a delay in programming due to being unable to make significant academic progress. To be eligible for referral, the prisoner must meet the following:

1. Be enrolled in academic class cumulatively for no less than 450 hours;

2. Receive satisfactory work reports, and;

3. Demonstrate satisfactory/excellent behavior, effort and attendance.

BB. Prisoners who are under the age of 22 or potential candidates for GED testing are not eligible for a delay in programming.

CC. Prisoners serving long indeterminate or life sentences may be considered for a delay in programming without school enrollment if the school has an academic waiting list, with approval of the School Principal.

DD. The prisoner may be given a routine work assignment during a delay. At the end of six months, a classification review will be conducted, at which time the delay may be renewed or allowed to expire.

GED EXAMINATIONS

EE. The GED examination shall be administered to prisoners who have demonstrated competency at the GED preparation level, as determined by academic assessment (TABE, post tests, GED practice tests) and education staff. Other prisoners may request to take the GED examination at their own expense as space permits. GED examinations shall be administered at least monthly, or as directed by the Education Manager.

REFUSAL TO PARTICIPATE

FF. The Warden shall consider a prisoner's refusal to actively participate in required academic programming when deciding whether to grant special good time or special disciplinary credits.

ENGLISH AS A SECOND LANGUAGE (ESL)

GG. ESL is offered at designated institutions to prisoners for whom English is not their native language and who are functioning below the 5th grade reading level. Students functioning at the 5th grade English reading level or above shall be enrolled in regular academic classes. School Principals will work with facility transfer coordinators to arrange transfer to an ESL center if a prisoner is determined to need ESL instruction.

CAREER AND TECHNICAL EDUCATION (CTE)

HH. CTE enables prisoners to prepare for future employment by developing competencies in a specific trade and by practicing job readiness skills. This is accomplished through a systematic program of regular classroom instruction and hands-on training. Career and technical education programs shall be relevant to prisoner needs and employment opportunities in the community and shall provide state and/or national certification opportunities whenever possible. CTE programs may also provide opportunities for service learning projects as approved by the Education Manager or designee and School Principal. All CTE programs are determined and approved by the Education Manager.

II. Priority for placement shall be given to prisoners who meet the following criteria, in order of preference:

1. Area transitional special education students whose placement is part of their Individualized Education Plan (IEP) with School Principal approval;

2. Have an RGC recommendation, have not previously completed a CTE program and are within three years of their ERD;

3. Do not have an RGC recommendation, have not previously completed a CTE program, and are within three years of their ERD;

4. Are within three years of their ERD, have a previous completion, and have School Principal approval;

5. Are more than three years from their ERD without a previous completion;

6. Are more than three years from their ERD with a previous completion, with School Principal approval;

7. Prisoners with life sentences.

WORKFORCE DEVELOPMENT PROGRAMS AND SERVICES

JJ. Employment Readiness programming will be offered to all prisoners within two years of their earliest release date and is designed to enhance prisoners' ability for successful reentry and sustainable employment in the community. Participation in employment readiness programming does not mandate removal from a work assignment.

KK. Employment counselors are liaisons between prisoners and the community. They maintain the workforce development referral packet and compile records and vital documents including certificates of employability for those who qualify as outlined in MCL 791.234(d).

CAREER AND TECHNICAL COUNSELING

LL. Career interest and aptitude assessment and counseling is provided to assist the prisoners in understanding their employment options and opportunities, in selecting CTE programming within the prisons, and in determining career paths relevant within their communities upon release. The assessment and counseling may be provided at appropriate points during incarceration.

POST-SECONDARY EDUCATION

MM. Colleges shall be permitted to offer programs to prisoners in Correctional Facilities Administration (CFA) institutions, subject to the approval of the CFA Deputy Director or designee. When offered, State funds shall not be used for program tuition or supplies unless appropriated by the legislature. The post-secondary institution may donate supplies to the program when approved by the Education Manager. Prior to scheduling the program, the Warden shall ensure classroom space is available for classes to meet, and that custody and safety supervision is maintained.

NN. At facilities where college programs are offered, prisoners in the general population shall be permitted to seek enrollment. The CFA Classification Section will review applicants for eligibility based on custody and security considerations. The final determination for a prisoner's acceptance into a college program is made exclusively by the college.

OO. Prisoners also may be allowed to participate in correspondence courses in accordance with PD 05.02.119 "Correspondence Courses."

OPERATING PROCEDURES

PP. Wardens shall ensure that procedures are developed as necessary to implement requirements set forth in this policy directive within 60 calendar days after the effective date.

AUDIT ELEMENTS

QQ. A Primary Audit Elements List has been developed and is available on the Department's Document Access System to assist with self-audit of this policy pursuant to PD 01.05.100 "Self-
Audits and Performance Audits.

”APPROVED: HEW 01/26/2016

The Vocational Rehabilitation (VR) Services Portion of the Unified or Combined State Plan must include the following descriptions and estimates, as required by section 101(a) of the Rehabilitation Act of 1973, as amended by the WIOA:*

** Sect. 102(b)(2)(D)(iii) of WIOA.*

(a) Input of State Rehabilitation Council. All agencies, except for those that are independent consumer-controlled commissions, must describe the following:

(1) Input provided by the State Rehabilitation Council, including input and recommendations on the Vocational Rehabilitation services portion of the Unified or Combined State Plan, recommendations from the Council's report, the review and analysis of consumer satisfaction, and other Council reports that may have been developed as part of the Council's functions.

(2) The designated state unit's response to the Council's input and recommendations, and

(3) The designated state unit's explanations for rejecting any of the Council's input or recommendations.

Michigan Rehabilitation Services

Input of State Rehabilitation Council
The State Rehabilitation Council in Michigan, known as the Michigan Council for Rehabilitation Services serves as the State Rehabilitation Council to both the general designated state unit - Michigan Rehabilitation Services and the designated state unit for the Blind – the Bureau of Services for Blind Persons. The designated state agency for Michigan Rehabilitation Services is the Department of Health and Human Services and the designated state agency for Bureau of Services for Blind Persons is the Department of Licensing and Regulatory Affairs. This attachment is focused on how the Michigan Council for Rehabilitation Services worked to achieve the eight federal mandates with Michigan Rehabilitation Services and the Bureau of Services to Blind Persons during Fiscal Year 2015 and our resulting recommendations to Michigan Rehabilitation Services and the Bureau of Services to Blind Persons for Fiscal Years 2017 – 2020.

1. Review, analyze, and advise the Grantor regarding its performance in determining eligibility, order of selection, effectiveness, scope and provision of services, and functions of the Grantor that affect, or potentially affect, the ability of persons with disabilities to achieve rehabilitation goals and objectives.

This mandate was achieved through active participation in the following Michigan Rehabilitation Services activities/work teams along with review and analysis of information received related to their service system:

1. Appeals hearings redacted reports;
2. Consultations with the hearings manager;
3. Consultation with the Client Assistance Program;
4. Policy Cadre;

5. Customer input;

6. Customer Satisfaction Survey Reports for Fiscal Year 2014, at plan and closure;

7. Idea Stream Team, including a presentation to a Michigan Rehabilitation Services district office;

8. Follow-up Meeting to Fiscal Year 2014 Comprehensive Statewide Needs Assessment Report;

9. Marketing Team and subgroups related Marketing Champions, online orientation and the annual Champion Awards event;

10. State Plan;

11. Focus groups for customers of Michigan Rehabilitation Services;

12. Michigan Rehabilitation Services staff; and

13. Michigan Rehabilitation Services system data.

Resulting Impact: The Council offered input from the customer perspective with regard to each of the above activities.

2. In partnership with the Grantor, provide advice in the preparation of statewide goals and priorities.
During the State Plan Fiscal Year 2017 – 2020 process meetings, the Council was involved with the review, redesign and/or update of the Michigan Rehabilitation Services goals and priorities.

Resulting Impact: The goals and priorities were reviewed during the Fiscal Year 2017-2020 Michigan Rehabilitation Services State Plan process and should continue to keep the designated state unit focused as they strive for excellence in their service system.

3. In partnership with the Grantor, conduct a review and analysis of the effectiveness and consumer satisfaction with vocational rehabilitation services and employment outcomes, including employment benefits.

Customer satisfaction information was collected by the Michigan Council for Rehabilitation Services through various activities:

1. Consultation with both Client Assistance Program and the hearings manager;

2. Data review;

3. Customers of Michigan Rehabilitation Services focus groups;

4. Customer Satisfaction Survey Reports at plan and closure; and

5. Public comment.

Resulting Impact: The Michigan Council for Rehabilitation Services is pleased to be included in the review and redesign (as needed) of the customer satisfaction survey tools. The membership did raise the issue of wanting to know the themes from the percentage of those customers who responded to the surveys indicating that they were not satisfied with the *Michigan Rehabilitation Services experience. We were pleased to see that the Fiscal Year 2014 Reports provided the information, analysis and recommendations regarding the unsatisfied customers at plan and closure. We look forward to future discussion with Michigan Rehabilitation Services about how they intend to utilize these findings. It is important to note that the satisfaction rate reported by Customers of 86.2 percent is the highest rating received in recent Michigan Rehabilitation Services history. As reported by the hearings manager, the number of customer complaints have dropped significantly with fewer hearings scheduled.*

At the State Director's suggestion, the Council fully embraced, designed and implemented a focus group project during the last half of the fiscal year. The stimulus questions were created to gain input about the customer's experiences with Michigan Rehabilitation Services, involvement with the local Center for Independent Living, and their needs related to gaining and retaining employment. Information obtained was from two local communities. A Council work team is analyzing the information so that recommendations can be made to Michigan Rehabilitation Services. On a preliminary basis, one of the consistent themes which attendees identified as being the 'best part of their experience with Michigan Rehabilitation Services' was their relationship with their counselor. A low response rate occurred with the focus groups scheduled at the end of the fiscal year. The member's commitment to this project is seen as they continue in discussion about the strategies needed for the future planning of gaining customer input through local focus groups and/or other mechanisms.

4. Assist in the preparation of the State Plan, Plan amendments, reports, needs assessments, and evaluation required by the Rehabilitation Act.

With the passage of the Workforce Innovation and Opportunity Act (WIOA), the State Plan process was redesigned quite effectively by the Michigan Rehabilitation Services Staff who manage this effort. The Council was involved in all meetings so that the customer voice was present and involved in discussions and decision making for the new Plan. The final draft of the Michigan Rehabilitation Services State Plan was shared with the membership for review, input and support.

The membership was afforded the opportunity to learn about the WIOA through a number of in-person trainings and the expected impact on the Michigan Rehabilitation Services system. The trainings emphasized the significant service changes regarding transition aged youth and supported employment that the designated state unit are now required to implement without the addition of financial resources.

The Council was actively involved in the Comprehensive Statewide Needs Assessment meetings which resulted in the Fiscal Year 2014 report. A follow up meeting was scheduled during this fiscal year which provided the opportunity for work team members to determine what worked well and/or what needed improvement as the planning begins in Fiscal Year 2016.

Resulting Impact: The Michigan Council for Rehabilitation Services was actively involved in the Michigan Rehabilitation Services Fiscal Year 2017-2020 State Plan process, offering customer perspective as relevant. The membership's educational opportunities with the WIOA have provided a knowledge base that will enhance future monitoring efforts by the Council.

5. Prepare and submit an annual report to the Governor and the Commissioner of Rehabilitation Services Administration on the status of the general vocational rehabilitation program operated within the State.

Michigan Rehabilitation Services data and other program information were provided to the Michigan Council for Rehabilitation Services so that the Fiscal Year 2014 report was completed and submitted to the governmental and federal authorities as required.

6. Coordinate with other state councils, including but not limited to the Statewide Independent Living Council, the Special Education Advisory Council under Individuals with Disabilities Education Act, the Developmental Disabilities Council, the State Mental Health Planning Council, and the Governor's Talent Investment Board.

Statewide Independent Living Council: Coordinated activities included:

a. Members appointed to represent the respective councils;

b. Michigan Council for Rehabilitation Services reports for Statewide Independent Living Council business meeting packets, Statewide Independent Living Council reports for Michigan Council for Rehabilitation Services business meeting packets; and

c. Michigan Council for Rehabilitation Services/Statewide Independent Living Council Member representation at the Statewide Independent Living Council quarterly meetings and Michigan Council for Rehabilitation Services/Statewide Independent Living Council representation at the six Michigan Council for Rehabilitation Services Business Meetings.

The other mandated partnerships which include: Special Education Advisory Committee; the Michigan Developmental Disabilities Council; the State Mental Health Planning Council; and the Governor's Talent Investment Board have been managed through members who represent these organizations and/or at Executive Team direction.

Resulting Impact: The partnerships listed above provided great opportunity for networking with organizations that are working with similar customer populations, while the Michigan Council for Rehabilitation Services role, responsibilities and involvement with Michigan Rehabilitation Services can provide the vocational rehabilitation perspective. It is expected that these relationships will continue to develop.

7. Facilitate coordination and working relationships between the Grantor, the Statewide Independent Living Council and Centers for Independent Living throughout the State.
In Michigan, the Center for Independent Living trade association, Disability Network/Michigan and the Statewide Independent Living Council have a long established working partnership with Michigan Rehabilitation Services. The Michigan Council for Rehabilitation Services members continue their focus on working to enhance the partnership by continually advocating on behalf of the independent living needs of customers of Michigan Rehabilitation Services.
The customers of Michigan Rehabilitation Services focus groups utilized a sample of customers from various stages in the vocational rehabilitation process, along with joint customers of the local Center for Independent Living and Michigan Rehabilitation Services office. Stimulus questions utilized at the focus groups include some as designed in partnership with the Statewide Independent Living Council about the customer experience with their local center.

Resulting Impact: The Michigan Council for Rehabilitation Services involvement with the Center for Independent Living network in Michigan has continued at the statewide level. The focus groups provided a beginning opportunity to work with some local Centers for Independent Living, with hope for expansion in the future.

8. Perform other functions consistent with the purpose of the Rehabilitation Act.

Highlights of other Michigan Council for Rehabilitation Services Functions:

Business Meeting Schedule: During Fiscal Year 2015, the Michigan Council for Rehabilitation Services increased their business meetings to bi-monthly meetings with a newly designed agenda. The one day meeting agendas included: in person work team meetings prior to the start of the Business Meetings, (11:00 – 3:30 p.m.) The business meeting agendas included operational updates, two times for public comment, work team reports, partner reports, and reports from both designated state units and the staff report. The last two hours of each meeting are dedicated to an educational session about emerging topics and/or Comprehensive Statewide Needs Assessment populations identified as underserved or unserved.

Resulting Impact: The six meetings scheduled during Fiscal Year 2015 resulted in great opportunities to uphold the Mission and Strategic Plan of the Michigan Council for Rehabilitation Services as work teams held in person meetings, the business of the Council was effectively managed and the membership was afforded educational opportunities regarding emerging issues, such as the passage of the WIOA. This new system has kept members better informed and focused on the efforts needed to achieve the mandates of the Michigan Council for Rehabilitation Services.

Advisory Work Teams Functions: The Advisory Executive Team held twice monthly meetings as well as two day long strategic planning meetings. The agendas focus on the strategic plan goal and activities, emerging issues and other education relevant to the daily business operations of the Council staff.

Advisory Customer Experience and Regulatory Guidance Teams have been successful in achieving their work plans along with absorbing new work assignments throughout the year. Highlights include: the annual report, the design and implementation of focus groups, the review of Michigan Rehabilitation Services data, creating a dashboard to track the various levels of data within each designated state unit, the State Plan, education about the WIOA, and the review of the customer satisfaction survey reports.

Resulting Impact: The work teams benefitted from the monthly meeting schedule as held in person or by teleconference. The work of the Michigan Council for Rehabilitation Services is managed within each work team so that they can then inform the full membership on work efforts taking place, have discussion on relevant topics and/or take action as needed. Work plans were tweaked throughout the year as new assignments emerged so that there was greater impact on the Michigan Council for Rehabilitation Services outcomes. The teams continue to develop a cohesive approach as they work to achieve their responsibilities.

Membership: At the end of this fiscal year (2015), the Michigan Council for Rehabilitation Services had two vacancies: the Governor's Talent Investment Board category and a representative of business, industry and labor. It is expected that these will be managed at the end of the calendar year when the Michigan Council for Rehabilitation Services appointment terms are scheduled to roll over.

Statewide Activities (focused on strengthening partnerships):

The Michigan Council for Rehabilitation Services continued participation in the following statewide activities:

1. Two Americans with Disability Act anniversary celebration events

2. Michigan Rehabilitation Services Champion Awards event

3. The annual re:con convention, a statewide rehabilitation conference held each fall where the Michigan Council for Rehabilitation Services serves as a primary partner, is on the program committee, facilitates workshops and hosts an exhibit

4. Michigan Association of Rehabilitation Organization's Spring Leadership Training Conference in Traverse City

5. Michigan Rehabilitation Association Membership, with the Michigan Council for Rehabilitation Services executive director serving on the Michigan Rehabilitation Association board and

6. Statewide Independent Living Council business meetings.

Resulting Impact: The above activities serve to strengthen relationships within the disability and business community. Most importantly it provides a mechanism for the Council to cross paths with designated state unit staff and educate them about our role and responsibility as we work with public vocational rehabilitation. As networking takes place across the state (within the public and private sector) we have seen increased awareness of the Council's role with citizens with disabilities and partners.

National Activities: Michigan Council for Rehabilitation Services Staff Members are members of the National Rehabilitation Association.

The Michigan Council for Rehabilitation Services is a founding member of the National Coalition of State Rehabilitation Councils. Participation included teleconferences for nationwide National Coalition of State Rehabilitation Council meetings and monthly National Coalition of State Rehabilitation Councils Board of Directors meetings. The Executive Director served as the president of the National Coalition of State Resource Councils, while the Assistant Director provided expertise and technical support through management of the website, list serves and conference registration as supported by the Michigan Council for Rehabilitation Services.

The chair and vice chair attended the April 2015 National Coalition of State Resource Councils, Council of State Administrators of Vocational Rehabilitation and National Council of State Agencies for the Blind Conferences held in Bethesda, MD. This included partnering with our other designated state unit – the Bureau of Services for Blind Persons staff to conduct Capitol Hill visits to educate some of the Michigan delegation on the value of the public vocational rehabilitation service system in Michigan and the positive impact it has on the Michigan economy. They also informed officials about the continuing challenge Michigan Rehabilitation Services has in garnering enough state match to be able to access the federal allotment for Michigan general vocational rehabilitation services.

Resulting Impact: The involvement of the Michigan Council for Rehabilitation Services in the various national activities continued to enhance the reputation of this State Rehabilitation Council as being one of the best models across our country. The knowledge gained through this involvement serves to strengthen the work activities of our Council.

MISCELLANEOUS INFORMATION – DAILY BUSINESS OPERATIONS:

FISCAL AND OPERATIONAL MANAGEMENT:

Fiscal Agent: In an effort to uphold the intent of the Rehabilitation Act, to assure the autonomy and independence of the State Rehabilitation Council operations and staff, Michigan Rehabilitation Services has contracted with the Michigan Association of Rehabilitation Organizations since 2004 (prior to that a contract with another state wide organization held the contract from 1996 – 2003). The Council agrees that this contract provides the mechanism needed for a fiscal agent to serve as the employer of record for Michigan Council for Rehabilitation Services staff, along with accounting services for payroll and operational expenses. This contract has continued due to the outstanding accounting talents of the Michigan Association of Rehabilitation Organization's staff person that has resulted in ten clean financial reviews and services that were provided in a professional, flexible manner. The Michigan Council for Rehabilitation Services expects that this contract will continue to be supported by Michigan Rehabilitation Services, assuring the stability of the Council's future.

Michigan Council for Rehabilitation Services Budget: The Michigan Council for Rehabilitation Services Resource Plan and Budget for Fiscal Year 2015 was approved by the membership and then negotiated with the designated state unit to ensure financial solvency for the Michigan Council for Rehabilitation Services beginning October 1, 2014. The grant between the Michigan Association of Rehabilitation Organizations and Michigan Rehabilitation Services was signed by Department of Human Services for the entire fiscal year. The Fiscal Year 2016 resource plan and budget was created by the executive team and approved by the membership for submission to the designated state unit/designated state agency.

Michigan Council for Rehabilitation Services Staff: The staff of the Council include: the executive director and the assistant director. The staff role is to assure the membership's achievement of the State Rehabilitation Council federal mandates along with other activities related to Vocational Rehabilitation and employment as determined by the Council.

Resulting Impact: The Michigan Council for Rehabilitation Services staff efforts have assured the success of the Council as they achieved the federal mandates related to Michigan Rehabilitation Services.

In Closing: The Michigan Council for Rehabilitation Services maintains a focus of the 'customer's best interest' throughout all levels of their work. We look forward to our continued work on behalf of people with disabilities, in partnership with Michigan Rehabilitation Services as they strive to be one of the leaders of public vocational rehabilitation in our country.

Designated State Unit's Response to the Council's Input and Recommendations; (General)

Recommendations:
The following recommendations were designed to reflect customer input and results from our analysis and review of the Michigan Rehabilitation Services system.

1 - We recommend that the Council receives the Michigan Rehabilitation Services program and financial data on a quarterly basis following the submittal of their 113 reports to Rehabilitation Services Administration. We recognize the value of this information as we work to review, analyze and advise Michigan Rehabilitation Services about their service system. Michigan Rehabilitation Services has provided this information at each business meeting with a verbal report, but members have indicated it is difficult to ask questions and have discussion about the

information without a written document to review ahead of time.

Response: Michigan Rehabilitation Services agrees that the Council shall receive the Michigan Rehabilitation Services program and financial data on a quarterly basis, in a reasonable amount of time following the submittal of the Michigan Rehabilitation Services 113 reports to the Rehabilitation Services Administration.

2 - We recommend that the Customers of Michigan Rehabilitation Services focus group final report, which will include findings and recommendations from the Council, be utilized to inform staff and the Michigan Rehabilitation Services service system about the customer perspective regarding both the successes and the challenges reported with regard to the customer experience.

Response: Michigan Rehabilitation Services agrees that the final report provided by the customers of Michigan Rehabilitation Services focus group should be shared with staff. The final report will be reviewed by Michigan Rehabilitation Services executives and managers, and then shared with staff within context.

Bureau of Services for Blind Persons

Input of State Rehabilitation Council

The State Rehabilitation Council in Michigan, known as the Michigan Council for Rehabilitation Services serves as the State Rehabilitation Council to both the general designated state unit - Michigan Rehabilitation Services and the designated state unit for the Blind - Bureau of Services for Blind Persons. The designated state agency for Michigan Rehabilitation Services is the Department of Health and Human Services and the designated state unit for Bureau of Services for Blind Persons is the Department of Licensing and Regulatory Affairs. This attachment is focuses on how the Michigan Council for Rehabilitation Services worked to achieve the eight federal mandates with the Bureau of Services for Blind Persons during Fiscal Year 2015 and our resulting recommendations to the Bureau of Services for Blind Persons for Fiscal Year 2017 – 2020.

1. Review, analyze, and advise the Grantor regarding its performance in determining eligibility, order of selection, effectiveness, scope and provision of services, and functions of the Grantor that affect or potentially affect the ability of persons with disabilities to achieve rehabilitation goals and objectives.

This mandate was achieved through active participation in the following Bureau of Services for Blind Persons activities/work teams along with review and analysis of information received related to their service system:

1. Consultation with the Client Assistance Program;
2. Public comment;
3. Customer Satisfaction Survey Report for Fiscal Year 2014;
4. Follow-up meeting to Fiscal Year 2014 Comprehensive Statewide Needs Assessment Report;
5. State Plan;
6. Bureau of Services for Blind Persons staff; and

7. Bureau of Services for Blind Persons system data.

Resulting Impact: The Council offered input from the customer perspective with regard to each of the above activities.

2. In partnership with the Grantor, provide advice in the preparation of statewide goals and priorities.
During the State Plan Fiscal Years 2017 – 2020 process meetings, the Council was involved with the review and update of the Bureau of Services for Blind Persons goals and priorities.

Resulting Impact: The goals and priorities were reviewed during the Fiscal Year 2017-2020 Bureau of Services for Blind Persons State Plan process. The Council will look forward to future opportunities to establish processes with the designated state unit for monitoring progress.

3. In partnership with the Grantor, conduct a review and analysis of the effectiveness and consumer satisfaction with vocational rehabilitation services and employment outcomes, including employment benefits.
Customer satisfaction information was collected by the Michigan Council for Rehabilitation Services through various activities:

a. Consultation with Client Assistance Program;

b. Data review;

c. Customer Satisfaction Survey Report; and

d. Public comment.

Resulting Impact: As Bureau of Services for Blind Persons and Michigan Council for Rehabilitation Services continue to develop their partnership, the data sources listed above and reports at business meetings have provided the membership with a general sense of the service system. The Michigan Council for Rehabilitation Services has embraced the opportunity to work with Bureau of Services for Blind Persons' staff to facilitate the design and implementation of a Bureau of Services for Blind Persons' Customer Satisfaction Survey project in Fiscal Year 2016.

4. Assist in the preparation of the State Plan, Plan amendments, reports, needs assessments, and evaluation required by the Rehabilitation Act.
The Council was involved in State Plan meetings so that the customer voice was present and involved in discussions and decisions. The final draft of the Bureau of Services for Blind Persons State Plan was shared with the membership for review, input and support.

The membership was afforded the opportunity to learn about the Workforce Innovation and Opportunity Act through a number of in-person trainings and the expected impact on the Bureau of Services for Blind Persons system. The trainings emphasized the significant service changes regarding transition aged youth and supported employment that the designated state units are now required to implement without the addition of financial resources.

The Council was actively involved in the Comprehensive Statewide Needs Assessment meetings which resulted in the Fiscal Year 2014 report. A follow-up meeting was scheduled during this fiscal year which provided the opportunity for work team members to determine what worked well and/or what needed improvement as the planning begins in Fiscal Year 2016.

Resulting Impact: The Michigan Council for Rehabilitation Services was involved in the Bureau of Services for Blind Persons Fiscal Year 2017-2020 State Plan process, offering customer perspective as relevant. The membership's educational opportunities with the Workforce Innovation and Opportunity Act have provided a knowledge base that will enhance future monitoring efforts by the Council. The Council also looks forward to working with Bureau of Services for Blind Persons as they expand their services to business and employers with regard to new Workforce Innovation and Opportunity Act mandates.

5. Prepare and submit an annual report to the Governor and the Commissioner of Rehabilitation Services Administration on the status of the general vocational rehabilitation program operated within the State.
Bureau of Services for Blind Persons data and other program information were provided to the Michigan Council for Rehabilitation Services so that the Fiscal Year 2014 report was completed and submitted to the governmental and federal authorities as required.

6. Coordinate with other state councils, including but not limited to the Statewide Independent Living Council, the Special Education Advisory Council under Individuals with Disabilities Education Act, the Developmental Disabilities Council, the State Mental Health Planning Council, and the Governor's Talent Investment Board.

Statewide Independent Living Council: Coordinated activities included:

1. Members appointed to represent the respective councils;

2. Michigan Council for Rehabilitation Services reports for Statewide Independent Living Council business meeting packets, Statewide Independent Living Council reports for Michigan Council for Rehabilitation Services business meeting packets; and

3. Michigan Council for Rehabilitation Services/Statewide Independent Living Council Member representation at the Statewide Independent Living Council quarterly meetings and Michigan Council for Rehabilitation Services/Statewide Independent Living Council representation at the six Michigan Council for Rehabilitation Services Business Meetings.

The other mandated partnerships which include: Special Education Advisory Committee; the Michigan Developmental Disabilities Council; the State Mental Health Planning Council; and the Governor's Talent Investment Board have been managed through members who represent these organizations and/or at executive team direction.

Resulting Impact: The partnerships listed above provided great opportunity for networking with organizations that are working with similar customer populations, while the Michigan Council for Rehabilitation Services role, responsibilities and involvement with Bureau of Services for Blind Persons can provide the vocational rehabilitation perspective. It is expected that these relationships will continue to develop.

7. Facilitate coordination and working relationships between the Grantor, the Statewide Independent Living Council and Centers for Independent Living throughout the state.
In Michigan, the Statewide Independent Living Council has a long established working partnership with Bureau of Services for Blind Persons. The Michigan Council for Rehabilitation Services members continue their focus on working to enhance the partnership by continually advocating on behalf of the independent living needs of customers of Bureau of Services for Blind Persons.

Resulting Impact: The Michigan Council for Rehabilitation Services involvement with the Michigan Statewide Independent Living Council has continued at the statewide level.

8. Perform other functions consistent with the purpose of the Rehabilitation Act.

Highlights of other Michigan Council for Rehabilitation Services Functions:

Business Meeting Schedule: During Fiscal Year 2015, the Michigan Council for Rehabilitation Services increased their business meetings to bi-monthly meetings with a newly designed agenda. The one day meeting agendas included in-person work team meetings prior to the start of the business meetings (11:00 – 3:30 p.m.). The business meeting agendas included operational updates, two times for public comment, work team reports, partner reports, reports from both designated state units, and the staff report. The last two hours of each meeting are dedicated to educational sessions about emerging topics and/or Comprehensive Statewide Needs Assessment populations identified as underserved or unserved.

Resulting Impact: The six meetings scheduled during Fiscal Year 2015 resulted in great opportunities to uphold the Mission and Strategic Plan of the Michigan Council for Rehabilitation Services as work teams held in-person meetings, the business of the Council was effectively managed and the membership was afforded educational opportunities regarding emerging issues, such as the passage of Workforce Innovation and Opportunities Act. This new system has kept members better informed and focused on the efforts needed to achieve the mandates of the Michigan Council for Rehabilitation Services.

Advisory Work Teams Functions:
The Advisory Executive Team held twice monthly meetings as well as two day long strategic planning meetings. The agendas focused on the strategic plan goal and activities, emerging issues and other education relevant to the daily business operations of the Council staff.

Advisory customer experience and regulatory guidance teams have been successful in achieving their work plans along with absorbing new work assignments throughout the year. Highlights include: the annual report, review of Bureau of Services for Blind Persons data, creating a dashboard to track the various levels of data within each designated state unit, the State Plan, education of the Workforce Innovation and Opportunities Act and review of the Customer Satisfaction Survey report.

Resulting Impact:

The Work Teams benefitted from the monthly meeting schedule as held in person or by teleconference. The work of the Michigan Council for Rehabilitation Services is managed within each work team, so that they can then inform the full membership on work efforts taking place, have discussion on relevant topics and/or take action as needed. Work plans were tweaked throughout the year as new assignments emerged so that there was greater impact on the Michigan Council for Rehabilitation Services outcomes. The teams continue to develop a cohesive approach as they work to achieve their responsibilities.

Membership: At the end of this fiscal year (2015), the Michigan Council for Rehabilitation Services had two vacancies: the Governor's Talent Investment Board category and a representative of Business, Industry and Labor. It is expected that these will be managed at the end of the calendar year when the Michigan Council for Rehabilitation Services appointment terms are scheduled to roll over.

- Statewide Activities (focused on strengthening partnerships): The Michigan Council for Rehabilitation Services continued participation in the following statewide activities

1. Two celebration events for the 25th Anniversary of the Americans with Disabilities Act;

2. The annual re:con convention, a statewide rehabilitation conference held each fall where the Michigan Council for Rehabilitation Services serves as a primary partner, is on the program committee, facilitates workshops, and hosts an exhibit;

3. Michigan Association of Rehabilitation Organizations' Spring Leadership Training Conference in Traverse City;

4. Michigan Rehabilitation Association membership with the Michigan Council for Rehabilitation Services executive director serving on the Michigan Rehabilitation Association board; and

5. Statewide Independent Living Council business meetings.

Resulting Impact: The above activities serve to strengthen relationships within the disability and business community. Most importantly, it provides a mechanism for the Council to cross paths with designated state unit staff and educate them about our role and responsibility as we work with public vocational rehabilitation. As networking takes place across the state (within the public and private sector), we have seen increased awareness of the Council's role with citizens with disabilities and partners.

National Activities: Michigan Council for Rehabilitation Services staff members are members of the National Rehabilitation Association.

The Michigan Council for Rehabilitation Services is a founding member of the National Coalition of State Rehabilitation Councils. Participation included teleconferences for National Coalition of State Rehabilitation Councils meetings and monthly National Coalition of State Rehabilitation Councils Board of Director's meetings. The executive director served as the president of the National Coalition of State Rehabilitation Councils, while the assistant director provided expertise and technical support through management of the website, list serves and conference registration as supported by the Michigan Council for Rehabilitation Services.

The chair and vice chair attended the April 2015 National Coalition of State Rehabilitation Councils, Council of State Administrators of Vocational Rehabilitation and National Council of State Agencies for the Blind Conferences held in Bethesda, MD. This included partnering with Bureau of Services for Blind Persons staff to conduct Capitol Hill Visits to educate some of the Michigan delegation on the value of the public vocational rehabilitation service system in Michigan and the positive impact it has on the Michigan economy.

Resulting Impact: The involvement of the Michigan Council for Rehabilitation Services in the various national activities continued to enhance the reputation of this State Rehabilitation Council as being one of the best models across our country. The knowledge gained through this involvement serves to strengthen the work activities of our Council.

MISCELLANEOUS INFORMATION – DAILY BUSINESS OPERATIONS:

FISCAL AND OPERATIONAL MANAGEMENT:

Fiscal Agent: In an effort to uphold the intent of the Rehabilitation Act, to assure the autonomy and independence of the State Rehabilitation Council operations and staff, Bureau of Services for Blind Persons has contracted with the Michigan Association of Rehabilitation Organizations since 2012. The Council agrees that this contact provides the mechanism needed for a fiscal agent to serve as the employer of record for Michigan Council for Rehabilitation Services staff, along with accounting services for payroll and operational expenses. This contract has continued due to the outstanding accounting talents of the Michigan Association of Rehabilitation Organizations staff person that has resulted in ten clean financial reviews and services that were provided in a professional, flexible manner. The Michigan Council for Rehabilitation Services expects that this contract will continue to be supported by Bureau of Services for Blind Persons, assuring the stability of the Council's future.

Michigan Council for Rehabilitation Services Budget:
The Michigan Council for Rehabilitation Services Resource Plan and Budget for Fiscal Year 2015 was approved by the membership and then negotiated with the designated state unit to ensure financial solvency for the Michigan Council for Rehabilitation Services beginning October 1, 2014. The grant between the Michigan Association of Rehabilitation Organizations and Michigan Rehabilitation Services was signed by the Department of Human Services for the entire fiscal year; the grant between the Michigan Association of Rehabilitation Organizations and Bureau of Services for Blind Persons was also signed by the Department of Licensing and Regulatory Affairs for the entire fiscal year. The Fiscal Year 2016 Resource Plan and Budget was created by the executive team and approved by the membership for submission to the designated state units/designated state agencies.

Michigan Council for Rehabilitation Services Staff: The staff of the Council include: the executive director and the assistant director. The staff role is to assure the membership's achievement of the State Rehabilitation Council federal mandates along with other activities related to vocational rehabilitation and employment as determined by the Council.

Resulting Impact: The Michigan Council for Rehabilitation Services staff efforts have assured the success of the Council as they achieved the federal mandates related to Bureau of Services for Blind Persons.

In Closing:
The Michigan Council for Rehabilitation Services maintains a focus of the 'customer's best interest' throughout all levels of their work. We look forward to our continued work on behalf of people with disabilities, in partnership with Bureau of Services for Blind Persons as they strive to implement new requirements in Workforce Innovation and Opportunities Act.

Recommendations:
The following recommendations were designed to reflect customer input and results from our analysis and review of the Bureau of Services for Blind Persons system.

1 - We recommend that the Council receives the Bureau of Services for Blind Persons program and financial data on a quarterly basis following the submittal of their 113 reports to Rehabilitation Services Administration. We recognize the value of this information as we work to review, analyze and advise Bureau of Services for Blind Persons about their service system. This information will be included in the applicable business meeting packets, as members look forward to receiving Bureau of Services for Blind Persons data in print format for review and

discussion at business meetings.

Response: Bureau of Services for Blind Persons will consistently submit quarterly reports, including 113 data, in order to ensure that both the Council and the Bureau are in compliance with federal requirements.

2 - We recommend that Bureau of Services for Blind Persons designs and implements a succession plan that will strengthen and ensure the future availability of experienced and prepared employees for management and direct service positions.

Response: State and Civil Service Rules prohibit pre-selection, which in turn limits our ability to participate in detailed succession planning. However, Bureau of Services for Blind Persons always considers talent and skills within the Bureau and has demonstrated by action our commitment to recognizing that talent when opportunities for succession and advancement present themselves. Bureau of Services for Blind Persons will continue to do so.

Professional development opportunities are consistently made available that encourage the development of leadership skills. An example of this dedication is participation in the National Rehabilitation Leadership Institute program, in which the majority of our managers have participated.

3 - We recommend that Bureau of Services for Blind Persons conducts a strategic plan session with an outside facilitator to create a new plan with goals and strategies for their Bureau, to include the vocational rehabilitation and supported employment components. The Council looks forward to being involved in this process and believes that a new plan will strengthen the Bureau of Services for Blind Persons operations in a manner which results in an increase in successful outcomes.

Response: Bureau of Services for Blind Persons will partner with the Council to determine a strategic planning process that will enhance our ability as a Bureau to better serve blind consumers in Michigan and support our Bureau and its staff in our mission.

4 - In consultation with the Michigan Council for Rehabilitation Services, and with regard to new Workforce Innovation and Opportunities Act requirements, we recommend that Bureau of Services for Blind Persons evaluate, update, and implement changes to their policies and procedures that impact all applicants and those determined eligible to receive vocational rehabilitation services.

Response: Bureau of Services for Blind Persons is also committed to this goal and is currently updating and revising policies and procedures to reflect regulatory changes as a result of the Workforce Innovation and Opportunities Act and will continue to do so as rulemaking changes are released.

5 – We recommend that Bureau of Services for Blind Persons review the contents of their web site and incorporate current program and data information along with success stories for perusal by the public which provides transparency of their service system. As well, a brief description about the Michigan Council for Rehabilitation Services with a link to our website should be part of the Bureau of Services for Blind Persons website.

Response: Bureau of Services for Blind Persons agrees with this recommendation and is currently working with bureau staff and departmental staff to make necessary changes.

(b) Request for Waiver of Statewideness. When requesting a waiver of the state-wideness requirement, the designated state unit must identify the types of services to be provided by the program on a non-state-wideness basis. The waiver request must also include written assurances that:

(1) A local public agency will provide the non-federal share of costs associated with the services to be provided in accordance with the waiver requests;

(2) The designated state unit will approve each proposed service before it is put into effect; and

(3) Requirements of the Vocational Rehabilitation services portion of the plan will apply to the services approved under the waiver.

Michigan Rehabilitation Services

Request for Waiver of State-wideness

Identification of the Types of Activities to Be Carried out under a Waiver of Statewideness – Non Federal Share of Costs
Michigan Rehabilitation Services will continue to develop and maintain specific targeted agreements with local agencies in Fiscal Year 2017 to match federal funds and augment state General Fund/General Purpose funds.

Michigan Rehabilitation Services has developed a policy for the development of activities to be carried out under a waiver of statewideness, which is applied when the nonfederal share of the cost of the services is met from funds provided by an interagency cash transfer agreement or as part of a third party cooperative arrangement. This policy is based on Section 101(a) of the Rehabilitation Act and 34 CFR 361.26 and 361.28 regulations. The Michigan Rehabilitation Services state policy includes the following criteria:

(1) The non-federal share of the cost of these services is met from funds provided by a local public agency, including funds contributed to a local public agency by a private agency, organization, or individual;

(2) The goal of the provision of services is to promote the vocational rehabilitation of substantially larger numbers of individuals with disabilities or of individuals with disabilities with particular types of impairments or from particular ethnic populations that have traditionally been underserved by Michigan Rehabilitation Services, and other target populations identified in the Rehabilitation Act (for example, students with disabilities needing transition services);

(3) Michigan Rehabilitation Services requests a waiver of statewideness on an annual basis in order to provide services to such target groups as described above.

Designated State Unit will Approve Each Proposed Service
Michigan Rehabilitation Services policy requires each agreement to:

- Describe the services to be provided to individuals;
- Contain written assurances signed by the local public agency that it will make available to Michigan Rehabilitation Services the non-federal share of funds;

- Contain written assurance that Michigan Rehabilitation Services approval will be obtained for each proposed service before it is put into effect; and

- Contain written assurance that the agreement will comply with all State Plan requirements for services approved under the waiver, including the state's Order of Selection for Services requirements.

All State Plan Requirements will Apply (General)
Services under the waiver of statewideness, used to promote the vocational rehabilitation of substantially larger numbers, may include any of the following services:

- Assessment for determining eligibility, and determining vocational rehabilitation needs, including, if appropriate, an assessment by personnel skilled in rehabilitation technology;

- Vocational rehabilitation counseling and guidance, including information and support services to assist an individual in exercising informed choice;

- Information and referral and other services necessary to assist applicants and eligible individuals to secure needed services from other agencies;

- Vocational and other training services, including personal and vocational adjustment training; advanced training in a field of science, technology, engineering, or mathematics (including computer science), medicine, law, or business; books, tools, and other training materials;

- Maintenance;

- Transportation in connection with the provision of any vocational rehabilitation service;

- Interpreter services, including sign language and oral interpreter services, for individuals who are deaf or hard of hearing;

- Job-related services, including job search and placement assistance, job retention services, follow-up services, and follow-along services;

- Supported employment services;

- Personal assistance services in accordance with the definition of that term in Sec. 361.5(c)(38);

- Post-employment services;

- Occupational licenses, tools, equipment, initial stocks, and supplies;

- Rehabilitation technology including vehicular modification, telecommunications, sensory, and other technological aids and devices;

- Transition services;

- Services for self-employment or telecommuting or establishing a small business operation as an employment outcome;

- Customized employment in accordance with the definition of that term in Sec.361.5(c)(11);

- Other goods and services determined necessary for the individual with a disability to achieve an employment outcome.

Bureau of Services for Blind Persons

Request for Waiver of State-wideness (Blind)

Identification of the Types of Activities to Be Carried out under a Waiver of Statewideness – Non Federal Share of Costs
The Bureau of Services for Blind Persons is requesting a waiver of statewideness.

The following interagency cash transfer agreements, not to be confused with third party cooperative agreements, were in effect during Fiscal Year 2015 and will continue for Fiscal Year 2016:

- Allegan Intermediate School District

- Berrien Intermediate School District

- Eaton Intermediate School District

- Kent Intermediate School District

- Macomb Intermediate School District

- Ottawa Intermediate School District

- Sanilac Intermediate School District

- St. Joseph Intermediate School District

- Van Buren Intermediate School District

There are currently no new agreements for Fiscal Year 2016, however, the interagency cash transfer agreement with Lewis-Cass Intermediate School District is no longer valid.
Services under the waiver of state wideness, used to promote the vocational rehabilitation of substantially larger numbers, may include any of the following services:

- Assessment for determining eligibility, and determining vocational rehabilitation needs, including, if appropriate, an assessment by personnel skilled in rehabilitation technology;

- Vocational rehabilitation counseling and guidance, including information and support services to assist an individual in exercising informed choice;

- Information and referral and other services necessary to assist applicants and eligible individuals to secure needed services from other agencies;

- Vocational and other training services, including personal and vocational adjustment training; advanced training in a field of science, technology, engineering, or mathematics (including computer science), medicine, law, or business; books, tools, and other training materials;

- Maintenance;

- Transportation in connection with the provision of any vocational rehabilitation service;

- Interpreter services, including sign language and oral interpreter services, for individuals who are deaf or hard of hearing;

- Job-related services, including job search and placement assistance, job retention services, follow-up services, and follow-along services;

- Supported employment services;

- Personal assistance services in accordance with the definition of that term in Sec. 361.5(c)(38);
- Post-employment services;

- Occupational licenses, tools, equipment, initial stocks, and supplies;

- Rehabilitation technology including vehicular modification, telecommunications, sensory, and other technological aids and devices;

- Transition services with an emphasis on pre-employment transition services;

- Services for self-employment or telecommuting or establishing a small business operation as an employment outcome;

- Customized employment in accordance with the definition of that term in Sec.361.5(c)(11);

- Other goods and services determined necessary for the individual with a disability to achieve an employment outcome.

Designated State Unit will Approve Each Proposed Service
The Bureau of Services for Blind Persons policy requires each agreement to contain written assurance that Bureau of Services for Blind Persons approval will be obtained for each proposed service before it is put into effect.

All State Plan Requirements will apply (Blind)
The Bureau of Services for Blind Persons policy requires each agreement to contain written assurance that the agreement will comply with all State Plan requirements for services approved under the waiver, including the State's Order of Selection Services requirements.

(c) Cooperative Agreements with Agencies Not Carrying Out Activities under the Statewide Workforce Development System. Describe interagency cooperation with and the utilization of services and facilities of agencies and programs that are not carrying out activities through the statewide workforce development system with respect to:

(1) Federal, State, and local agencies and programs;

(2) State programs carried out under Section 4 of the Assistive Technology Act of 1998;

(3) Programs carried out by the Under Secretary for Rural Development of the Department of Agriculture;

(4) Non-educational agencies serving out-of-school youth; and

(5) State use contracting programs.

Michigan Rehabilitation Services

Cooperative Agreements with Agencies Not Carrying Out Activities under the Statewide Workforce Development System

Michigan Rehabilitation Services cooperates with federal, state, and local public agencies that are not a part of the statewide workforce investment system to provide comprehensive services related to the rehabilitation of individuals and groups of individuals with disabilities.

Such cooperative relationships include the following:

A. Cooperation with Michigan Department of Health and Human Services, and other disability advocacy organizations to carry out the Ticket to Work/Work Incentives Improvement Act.

B) Cooperation with Social Security Administration and Michigan Rehabilitation Services regional and local district offices to assist joint customers receiving disability benefits in the use of Social Security work incentives and return to work efforts. Each Michigan Rehabilitation Services office has a dedicated champion to assist its staff for the purpose of addressing unique needs of Social Security Administration recipients. These include Michigan Rehabilitation Services' internal (online) E-Learn system which contains a plethora of information regarding the Social Security Administration's Ticket to Work program and work incentives; resource and referral available through the Social Security Administration's Work Incentive Planning and Assistance project in serving Michigan communities; referral to Beneficiary Access and Support Services as contracted with the Social Security Administration; Social Security Administration work incentive liaisons available through local Social Security Administration offices; and Michigan Rehabilitation Services fee-for-service vendors.

C) Michigan Rehabilitation Services continues involvement in State use (set-aside) contracting programs to support employment of persons with disabilities. A Michigan Rehabilitation Services representative is a participant on the state's disability set-aside committee to ensure that community rehabilitation programs identified by Michigan Rehabilitation Services are given priority in certain types of contracts set aside for such organizations under State law.

D) Michigan Rehabilitation Services has a Letter of Agreement that establishes the principles, terms, and conditions under which the United States Department of Labor-Employment and Training Administration, Apprenticeship Training, and Employer & Labor Services develop, promote and coordinate strategies that lead to increased career opportunities for individuals with disabilities in the skilled trades.

E) Michigan Rehabilitation Services continues two contracts for university-based research and evaluation with Michigan State University. The first addresses the Bureau's need for comprehensive needs assessments and continuous improvement measures (Project Excellence). The second is for the management and continuous improvement to an on-line learning and knowledge system ("E-Learn") to provide staff with training and development.

F) Michigan Rehabilitation Services maintains an agreement with the Michigan Student Financial Aid Association to facilitate maximum use of student financial aid resources for Michigan Rehabilitation Services customers who will attend post-secondary education. The memorandum of understanding describes the roles and responsibilities of financial aid officers in Michigan's institutions of higher education and Michigan Rehabilitation Services counselors in coordinating student financial aid for Michigan Rehabilitation Services customers while avoiding financial aid over-awards. It provides for the use of common forms in communicating financial need and financial aid awards offered to student-customers by each of the parties, consistent with the requirements of the Higher Education Act and the Rehabilitation Act.

G) Michigan Rehabilitation Services continues the memoranda of understanding with all public institutions of higher education in the State. This memorandum of understanding provides for the coordination of services for students of a public institution of higher education who are also eligible customers of Michigan Rehabilitation Services. It addresses the responsibilities of each party under the laws that condition services for each. It stipulates that Michigan Rehabilitation Services is responsible for the provision of vocational rehabilitation services under the Section 103 (a) of the Rehabilitation Act as amended, and that the institution of higher education is responsible for the determination of what constitutes reasonable accommodation to its programs, and for the provision of the same. The agreement addresses financial responsibilities of the parties, and sets forth methods of resolving interagency disputes, consistent with the requirements of Section 101(a)(8) of the Act.

H) Michigan Rehabilitation Services has an interagency cash transfer agreement with Michigan State University that allows for a Michigan Rehabilitation Services counselor to be housed in the Career Services Network and the Resource Center for Persons with Disabilities in order to provide vocational rehabilitation services to students with disabilities on the campus of Michigan State University. The goal of the project is to improve access to vocational rehabilitation services in post-secondary settings and to improve employment outcomes for this population. This is a four-year pilot project. Partners include Michigan Rehabilitation Services, Career Services Network, and the Resource Center for Persons with Disabilities and the Rehabilitation Counseling Program at Michigan State University.

I) Michigan Rehabilitation Services continues the agreement with the Veterans Administration to provide coordinated services to returning veterans with disabilities. The agreement stipulates that services not be duplicated, but are complimentary in assisting eligible veterans achieve meaningful employment, in accordance with the laws and regulations governing each entity. Bureau liaisons are identified to assist in coordinating cooperative employment plans. Cross training has been provided to ensure understanding of both federal programs.

J) Michigan Rehabilitation Services continues the agreement with the Michigan Department of Education to support the seamless transition of students from school to adult life that facilitates the development and completion of their Individualized Education Program under section 614(d) of the Individuals with Disabilities Education Act. The agreement addresses key items identified in Individuals with Disabilities Education Act and the Rehabilitation Act and includes information about the purpose, the authority and scope, foundations of the partnership, roles and responsibilities, confidentiality, student documentation, student eligibility, Michigan Rehabilitation Services attendance at Individualized Education Program team meetings, seamless transition services, coordination of resources, resolution of differences, data reporting, 504 students and termination and changes. Michigan Rehabilitation Services and the Michigan Department of Education are planning to update this agreement this year to align with the WIOA requirements.

K) Michigan Rehabilitation Services continues a Strategic Alliance Plan with Disability Network of Michigan (representing Centers for Independent Living), the Michigan Council for Rehabilitation Services, and the Michigan Statewide Independent Living Council to transform our service delivery systems into a holistic approach for the employment and independence of individuals with disabilities throughout Michigan.

L) Michigan Rehabilitation Services continues the memorandum of understanding with the Hannahville Indian Community Vocational Rehabilitation Program's Project Vision. The Project Vision and Michigan Rehabilitation Services memorandum of understanding provides rehabilitation services under Section 121 of Title I of the Rehabilitation Act, of 1973 as amended, and Title I of the Rehabilitation Act of 1973, as amended, respectively. This memorandum of understanding represents the cooperation, coordination, and collaboration necessary to create an effective service delivery partnership designed to increase employment opportunities for those served by both our programs. Michigan Rehabilitation Services expects to continue to collaborate with the Consortia of Administrators for Native American Rehabilitation to promote this memorandum of understanding as a best practice.

M) Michigan Rehabilitation Services has entered into an interagency agreement with the Department of Corrections and the State Court Administrative Offices to provide rehabilitation services to high-risk felony offenders with a history of probation violations or failures. The Swift and Sure Sanctions Probation Program participants are primarily individuals with intellectual disabilities and substance abuse issues. Michigan Rehabilitation Services works closely with the Department of Corrections to develop programming to best serve this population. Judges in Michigan's Swift and Sure Sanctions Probation Program courts have reported a reduction in positive drug tests and failures to appear at scheduled meetings with probation officers among their Swift and Sure Sanctions Probation Program participant population.

State Programs Carried Out Under Section 4 of the Assistive Technology Act of 1998 (General)

In collaboration with Michigan Integrated Technology Supports and Michigan Disability Rights Coalition, Assistive Technology Act grant recipient, Michigan Rehabilitation Services' Assistive Technology Consultant is developing an assistive technology consideration framework to be adopted as a standardized approach for use throughout the vocational rehabilitation process. Key framework components for Michigan Rehabilitation Services will include:

- Consideration Model: Adopt a valid model for assistive technology consideration.

- Electronic assistive technology consideration tool: Develop and implement an electronic assistive technology. Consideration tool for use by vocational rehabilitation

counselors and aligned with aforementioned model. Expected completion date is Fiscal Year 2016.

- Training: Deliver training to promote and teach the assistive technology consideration framework to Michigan Rehabilitation Services staff. Training is expected to begin Fiscal Year 2016.

Michigan Rehabilitation Services' Assistive Technology Consultant sits on the Assistive Technology Advisory Council for Michigan's Assistive Technology Act's program.

Programs Carried Out Under the Secretary for Rural Development of the U.S Department of Agriculture
N/A

Non Educational Agencies Serving Out-of-School Youth and (General)
Michigan Rehabilitation Services has numerous cooperative relationships in which the program is not designed to work with out-of-school youth; however out-of-school youth are being served. Michigan Rehabilitation Services will work toward identifying and developing a cooperative relationship with a non-educational agency that is focused on serving out-of-school youth.

State Use Contracting Programs (General)
N/A

<u>Bureau of Services for Blind Persons</u>

Cooperative Agreements with Agencies Not Carrying Out Activities under the Statewide Workforce Development System
Bureau of Services for Blind Persons, through its collaborative agreements with a variety of state and local agencies, provides comprehensive rehabilitation services to individuals who are blind and visually impaired. The Bureau of Services for Blind Persons has agreements with the Developmental Disabilities Council and the Department of Health and Human Services to provide comprehensive services to persons with developmental disabilities to assist in job placement and follow-along services. The Department of Health and Human Services and Bureau of Services for Blind Persons work collaboratively through cooperative agreements to expand services to individuals who are eligible for community mental health services to obtain job placement and follow-along services. Community mental health agencies also work with the Bureau in providing auxiliary services to many of the Bureau of Services for Blind Persons supported employment consumers.

The Bureau of Services for Blind Persons has established an agreement with the Veterans Administration Vocational Rehabilitation and Employment to provide vocational services to veterans. The emphasis in the agreement is to provide services to veterans that are returning from current conflicts. The agreement outlines the referral process and the vocational and job placement services that are available through the Bureau.

The collaborative agreement between Bureau of Services for Blind Persons and the Michigan Department of Health and Human Services provides services that enable families and individuals to move toward independence. The Bureau of Services for Blind Persons may refer consumers to the Department of Health and Human Services for determination of eligibility for a variety of services including the Family Independence Program (cash assistance); Food Assistance Program; Child Day Care; Medical Assistance; State Emergency Relief; Adult Services which includes - Adult Protective Services, Independent Living Services and Adult Community Placement Services. The Bureau of Services for Blind Persons and Department of

Health and Human Services have collaborated and developed an amendment to the agreement to provide services to individuals in need of state disability services prior to becoming eligible for Supplemental Security Income or Social Security Disability Insurance. These individuals will work with the Bureau of Services for Blind Persons and the Department of Health and Human Services to develop an individualized plan for employment in order to be a recipient of State Disability Assistance. The Bureau of Services for Blind Persons and the Department of Health and Human Services will collaborate to reduce dependence on permanent disability benefits and promote opportunities for individuals with disabilities to actively participate in their communities and workforce by maximization / coordination of government, private agency and business resources to assist individuals with disabilities to enter or re-enter the workforce; improving the health and well-being of individuals with disabilities by promoting work participation; de-emphasizing disability as a de facto public assistance program; and refocusing efforts on assisting as many individuals with disabilities, as well as transitioning youth to enter or return to the workforce.

The Bureau of Services for Blind Persons' objective in working with the transportation authorities is to ensure that the needs of blind and visually impaired individuals are included in planning for accessible transportation services for employment and leisure activities.

The Bureau of Services for Blind Persons participates in the Ticket to Work program and utilizes the reimbursement process for vocational individuals who are seeking employment and are recipients of Supplemental Security Income and Social Security Disability Insurance.

The Bureau has worked with institutions of higher education to develop cooperative agreements that outline the responsibility of the Bureau of Services for Blind Persons and the institution of higher education as it relates to the requirements found in Section 103 (a) of the Rehabilitation Act as amended regarding dispute resolutions, financial responsibilities, accommodations, and service provisions. The agency supports many of its consumers in their endeavors to obtain training in a variety of occupational areas through institutions of higher education. The Bureau of Services for Blind Persons has agreements with all public institutions of higher education and maintains a presence on many of the major college and university campuses.

The Bureau of Services for Blind Persons will conduct a Comprehensive Statewide Needs Assessment to assist the bureau in identifying gaps in service and serve as a building block to address those gaps. The information acquired from the Comprehensive Statewide Needs Assessment will also assist the bureau in strategically planning future goals for service provision to blind citizens of Michigan.

The Bureau of Services for Blind Persons will educate employers regarding the skills and abilities of a hidden workforce; work in tandem with the Governor's initiatives to employ individuals with disabilities; utilize existing systems such as the Talent Acquisition Portal and Michigan's Talent Connect. The Bureau of Services for Blind Persons will coordinate and collaborate with Michigan's ten Prosperity Regions; network with employers regionally to identify opportunities for competitive integrated training as well as work experiences, and coordinate with Michigan State departments to hire individuals with disabilities.

The Bureau of Services for Blind Persons, the Michigan Department of Community Health, and Michigan Rehabilitation Services entered into a state-level interagency agreement for the purpose of endorsing and promoting competitive integrated employment of people with disabilities, served jointly by vocational rehabilitation (Michigan Rehabilitation Services and Bureau of Services for Blind Persons) and the Michigan Department of Community Health. This agreement was updated in November 2014, but is in a draft form, being reviewed at the Michigan Department of Health and Human Services and has not been signed or implemented.

The main difference between the old and new draft agreements was to change the agreement to be between the Michigan Department of Community Health/Behavior Health and Developmental Disabilities Administration to the Michigan Department of Health and Human Services, and to insert language consistent with the Workforce Innovation and Opportunity Act. The new agreement proposes that the Michigan Department of Human Services and the Bureau of Services for Blind Persons create annual implementation plans to achieve the goals and objectives of the agreement. In addition, the new agreement addresses that Behavioral Health and Developmental Disabilities Administration and the Bureau of Services for Blind Persons work together to assist joint customers into competitive integrated employment. The Bureau of Services for Blind Persons will reinitiate our inclusion to explore how the Bureau of Services for Blind Persons can be included in the above data-sharing agreement.

State Programs Carried out Under Section 4 of the Assistive Technology Act of 1998 (Blind)
The Bureau of Services for Blind Persons currently refers consumers to the Assistive Technology loan fund which is administered through United Cerebral Palsy Michigan, and will need to collaborate with United Cerebral Palsy Michigan of Michigan Assistive Technology loan fund in order to develop a partnership.

Programs Carried Out Under the Secretary for Rural Development of the U.S Department of Agriculture
The Michigan Department of Transportation and the Bureau of Services for Blind Persons continue to share information regarding grants that the department distributes to local transportation authorities for capital outlay as well as for expanded transportation services throughout the state for Bureau of Services for Blind Persons consumers. Bureau of Services for Blind Persons staff works with local advisory councils and boards within their areas to provide input to the local transportation authorities, regarding transportation assistance to persons who are disabled and especially for individuals who are blind and visually impaired. By working collaboratively with the local advisory councils and boards, staff becomes aware of grants to increase transportation services in rural areas as well as in townships and cities. Bureau of Services for Blind Persons' objective in working with the transportation authorities is to ensure that the needs of blind and visually impaired individuals are included in planning for accessible transportation services for employment and leisure activities.

Non Educational Agencies Serving Out-of-School Youth and (General)
N/A

State Use Contracting Programs (General)
N/A

(d) Coordination with Education Officials. Describe:

(1) The designated state unit's plans, policies, and procedures for coordination with education officials to facilitate the transition of students with disabilities from school to the receipt of vocational rehabilitation services, including pre-employment transition services, as well as procedures for the timely development and approval of individualized plans for employment for the students.

(2) Information on the formal interagency agreement with the State educational agency with respect to:

(A) Consultation and technical assistance to assist educational agencies in planning for the transition of students with disabilities from school to post-school activities, including vocational rehabilitation services;

(B) Transition planning by personnel of the designated State agency and educational agency that facilitates the development and implementation of their individualized education programs;

(C) Roles and responsibilities, including financial responsibilities of each agency, including provisions for determining State lead agencies and qualified personnel responsible for transition services;

(D) Procedures for outreach to and identification of students with disabilities who need transition services.

Michigan Rehabilitation Services

Coordination with Education Officials
Memo of Understanding (Michigan Department of Education and Michigan Rehabilitation Services)

Michigan Rehabilitation Services updated the Memo of Understanding with Michigan Department of Education on January 23, 2015. This agreement lays out how Michigan Rehabilitation Services and education collaborate to provide a coordinated set of activities to facilitate a seamless transition of students with disabilities from school to employment or post-secondary training and education.

The agreement focuses on the mandates for transition services described in the Rehabilitation Act, as amended in 1998 and the Individuals with Disabilities Education Act (2004) including how Michigan Rehabilitation Services and the Michigan Department of Education work together to fulfill those mandates. Key elements of the partnership are stated in the agreement and include: the purpose, authority and scope; foundations of the partnership; roles and responsibilities; confidentiality; student documentation; student eligibility; Michigan Rehabilitation Services attendance at Individualized Education Program Team meetings; seamless transition services; coordination of resources; resolution of differences; data reporting; 504 students; and termination and changes. The Michigan Department of Education and Michigan Rehabilitation Services Interagency Agreement is designed to act as a template or guide for the subsequent development or strengthening of agreements between local Michigan Rehabilitation Services district offices and local education agencies. Local education agencies specify target populations; identify goals and objectives; describe roles and responsibilities and state expectations for data sharing in the provision of vocational rehabilitation services to Students with Disabilities.

After the passage of the WIOA on July 22, 2014, Michigan Rehabilitation Services updated the Transition policy including changing the definition of Youth to align with the WIOA definition and providing guidance for the provision of Pre-Employment Transition Services.

"Student with a Disability": Individual with a disability age 14-26 at application and **Enrolled** in the K-12 education system including traditional public schools, intermediate school districts, private schools, charter schools (public school academies), alternative schools, schools for individuals with disabilities such as the Michigan School for the Deaf, 504 students, home-schooled students and students in education programs in correctional facilities.

"Youth with a Disability": Individual with a disability age 14 - 24 at application and **not** enrolled in the K-12 education system including traditional public schools, intermediate school

districts, private schools, charter schools (public school academies), alternative schools, schools for individuals with disabilities such as the Michigan School for the Deaf, 504 students, home-schooled students and students in education programs in correctional facilities.

Michigan Rehabilitation Services is beginning to implement the requirement to provide pre-employment transition services to students with disabilities prior to exit from secondary education by establishing a mechanism to track the provision of pre-employment transition services provided by Michigan Rehabilitation Services, coordinated, arranged or purchased. Michigan Rehabilitation Services has completed a pilot and is now implementing the pre-employment transition services tracking system statewide.

Michigan Rehabilitation Services is working with education partners to expand the provision of pre-employment transition services by connecting with Michigan's 13 Centers for Independent Living and developing a program to deliver pre-employment transition services in local communities. This project is under development.

Department of Natural Resources and Michigan Rehabilitation Services Summer Project – Going into the fourth year of implementation, this allows for approximately 150 Students with Disabilities per year to participate in an eight-week paid work experience during the summer months to gain employability skills and work experience.

Project SEARCH – Michigan currently has 13 Project SEARCH sites impacting approximately 156 Students with Disabilities per year. Project SEARCH is a business led model allowing Students with Disabilities in their last year of secondary education to attend school in a business in their community and participate in three unpaid internships. As a result of the Mental Health and Wellness Commission 2013 Report recommending expansion of Project SEARCH, a minimum of three new sites will be added each year.

Michigan Rehabilitation Services and Michigan Transition Services Association Collaborative Project – The Michigan Transition Services Association generously donates $40,000 per year to Michigan Rehabilitation Services which allows Michigan Rehabilitation Services to draw down $108,148 in federal matching funds resulting in a total budget of $148,148. Five projects are funded per year, one in each Michigan Transition Services Association region, to provide pre-employment transition services to students with disabilities.

Postsecondary Education Rehabilitation Program – The Postsecondary Education Rehabilitation and Transition Program is a one week comprehensive vocational and independent living assessment in a semi-structured residential environment at Michigan Career and Technical Institute on Pine Lake in Plainwell, Michigan that serves approximately 135 Students with Disabilities per year from all over the state. The campus of Michigan Career and Technical Institute offers a variety of amenities, all encompassed in one building for easy accessibility. Students reside in dormitories while participating in the program. After completion of the program, students return to their local school districts where information that they have learned from the program is integrated into their individualized education program.

Pathways to Potential – Pathways to Potential is a human services business model which focuses on three critical elements: 1) going into the community to where the individual is located; 2) working one on one with families to identify and remove barriers and then serve as connectors to a network of services; and 3) engaging community partners and school personnel in efforts to help families find their pathway to success. Michigan Rehabilitation Services partners with Pathways to Potential to connect Students with Disabilities and their family members with disabilities to vocational rehabilitation services leading to competitive integrated employment.

Adjudicated Youth Project - This project is designed to deliver an evidenced-based service delivery model resulting in lower rates of recidivism and increased education and employment outcomes for adjudicate youth returning to the community. The Department of Health and Human Services contributes non-federal share to secure federal matching funds through an interagency cash transfer agreement. The resulting funds support the provision of allowable vocational rehabilitation services as elements in a broader program design. The general framework consists of the following phases and activities:

1. In-Reach (six months pre-release)
    - Relationship Building
    - Vocational Assessments
    - Work Skill Training (Soft/Hard)
    - Trial Work Experiences
2. Release (one month pre/post release)
    - Community Connections
    - Independent Living Skills I
    - Employment or Education
3. Out-Reach (two to twelve months post-release)
    - Maintain Engagement (employment/education)
    - Independent Living Skills II
    - Assessment - progress/behaviors

Staff Development: Michigan Rehabilitation Services is providing staff development to transition counselors to update them on changes to the transition policy, Accessible Web-based Activity Reporting Environment and expectations as a result of the WIOA. In addition, Michigan Rehabilitation Services is collaborating with the Michigan Transition Outcomes Project, the Bureau of Services for Blind Persons and Career and Technical Education to provide the Spring Transition Institute – *"Strengthening Interagency Collaboration and Systems Alignment,"* the Institute will improve interagency transition supports across special education, career and technical education, and vocational rehabilitation to improve employment outcomes for students.

Continuous Research on Evidence Based Practices: Michigan Rehabilitation Services and Project Excellence at Michigan State University (Project Excellence-Michigan State University) are implementing a research project called *Michigan Transition for the 21st Century Project (MT-21)*. Phase one of the project (Discovery) was completed in 2013. During this phase, transition data was collected and analyzed from five best performing district offices with transition youth customers. Michigan Transition for the 21st Century Project ranked Michigan Rehabilitation Services district offices in terms of performance achieving employment outcomes

with transition youth. Michigan Rehabilitation Services staff and their educational partners (e.g., transition coordinators, special education teacher) from these offices participated in a research process to identify and document promising and emerging transition practices throughout Michigan. The initial findings have been disseminated to Michigan Rehabilitation Services staff as well as educational partners.

The Michigan Transition for the 21st Century Project is now in Phase Two which is the implementation phase. The goal of this phase is to build a systemic, working base of knowledge that will be utilized to create job aids, influence policy, and identify programs or initiatives to promote increased employment outcomes. Among other promising practices reported in the Phase One study, the Michigan Transition for the 21st Century Project team selected "Work-Based Learning programs" as the most effective practice that would lead to successful employment outcomes. The emphasis on pre-employment services for transition youth of the most recently amended Rehabilitation Act (i.e., the WIOA) was also used in supporting our decision.

During Fiscal Year 2014, Michigan Rehabilitation Services and Project Excellence-Michigan State University conducted a survey designed for each site to do a self-assessment in terms of their interagency collaboration with educational partners and other agencies in the community as well as the ongoing work-based learning programs as the promising practices. The results served as baseline data at the state level and were used for a follow-up case study on the work-based learning programs. A case study with a couple of successfully prevailing programs (e.g., Project SEARCH, Michigan Rehabilitation Services –Department of Natural Resources, Michigan Transition Services Association projects) will be done in summer of Fiscal Year 2015.

In addition, development of a handbook of work-based learning programs is in progress and will be completed by September 2015. In the end of the Phase Two, district offices will be encouraged to use the protocol/handbook when they want to develop work-based learning programs. Detailed implementation plans will be developed after the second phase. Project Excellence-Michigan State University will be tracking transition outcomes to see if the practices prove to improve transition youth employment outcomes.

Additional study (individualized education program-individualized plan for employment alignment study) is to be launched. This study was designed based on the case study conducted during the discovery phase which reported disconnection of vocational goals specified in the individualized education program and the individualized plan for employment. Baseline data analysis, IRB application, and contact for data collection were already complete. Michigan State University researchers will visit a Michigan Rehabilitation Services site office to collect the data in April and May, 2015. The purpose of this study is to investigate whether transition youth's goals between individualized education program and individualized plan for employment are aligned and whether the alignment status is associated with employment outcomes among transition youth customers.

Early Involvement - Individualized Plan for Employment Prior to Exit: Michigan Rehabilitation Services develops the student's individualized plan for employment at the earliest possible time during the transition planning process that Michigan Rehabilitation Services are appropriate. Through early involvement and coordination of student transition activities with education, Michigan Rehabilitation Services is able to develop student individualized plans for employment prior to the students exit from secondary education. Michigan Rehabilitation Services made significant gains from the last Rehabilitation Services Administration monitoring cycle to the present time regarding compliance in developing individual plans for employment with eligible transition youth prior to their exit from secondary education. Michigan Rehabilitation Services has also implemented a new tool in the Accessible Web-based Activity and Reporting

Environment case management system to better measure whether or not counselors are developing individualized plans for employment prior to exit from secondary education. Because of this new tool, Michigan Rehabilitation Services will be able to follow the progress of fulfilling the Rehabilitation Services Administration mandate to develop plans prior to exit.

Information on the Formal Interagency Agreement with the State Educational Agency with Respect to:

A. Consultation and technical assistance to assist educational agencies in planning for the transition students with disabilities from school to post-school activities, including vocational rehabilitation services.

The Department of Education is engaging in a continuous improvement process designed to obtain input from stakeholders in the targeted area of transition and has sought participation and input from Michigan Rehabilitation Services. In turn, Michigan Rehabilitation Services has assigned staff to provide technical assistance and consultation at the state level on two groups: the Michigan Transition Outcomes Project and the Special Education Advisory Committee.

The Michigan Transition Outcomes Project is led by a diverse group of transition professionals comprised of state and local leadership from education, families and community agencies. The Michigan Transition Outcomes Project develops and supports the implementation of policy and practice that improves the quality and effectiveness of transition services across the state for students with disabilities. Priority activities include implementing research-based transition practices; improving outcomes data collection for the state performance plan indicators and planning for improvement; monitoring state data on graduation rates, dropout rates and post-school outcomes; and addressing the impact of the new Michigan Merit Curriculum and the Personal Curriculum option on students with disabilities.

The Special Education Advisory Committee is a mandated advisory council that consists of 25 governor appointed delegates representing 25 organizations and eight at-large appointments. A Michigan Rehabilitation Services Representative participates in this group as an ex-officio member providing regular updates regarding the bureau.

B. Transition planning by personnel of the designated state agency and educational agency that facilitates the development and completion of their individualized education programs.

Transition planning occurs between the student/family/guardian, education staff and Michigan Rehabilitation Services staff to enhance the development of individualized education programs. The Michigan Department of Education and Michigan Rehabilitation Services memo of understanding as well as local interagency cash transfer agreements encourage the participation of Michigan Rehabilitation Services staff in the individualized education program process. Efforts are being made between Michigan Rehabilitation Services and the Michigan Transition Outcomes Project to better align the Individualized Education Program and the individualized plan for employment processes.

C. Roles and responsibilities, including financial responsibilities, of each agency, including provisions for determining state lead agencies and qualified personnel responsible for transition services.

Training and technical assistance regarding the role, function and requirements of the vocational rehabilitation program in coordinating transition services with schools is an ongoing process. The Michigan Department of Education and Michigan Rehabilitation Services memo of understanding clarifies the roles and responsibilities of each party including: convening parties annually to assess, review, address and facilitate progress and resolution of concerns relating to the terms of the Agreement; assigning staff to be responsible for implementing the Agreement; establishing structures and mechanisms for communication, coordination and collaboration between statewide, regional, and local participating agencies; advocating for the rights and interests of students with disabilities in all education, human service, and workforce reform initiatives implemented at the state level including access into Career and Technical Education programs and Michigan Works! and outreach to any underserved populations; and supporting systems for collection and use of meaningful data that include demographics, service delivery patterns, and outcomes resulting from the provision of services and support.

Meeting the individual needs of youth dually eligible for special education services and Michigan Rehabilitation Services requires resource sharing and coordination. This will drive alignment of local policies, programs, and practices which support a seamless transition system. The Michigan Department of Education and Michigan Rehabilitation Services agree that quality student-centered planning requires shared responsibility and coordination of resources. When Michigan Rehabilitation Services resource sharing options are utilized, they are not to be used to replace services that are the responsibility of the Michigan Department of Education/Office of Special Education as directed by the Individuals with Disabilities Education Act. Personnel and financial resources are shared among Michigan Rehabilitation Services and local education agencies to address the transition employment needs of youth with disabilities under three defined options:

- **Transfer of Funds (Cash Match) Agreements** - Established using non-federal local dollars as contribution for the purpose of capturing additional federal vocational rehabilitation funds to expand and enhance vocational rehabilitation services to students with disabilities. These agreements must include assurances required by the U.S. Department of Education, Office of Special Education and Rehabilitation Services and the Rehabilitation Services Administration;

- **Third Party Cooperative Staffing Arrangements (Certified Expenditures**) - Agreements which entail the use of cooperating agency staff provided by the partner as a contribution to Michigan Rehabilitation Services. The partner documents that specific expenditures have been incurred, such as wages for cooperating agency staff or supplies and Michigan Rehabilitation Services uses that value for match. The vocational rehabilitation services provided by this arrangement must not be the statutory obligation of the partner.

- **Donations and Gifts** - Contributions received by Michigan Rehabilitation Services from private individuals or organizations. These funds are used by Michigan Rehabilitation Services for cost sharing or matching. Donations and gifts cannot use in-kind contributions as an allowable source of matching funds and carry certain stipulations regarding conditions for use.

Agreements between local education agencies and local Michigan Rehabilitation Services districts may specify target students, goals and objectives, specific vocational rehabilitation services to be provided and data sharing activities. Significant gains were made last year in to improve the quality, consistency and clarity of these agreements and to better articulate

the return on investment to educational partners. This continues to be a priority and an ongoing effort. The intermediate school district/local education agencies provides services as required under Individuals with Disabilities Education Act and Michigan Rehabilitation Services provides services to eligible students as required for the student to participate in the rehabilitation process and services specified in their individualized plan for employment.

Michigan Rehabilitation Services and the educational agency will continue to provide statewide training to promote understanding of the legal mandates for transition services and effective practices to improve collaboration. This training will include key stakeholders both as trainers and as learners and will also be conducted at independent statewide conferences and at Michigan Rehabilitation Services sponsored workshops designed to meet the training needs of Michigan Rehabilitation Services Rehabilitation counselors.

Partnerships at the state level between the Michigan Department of Education and Michigan Rehabilitation Services are critical. In addition to the memo of understanding, the Michigan Department of Education provides grant funding to intermediate school districts to support transition activities, and it is anticipated that this funding will continue. The Michigan Transition Outcomes Project is funded through the Michigan Department of Education and works with community partners, including Michigan Rehabilitation Services, to build capacity at the community level. Data is collected as required by the U.S. Department of Education - Office of Special Education Programs and is part of the State Performance Plan and the Annual Performance Report that is reported back to the Office of Special Education Programs. Results are compiled and used to improve transition provisions in Michigan.

Both local education agencies and Michigan Rehabilitation Services will continue to establish strong relationships with employers to support the employment of individuals with disabilities. The career preparation system links not only schools, Michigan Rehabilitation Services and workforce investment agencies, but also routinely includes employers in the planning and implementation of the career preparation system.

Michigan Rehabilitation Services continues to create partnerships, resources and capacity to support the provision of vocational rehabilitation services in post-secondary training when appropriate for students. Michigan Rehabilitation Services and the Michigan Transition Services Association have entered into a collaborative arrangement where the Michigan Transition Services Association has donated funds to Michigan Rehabilitation Services allowing Michigan Rehabilitation Services to capture federal funds resulting in a fund source for work-based learning programs. Michigan Rehabilitation Services representatives also serve on the Michigan Transition Services Association board.

The Michigan Rehabilitation Services and Michigan State University Collaborative Careers Project is an innovative model to support joint customers of Michigan Rehabilitation Services and Michigan State University. The provision of post-secondary education and training by Michigan Rehabilitation Services has been on the decline over the past several years. This pilot project is designed to address systemic barriers to accessing Michigan Rehabilitation Services and improve employment outcomes for students with disabilities that participate in post-secondary education and training. Historically, access to Michigan Rehabilitation Services has occurred in the county in which an applicant resides. This project increases ease of access by placing a Michigan Rehabilitation Services counselor on the campus of Michigan State University. Planned for implementation in Fiscal Year 2015, it capitalizes on a synergistic team approach to service coordination/delivery between the following:

- Michigan State University Resource Center for Persons with Disabilities

- Michigan State University Career Services Network
- Michigan State University Rehabilitation Counseling Program
- Michigan Rehabilitation Services Counselor
- Michigan Rehabilitation Services Business Network Unit

A primary feature of this pilot is an interagency cash transfer agreement with Michigan State University resulting in a Michigan Rehabilitation Services counselor co- locating on campus and serving students from around the state. Students with disabilities will benefit from the shared expertise and resources put forth by the team that would otherwise be more limited or challenging to access. The team's collective supports are strengthened by the individual assets of each other. Secondary benefits include access to a deep pool of potential employers through Michigan State University alumni, a research component involving the Rehabilitation Counseling Program, and diverse work-based learning opportunities available on campus. If successful, Michigan Rehabilitation Services plans to replicate this model at other institutions of higher education in the state.

Adjudicated youth has been identified as an underserved population for Michigan Rehabilitation Services and a pilot project has been developed to better serve this group. Michigan Rehabilitation Services is hiring two staff to serve as navigators to assist adjudicated you as they transition from residential treatment into the community and employment. The navigators will connect with youth while they are still in residential care and provide vocational rehabilitation services such as orientation to Michigan Rehabilitation Services, vocational assessment and possibly work-based learning depending upon the restrictions of the youth's placement. Emphasis will be placed on assisting the individual to stay connected to Michigan Rehabilitation Services as they transition to their home community.

D. Procedures for outreach to and identification of students with disabilities who need transition services.

Transition counselors are connected to transition coordinators in every intermediate school district in the state where such a position exits and works with transition coordinators to identify students that are in the most need of services. In schools that do not have a transition coordinator, Michigan Rehabilitation Services staff connect with other staff people such as special education teachers, school counselors or school workers.

504 students are still are given information about Michigan Rehabilitation Services through a variety of ways such as, informational meetings, one-on-one meetings and the Individualized Education Program process. Michigan Rehabilitation Services coordinates with school personnel to identify students that meet the Michigan Rehabilitation Services eligibility criteria. After students are determined eligible, Michigan Rehabilitation Services works with the student and the family/guardian as appropriate; and education to move the student through the rehabilitation process and into employment.

All Michigan Rehabilitation Services district business plans include a description of identification and outreach strategies, community development plans, and capacity building. Michigan Rehabilitation Services monitors and assures that district office plans address outreach to students with disabilities, young adults and underserved populations such as minorities and at risk populations. Data and management reports are provided to support

the development of business plans that result in improved outcomes for all youth, with emphasis on improved outcomes for minority and at risk youth.

Michigan Rehabilitation Services routinely participates in outreach activities through the creation and dissemination of marketing brochures and booklets, regular informational presentations, exhibits and poster sessions, and presence at education and other related conferences.

Michigan Rehabilitation Services has developed a quarterly newsletter entitled, *The Transition Bulletin*, which has a distribution list of over 1,500 readers, including Michigan Rehabilitation Services and community stakeholders. *The Transition Bulletin* provides a wide array of information on transition-related trends, practices, and resources.

Michigan Rehabilitation Services also entered into an informal agreement with Adult Education to provide guidance and technical assistance to educators working with adults with disabilities who are in the Adult Education system on how they can access vocational rehabilitation services.

Bureau of Services for Blind Persons

Coordination with Education Officials

The Bureau of Services for Blind Persons continues to develop cooperative agreements with intermediate school districts and local education authorities throughout the state for the provision of transition services for blind and visually impaired students. These agreements outline specific objectives to be included in transition plans for blind and visually impaired in school transition students in the districts served under each agreement. They provide for development of individual skills for pre-employment, as well as secondary educational training. The Bureau of Services for Blind Persons staff, when invited, participate in the Individualized Educational Planning conference of students who are fourteen years and older to establish eligibility criteria for vocational rehabilitation services. At these meetings, ground work is developed to initiate the individualized plan for employment for each individual at age fourteen. An individualized plan for employment is developed with the transition students and parents to provide vocational exploration and training for all eligible students. The eligibility criteria for services must be met before plan development. Each transition student receives their plan prior to transitioning from school. The Individualized Education Program conference, along with the individualized plan for employment, are instruments that identify education, transition, and employment goals and objectives. These activities are cooperatively agreed upon by the schools or educational facilities, parent/student, other relevant agencies, as well as the rehabilitation agency; thereby, establishing the objectives of the transition plan leading to the transitioning of individuals from high school to employment or secondary education; therefore, all eligible students must have an individualized plan for employment developed prior to exiting from high school.

The Bureau continues to collaborate with education officials to carry out transition activities for blind and visually impaired youth. The Bureau of Services for Blind Persons has an agreement with the Michigan Department of Education Office of Special Education and Early Intervention Services that outlines the responsibilities of both agencies. The agreement is reviewed to assure that all activities are carried out by the designated parties. The Bureau of Services for Blind Persons will continue to pursue a formal cooperative agreement with the Michigan Department of Education. The Bureau of Services for Blind Persons acknowledges that the Michigan Department of Education-Low Incidence Outreach serves blind and visually impaired students in Michigan. The Bureau of Services for Blind Persons also acknowledges there are many opportunities available to other students in Michigan that are not available to blind and

visually impaired students. This is why The Bureau of Services for Blind Persons continues to push for an agreement with Michigan Department of Education.

The Michigan Department of Education Low Incidence Outreach provides technical assistance and resources to enable local school districts to serve and improve the quality of education for students with visual impairments. The Bureau has contributed to the Michigan Department of Education-Low Incidence Outreach's quarterly newsletter providing valuable information on the Bureau's transition activities and resources. The Bureau of Services for Blind Persons partners with the Michigan Department of Education-Low Incidence Outreach and local districts to facilitate the coordination of academic, vocational, independent and community-based curricula. The Bureau of Services for Blind Persons also provides technical assistance for the establishment of local partnerships designed to aid and empower students who are blind and visual impaired. The Bureau of Services for Blind Persons is mandated by the federal government to work collaboratively with intermediate school districts and community partners to provide transition services and activities for blind and visually impaired youth.

Information on the Formal Interagency Agreement with the State Educational Agency with Respect to:

A. Consultation and technical assistance to assist educational agencies in planning for the transition students with disabilities from school to post-school activities, including vocational rehabilitation services.

The Bureau of Services for Blind Persons establishes agency priorities and goals, provides leadership and consultation to intermediate school districts The Bureau of Services for Blind Persons demonstrates this by participating in local area transition councils Bureau of Services for Blind Persons staff serves on the Michigan Transition Service Association Board. The Michigan Transition Service Association is dedicated to providing support to those who assist students and young adults with disabilities as they transition through school to achieve their post-school goals.

The Bureau participates in the individual education program process in tandem with the students' education team and parents in order to consult and advise. These examples illustrate the provision of leadership and direction to these entities regarding the specific needs of blind and visually impaired transition students. The Bureau maintains a statewide client information system that includes the collection of agency programs and data for students who are blind and visually impaired.

B. Transition planning by personnel of the designated state agency and educational agency that facilitates the development and completion of their individualized education programs.

The Bureau of Services for Blind Persons works jointly with the Michigan Department of Education Special Education programs and the intermediate school districts to establish agreements to carry out transition planning and activities. The agreements outline the individualized transition plans. Specifically, the Bureau of Services for Blind Persons initiates programs with the intermediate school district to encourage academic involvement for all visually impaired and blind students. The Bureau of Services for Blind Persons works with the intermediate school district, students and parents to develop individualized plans for employment that provide for the development of soft skills training, work experiences and summer work opportunities. The Bureau of Services for Blind Persons receives an annual count of blind and visually impaired students from the Michigan Department of Education-Low Incidence Outreach program. The Bureau of Services for Blind Persons participates with the Michigan Department of Education's Bureau of Assessment and Accountability

Advisory Committee with the general education department to identify areas of collaboration to enhance program accessibility for students who are blind and visually impaired. The objective is to maximize resources and minimize barriers that may impact on the educational progress of blind and visually impaired students.

C. Roles and responsibilities, including financial responsibilities, of each agency, including provisions for determining state lead agencies and qualified personnel responsible for transition services.
The Michigan Department of Education Special Education Division is responsible for providing educational support to all individuals as it relates to their academic achievements. The Bureau of Services for Blind Persons provides financial support relating to specialized vocational assessment training and other related services leading to employment outcomes. Through collaboration with the intermediate school districts, the Bureau of Services for Blind Persons has established interagency cash transfer agreements to provide the services that are outlined in the individualized transition plan. These services are above and beyond what the intermediate school districts provide.

D. Procedures for outreach to and identification of students with disabilities who need transition services.
The Bureau of Services for Blind Persons has adjusted the service delivery system to allocate 15 percent of the federal allotment for the provision of pre–employment transition services to students with disabilities prior to exit from secondary education. The Bureau of Services for Blind Persons currently provides of pre–employment transition services to students and youth at 14 years and older. This has been an on-going practice and our policies currently align with the Workforce Innovation and Opportunity Act enacted on July 22, 2014. The Bureau of Services for Blind Persons will continue with past practice of providing pre–employment transition services and will work with new partners to provide and enhance services to students and youth.

(e) Cooperative Agreements with Private Non-profit Organizations. Describe the manner in which the designated State Agency establishes cooperative agreements with private, non-profit Vocational Rehabilitation service providers.

Michigan Rehabilitation Services

Cooperative Agreements with Private Non-profit Organizations (General)
In establishing cooperative agreements with private non-profit vocational services providers, the State Unit, consistent with 34 Code of Federal Regulation 361.31, 361.32 and 361.51 requires accessibility of facilities, personnel standards, and the prevention of fraud, waste and abuse.

Michigan Rehabilitation Services continues to establish relationships with private non-profit and for profit entities that are community rehabilitation providers, medical services providers, and providers of other services and supports that are required by Michigan Rehabilitation Services customers to achieve the goals in their individualized plans for employment. Michigan Rehabilitation Services district staff develops relationships in the community to meet the needs of their customers and to provide choice of providers to their customers. Any cooperative agreements Michigan Rehabilitation Services establishes with private nonprofit vocational rehabilitation service providers will take into consideration the Comprehensive Statewide Needs Assessment.

Services provided by the community rehabilitation providers include medical and psychological assessments and services, job development and employer services, job coaching and

facilitation, accommodations and ergonomics, independent living services to support employment goals, follow up services, and other services especially for individuals with significant disabilities. The agreements vary from information and referral relationships to fee-for-service relationships.

Michigan Rehabilitation Services follows State of Michigan contractual processes when establishing cooperative agreements. Usual, customary and reasonable rates of payment are applied.

Bureau of Services for Blind Persons

Cooperative Agreements with Private Non-profit Organizations (Blind)

The Bureau of Services for Blind Persons, through its collaborative agreements with a variety of state and local agencies, provides comprehensive rehabilitation services to individuals who are blind and visually impaired. The Bureau of Services for Blind Persons has agreements with the Developmental Disabilities Council and the Department of Health and Human Services to provide comprehensive services to persons with developmental disabilities to assist in job placement and follow–along services. The Department of Health and Human Services and the Bureau of Services for Blind Persons work collaboratively through cooperative agreements to expand services to individuals who are eligible for community mental health services to obtain job placement and follow–along services. Community mental health agencies also work with the Bureau in providing auxiliary services to many of the Bureau of Services for Blind Persons supported employment consumers.

The Bureau of Services for Blind Persons has established an agreement with the Veterans' Administration Vocational Rehabilitation and Employment to provide vocational services to veterans. The emphasis in the agreement is to provide services to veterans that are returning from current conflicts. The agreement outlines the referral process and the vocational and job placement services that are available through the Bureau.

The collaborative agreement between the Bureau of Services for Blind Persons and the Michigan Department of Health and Human Services provides services that enable families and individuals to move toward independence. The Bureau of Services for Blind Persons may refer consumers to the Department of Health and Human Services for determination of eligibility for a variety of services including the Family Independence Program (FIP -cash assistance); Food Assistance Program; Child Day Care; Medical Assistance; State Emergency Relief; and Adult Services which includes – Adult Protective Services, Independent Living Services and Adult Community Placement Services.

The Bureau of Services for Blind Persons and the Department of Health and Human Services have collaborated and developed an amendment to the agreement to provide services to individuals in need of state disability services prior to becoming eligible for Social Security Income or Social Security Disability Income. These individuals will work with the Bureau of Services for Blind Persons and the Department of Health and Human Services to develop an individualized plan for employment in order to be a recipient of State Disability Assistance. The Bureau of Services for Blind Persons and the Department of Health and Human Services will collaborate to reduce dependence on permanent disability benefits and promote opportunities for individuals with disabilities to actively participate in their communities and workforce by maximization/coordination of government, private agency and business resources to assist individuals with disabilities to enter or re–enter the workforce; improving the health and well–being of individuals with disabilities by promoting work participation; de–emphasizing disability as a de facto public assistance program; and refocusing efforts on assisting as many individuals with disabilities, as well as transitioning youth to enter or return to the workforce.

(f) Arrangements and Cooperative Agreements for the Provision of Supported Employment Services. Describe the designated State Agency's efforts to identify and make arrangements, including entering into cooperative agreements, with other State agencies and other appropriate entities in order to provide supported employment services and extended employment services, as applicable, to individuals with disabilities with the most significant disabilities, including youth with the most significant disabilities.

Michigan Rehabilitation Services

Arrangements and Cooperative Agreements for the Provision of Supported Employment Services (General)

In 2009, the Bureau of Services for Blind Persons, the Michigan Department of Community Heath and Michigan Rehabilitation Services entered into a state level interagency agreement for the purpose of endorsing and promoting competitive integrated employment of people with disabilities, served jointly by vocational rehabilitation (The Bureau of Services for Blind Persons or Michigan Rehabilitation Services) and the Michigan Department of Community Health. This agreement was updated in November of 2014, but is in a DRAFT form, is being reviewed at Michigan Department of Health and Human Services and has not been signed or implemented. The main differences from the old agreement to the new DRAFT agreement was to change the agreement to be between Michigan Department of Community Health/Behavioral Health and Developmental Disabilities Administration and Michigan Department of Health and Human Services/Michigan Rehabilitation Services and to insert language that is consistent with the Workforce Innovation and Opportunity Act (WIOA). The new agreement proposes that Michigan Department of Community Health/ Behavioral Health and Developmental Disabilities Administration and Michigan Rehabilitation Services create annual implementation plans to achieve the goals and objectives of the agreement. In addition, the new agreement addresses that Behavioral Health and Developmental Disabilities Administration carries out responsibilities for the specialty Medicaid services delivered through the Community Mental Health Services Programs. Once the agreement is finalized and signed, Michigan Rehabilitation Services plans to update the current Frequently Asked Questions Supported Employment document to be a more general Frequently Asked Questions document regarding how the Michigan Department of Community Health/ Behavioral Health and Developmental Disabilities Administration and Michigan Rehabilitation Services work together to assist joint customers into competitive integrated employment.

In 2010, the Bureau of Services for Blind Persons/Michigan Department of Community Health/Michigan Rehabilitation Services entered into a data sharing agreement to measure progress of the goals and objectives of the Bureau of Services for Blind Persons/Michigan Department of Community Health/Michigan Rehabilitation Services interagency agreement by sharing data. Obtaining current and accurate data to inform planning and assess progress has been a challenge for several reasons. The Michigan Department of Community Health and Michigan Rehabilitation Services have different definitions of successful competitive integrated employment. Another issue is that pulling data by matching social security numbers via the Department of Technology, Management and Budget is a cumbersome and time consuming task. Once the new agreement is finalized, the Michigan Department of Community Health/ Behavioral Health and Developmental Disabilities Administration and Michigan Rehabilitation Services will work together to find more effective ways to share data.

In 1998, the Michigan Department of Community Health and Michigan Rehabilitation Services jointly issued a set of guidelines for the provision of supported employment services. In brief, the agreement stipulates that Michigan Rehabilitation Services is responsible for time limited

supported employment services, and community mental health providers are responsible for extended supported employment services. The policies and collaboration were reconfirmed in Fiscal Year 2000 to staff and providers. Guidelines were jointly developed and distributed to assist communities in the development and expansion of supported employment services.

Michigan Rehabilitation Services has maintained a long-standing relationship with the Michigan Department of Community Health for the provision of extended follow-along services for individuals with the most significant disabilities. The relationship includes persons with developmental disabilities and intellectual disabilities and is operationalized at local levels through the implementation of specific local partnership agreements between Community Mental Health service providers, Michigan Rehabilitation Services and may also include community rehabilitation organizations and local school districts. These agreements often include funds from Community Mental Health Service Providers to Michigan Rehabilitation Services which allow Michigan Rehabilitation Services to capture federal funds which are used to provide supported employment services to the specific population served by the Community Mental Health Service Providers. These agreements include goals and objectives, roles and responsibilities often including expectations about extended services.

With the move by the Michigan Department of Community Health to managed care contracts with local community mental health boards, there has been substantial change in the funding structure and eligibility criteria for mental health consumers. Agreements between local Community Mental Health service providers and Michigan Rehabilitation Services district offices have had to adapt which have had the effect of shifting some of the costs for supported employment from local mental health entities to Michigan Rehabilitation Services. Michigan Rehabilitation Services continues to address these changes by engaging local Community Mental Health service providers in dialogue, in order to stop a decline in supported employment extended support services for customers with most significant disabilities.

Michigan Rehabilitation Services will be adjusting the service delivery system to allocate 50 percent of the federal supported employment allotment on supported employment services for eligible youth with the most significant disabilities. Michigan Rehabilitation Services will also provide non-federal expenditures in an amount that is not less than ten percent of the total expenditures made with the reserved funds for the provision of supported employment services to youth with the most significant disabilities, including extended services.

Policy will be changed to allow for the provision of extended services to youth with the most significant disabilities up to gout years as well as increasing extended services from 18 to 24 months as stated in the WIOA. Customized employment will be added to policy as a vocational rehabilitation service option.

Bureau of Services for Blind Persons

Arrangements and Cooperative Agreements for the Provision of Supported Employment Services (Blind)

The Bureau of Services for Blind Persons supported employment program continues to provide rehabilitation services to individuals with multiple impairments. These individuals receive customized services based on the criteria for supported employment. Each case record has documentation to support the individual's participation in the supported employment program. Individuals who are determined eligible for the supported employment program participate in extensive assessments and work experiences to determine the feasibility of rehabilitation services. Generally, the applicants for the supported employment program are able to acquire specific training and supported services that will enable them to obtain integrated competitive employment, including customized employment, within the community in a variety of

occupations. Supported employment consumers can be provided follow along services while still receiving vocational rehabilitation services up to four years prior to case closure. Through the Bureau of Services for Blind Persons' collaborative efforts with Department of Health and Human Services, an agreement is being developed and will be implemented to provide long-term supports. This agreement will provide for extended supports to assist consumers in maintaining their employment. This agreement could provide services such as job coaching, development of natural supports, and on-going follow along to enable the consumer to maintain competitive integrated employment. The Bureau of Services for Blind Persons and local community mental health agencies will be working to develop agreements to support long-term follow-up services to enhance the employment activities of consumers, as well as the need for auxiliary aids to improve their daily living skills and employability.

The Bureau of Services for Blind Persons is aware that 50 percent of the grant allotment for supported employment should be utilized to provide services to youth or students with disabilities and of that 50 percent, ten percent of those funds need to be matched by non-federal dollars. Youth is defined as anyone age 14 to 21 who is not in a secondary education program. Student is defined as anyone age 14 and older who is currently in a secondary education program, up to the age of 26.

In 2010 the Bureau of Services for Blind Persons/Michigan Department of Community Health/Michigan Rehabilitation Services entered into a data sharing agreement to measure progress of the goals and objectives of the Bureau of Services for Blind Persons/Michigan Department of Health and Human Services/Michigan Rehabilitation Services Interagency Agreement by sharing data. Obtaining current and accurate data to inform planning and assess progress has been a challenge for several reasons. Michigan Department of Health and Human Services and vocational rehabilitation have different definitions of successful competitive integrated employment. Another issue is that pulling data by matching social security numbers via the Department of Technology, Management and Budget is a cumbersome and time consuming task. A concern is that gathering data via the Department of Technology Management and Budget is a difficult task which should be addressed in the new agreement. Once the new agreement is finalized, Michigan Department of Health and Human Services/ Behavioral Health and Developmental Disabilities Administration and vocational rehabilitation will work together to find more effective ways to share data.

(g) Coordination with Employers. Describe how the designated state unit will work with employers to identify competitive integrated employment and career exploration opportunities in order to facilitate the provision of:

(1) Vocational Rehabilitation services; and

(2) Transition services, including pre-employment transition services, for students and youth with disabilities.

Michigan Rehabilitation Services

Coordination with Employers (General)
Michigan Rehabilitation Services has been identified by the Commission on Mental Health and Wellness as the fiduciary for Project SEARCH expansion in Michigan. As a result, Michigan Rehabilitation Services is working with Project SEARCH staff to provide training to local communities that are interested in developing Project SEARCH programming which includes education, community rehabilitation organization providers, community mental health providers

and business. Thirteen Project SEARCH sites are implemented in Michigan in thirteen businesses and several additional sites are preparing for implementation in the fall of 2016.

Both local education agencies and Michigan Rehabilitation Services also work to establish strong relationships with employers to support the employment of individuals with disabilities.

Transition Services, Including Pre-Employment Transition Services, for Students and Youth with Disabilities (General)
The career preparation system links not only schools, Michigan Rehabilitation Services and workforce investment agencies, but routinely includes employers in the preparation and planning of programs that help to advance students from school to work.

Michigan Rehabilitation Services will continue to work on establishing strong relationships with employers to support the employment of individuals with disabilities to include pre-employment transition services for students and youth with disabilities. Michigan Rehabilitation Services has trained staff from each district office to work more successfully with employers in developing job opportunities and on-the-job training opportunities.

Bureau of Services for Blind Persons

Coordination with Employers (Blind)
This designated state unit will engage in job development processes such as utilizing community rehabilitation organizations, state and local governments, employers with federal contracts, employer accounts as developed by our vocational rehabilitation staff for both competitive and supported employment opportunities, and the services and programs that enhance employability skills for blind and visually impaired individuals.

Transition Services, Including Pre-Employment Transition Services, for Students and Youth with Disabilities (Blind)
Generating work-based learning opportunities which could lead to competitive, integrated employment, programs such as Project Search which can also result in competitive, integrated employment, and the utilization of services and programs that enhance employability skills of transition aged youth and students who are blind or visually impaired. These can include, but are not limited to, interagency cash transfer agreements with intermediate school districts, both summer and year round programs facilitated by the designated state unit to address the specific needs of blind and low vision transition populations, and individualized job development and placement services.

(h) Interagency Cooperation. Describe how the designated state unit will collaborate with the State agency responsible for administering each of the following programs to develop opportunities for competitive integrated employment, to the greatest extent practicable:

(1) The State Medicaid plan under Title XIX of the Social Security Act;

(2) The State Agency responsible for providing services for individuals with developmental disabilities; and

(3) The State agency responsible for providing mental health services.

Michigan Rehabilitation Services

Interagency Cooperation – The State Medicaid Plan under Title XIX of the Social Security Act (General)
For the past several years, Michigan Rehabilitation Services has engaged in a cooperative agreement with the state agency responsible for the Medicaid program, the Medical Services Administration, in order to coordinate the utilization of Medicaid and vocational rehabilitation services for individuals with the most significant disabilities who are eligible for both Medicaid and Michigan Rehabilitation Services.

The State Agency Responsible for Providing Services for Individuals with Developmental Disabilities (General)
For the past several years, Michigan Rehabilitation Services has engaged in a cooperative agreement with the state agency responsible for providing services for individuals with developmental disabilities; i.e. the Michigan Department of Community Health/Behavioral Health and Developmental Disabilities Administration that focuses on supporting and promoting competitive and integrated employment of people with disabilities including those with the most significant disabilities jointly served by both organizations. This agreement also serves to facilitate the coordination of services including extended/follow-along services for individuals that receive Medicaid that are eligible for both Behavioral Health and Developmental Disabilities Administration and Michigan Rehabilitation Services.

The State Agency Responsible for Providing Mental Health Services (General)
For the past several years, Michigan Rehabilitation Services has engaged in a cooperative agreement with the state agency responsible providing mental health services; i.e., the Michigan Department of Community Health/Behavioral Health and Developmental Disabilities Administration that focuses on supporting and promoting competitive and integrated employment of people with disabilities including those requiring mental health services.

The State entity responsible for these programs has changed to the Michigan Department of Health and Human Services. Even though Michigan Rehabilitation Services is part of the Michigan Department of Health and Human Services, Michigan Rehabilitation Services is currently engaged in negotiating a new agreement with the Michigan Department of Health and Human Services to ensure that vocational rehabilitation and Medicaid services continue to be coordinated, align with the WIOA requirements and develops opportunities for community-based employment in integrated settings, to the greatest extent practicable. The agreement is in a final draft format and is awaiting final approval at the department.

Bureau of Services for Blind Persons

Interagency Cooperation– The State Medicaid Plan under Title XIX of the Social Security Act (Blind)
Currently the designated state unit is coordinating with Medicaid program providers to determine the best way to utilize those services to enhance the support of individuals served by both vocational rehabilitation and Medicaid. We expect to develop a more specific outline of how these systems can work together more effectively.

The State Agency Responsible for Providing Services for Individuals with Developmental Disabilities (Blind)
The designated state unit is coordinating with the Department of Health and Human Services in Michigan as well as the general agency, to determine an agreement that will outline how Vocational rehabilitation and the Department of Health and Human Services can effectively work together to serve mutual consumers.

The State Agency Responsible for Providing Mental Health Services (Blind)
The Michigan Department of Community Health/Behavioral Health and Developmental Disabilities Administration is the state agency responsible for providing mental health services.

The Bureau of Services for Blind Persons supported employment program continues to provide rehabilitation services to individuals with multiple impairments. These individuals receive customized services based on the criteria for supported employment. Each case record has documentation to support the individual's participation in the supported employment program. Individuals who are determined eligible for the supported employment program participate in extensive assessments and work experiences to determine the feasibility of rehabilitation services. Generally, the applicants for the supported employment program are able to acquire specific training and supported services that will enable them to obtain integrated competitive employment, including customized employment, within the community in a variety of occupations. Supported employment consumers can be provided follow along services while still receiving vocational rehabilitation services up to four years prior to case closure. Through the Bureau of Services for Blind Persons collaborative efforts with Department of Health and Human Services, an agreement is being developed and will be implemented to provide long-term supports. This agreement will provide for extended supports to assist consumers in maintaining their employment. This agreement could provide services such as job coaching, development of natural supports, and on-going follow along to enable the consumer to maintain competitive integrated employment. The Bureau of Services for Blind Persons and local community mental health agencies will be working to develop agreements to support long term follow-up services to enhance the employment activities of consumers, as well as the need for auxiliary aids to improve their daily living skills and employability.

The Bureau of Services for Blind Persons is aware that 50 percent of the grant allotment for supported employment should be utilized to provide services to youth or students with disabilities and of that 50 percent, ten percent of those funds need to be matched by non-federal dollars. Youth is defined as anyone age 14 to 21 who is not in a secondary education program. Student is defined as anyone age 14 and older who is currently in a secondary education program, up to the age of 26.

In 2010 the Bureau of Services for Blind Persons, the Michigan Department of Health and Human Services - Michigan Rehabilitation Services entered into a Data Sharing Agreement to measure progress of the goals and objectives of the Bureau of Services for Blind Persons and the Michigan Department of Health and Human Services - Michigan Rehabilitation Services interagency agreement by sharing data. Obtaining current and accurate data to inform planning and assess progress has been a challenge for several reasons. The Michigan Department of Health and Human Services and vocational rehabilitation have different definitions of successful competitive integrated employment. Another issue is that pulling data by matching social security numbers via the Department of Technology, Management and Budget is a cumbersome and time consuming task. A concern is that gathering data via Department of Technology, Management and Budget is a difficult task which should be addressed in the new agreement. Once the new agreement is finalized, the Michigan Department of Health and Human Services / Behavioral Health and Developmental Disabilities Administration and vocational rehabilitation will work together to find more effective ways to share data.

(i) Comprehensive System of Personnel Development; Data System on Personnel and Personnel Development. Describe the designated State agency's procedures and activities to establish and maintain a comprehensive system of personnel development designed to ensure an adequate supply of qualified State rehabilitation professional and paraprofessional personnel for the designated state unit, including the following:

(1) Data System on Personnel and Personnel Development

(A) Qualified Personnel Needs. Describe the development and maintenance of a system for collecting and analyzing on an annual basis data on qualified personnel needs with respect to:

(i) The number of personnel who are employed by the State agency in the provision of Vocational Rehabilitation services in relation to the number of individuals served, broken down by personnel category;

(ii) The number of personnel currently needed by the State agency to provide Vocational Rehabilitation services, broken down by personnel category; and

(iii) Projections of the number of personnel, broken down by personnel category, who will be needed by the State agency to provide Vocational Rehabilitation services in 5 years based on projections of the number of individuals to be served, including individuals with significant disabilities, the number of personnel expected to retire or leave the field, and other relevant factors.

Michigan Rehabilitation Services

Comprehensive System of Personnel Development; Data System on Personnel and Personnel Development – Qualified Personnel Needs – Number Employed by the State Agency (General)

Michigan Rehabilitation Services is committed to maintaining comprehensive system of personnel development standards as set forth in Section 101(a) of the Rehabilitation Act and 34 Code of Federal Regulation 361.18. To this end, Michigan Rehabilitation Services has established procedures and supporting activities to help ensure that the administration of a comprehensive system of personnel development is designed to provide an adequate supply of qualified rehabilitation personnel including professionals and paraprofessionals.

The executive team, Michigan Rehabilitation Services' human resource liaison, and the human resource staff within our designated state entity communicate regarding Michigan Rehabilitation Services' priority hiring needs and the maintenance of civil service policies and procedures for ensuring comprehensive system of personnel development criteria are met. In addition, Michigan Rehabilitation Services' management staff are actively involved in tracking and communicating hiring needs as well as recruiting candidates to ensure new personnel are qualified.

The academic achievements of candidates are gathered from official transcripts that have been submitted as part of the hiring process. Transcripts are reviewed to determine whether the indicated degree meets Michigan Rehabilitation Services' standard for qualified vocational rehabilitation counselor.

Furthermore, hiring and replacement of vacancies are prioritized through the use of a resource allocation model, which calculates the number of work-aged individuals with disabilities estimated to be in a given area of the state and recommends a number of staff proportionate to

the demographic area. Consideration is then given to bureau-specific personnel needs. In addition, the Michigan Rehabilitation Services executive team regularly reviews caseload sizes and other triggers to target filling open counselor positions. (Please note, Michigan Rehabilitation Services prioritizes filling professional counseling positions over other vacancies, whenever possible and monitors staffing levels as necessary to reassess projections as needed).

Qualified Personnel Needs –
As of September 30, 2015, Michigan Rehabilitation Services has the following full-time equivalent positions to meet the needs of the bureau's customers:

- 264 rehabilitation counselors:
  - 233 actively providing services
  - 3 on medical leave
  - 15 in process
  - 6 business network unit counselors
  - 5 Michigan Career and Technical Institute counselors
  - 2 adjudicated youth counselors
- 22 site managers
- 65[4] rehabilitation assistants

Michigan Rehabilitation Services is in process of hiring 15 counselors. Michigan Rehabilitation Services plans on filling another 40 counselor positions in Fiscal Year 2016-2017. While it is difficult to predict the turnover rate of staff because of a variety of factors such as potential State of Michigan retirement incentives, hiring freezes and the state's recovering economy, Michigan Rehabilitation Services averages 20 staff losses a year.

The table below illustrates the number of anticipated vacancies for Fiscal Years 2015 through 2020. Forty (40) counselors have departed from October 1, 2014 to September 30, 2015. Reasons for the departure include retirements, transfers, resignations, and medical layoffs.

The ratio of counselors to customers is 1:84 (this number was achieved by dividing the number of open cases [19,576] in 2015 by the total number of counselors [236]). The staff ratio of one counselor to 90 customers is anticipated in Fiscal Years 2016-2017.

Number of Personnel Currently needed by the State Agency to Provide Vocational Rehabilitation Services Broken down by Personnel Category (General)

Current/Projected Vacancies Fiscal Year 2015-2020 Table:

[4] These numbers include nine student assistant positions performing Rehabilitation Assistant functions. Michigan Rehabilitation Services will continue to hire non-caseload carrying staff in Fiscal Year 2016-2017.

Row	Job title	Total Positions	Current Vacancies	Projected Vacancies over the next 5 years
1	Rehabilitation Counselor (master's degree	264	16	100
2	Rehabilitation Educators (voc. tech center instructors)	24	9	10
3	Site Managers	22	1	15

Projections by Number of Personnel Who Will be needed in Five Years Based on Projections (General)

While it is difficult to predict the turnover rate of staff because of a variety of factors such as potential State of Michigan retirement incentives, hiring freezes and the state's recovering economy, Michigan Rehabilitation Services averages about 12–18 staff losses a year.

Below are the number of anticipated vacancies for the period of Fiscal Years 2013 through 2018 broken down by personnel category. Michigan Rehabilitation Services has had 18 staff departures since October 1, 2013, including seven Rehabilitation Counselors. Reasons for the departures include retirements, transfers, resignations, medical layoffs and reduction in workforce.

- 100 rehabilitation counselors (master's degree)
- 11 rehabilitation educators (Vocational Technical Center instructors)
- 15 site managers

Bureau of Services for Blind Persons

Comprehensive System of Personnel Development; Data System on Personnel and Personnel Development – Qualified Personnel Needs – Number Employed by the State Agency (Blind)

The Bureau of Services for Blind Persons currently has 113 full-time employees authorized and funded by the department. We also have four vocational rehabilitation staff positions that are currently vacant and in the process of being filled. They consist of one vocational rehabilitation counselor, two vision rehabilitation therapists and one support staff.

The agency currently has 13 rehabilitation counselors providing direct service to consumers. In addition, the agency has five positions which have a Civil Service classification of Blind Rehabilitation Instructor but because they have graduate degrees in teaching AND counseling, we consider them "teacher/counselors" and they also provide vocational counseling services. The Bureau of Services for Blind Persons values the blindness specific training and education that both vision rehabilitation therapists and vocational rehabilitation Counselors bring to the provision of services to blind and visually impaired individuals. The agency projects that we will serve between 1,300 and 1,500 vocational rehabilitation consumers annually and approximately 1,500 individuals being served in other programs such as Independent Living Older Blind and Youth Low Vision over the next two to three years.

Number of Personnel Currently needed by the State Agency to Provide Vocational Rehabilitation Services Broken down by Personnel Category (Blind)

The Bureau of Services for Blind Persons currently has 32 full–time employees authorized and funded by the department to provide VR services. These are comprised of 13 vocational rehabilitation counselors, five vocational rehabilitation counselors who are also vision rehabilitation therapists, eight support staff, five regional managers and one division administrator. The number of individuals served is 1,259. The ratio is approximately 70:1; some caseloads will vary according to population density such as Detroit Metropolitan Area vs. Michigan's Upper Peninsula.

Projections by Number of Personnel Who Will be needed in Five Years Based on Projections (Blind)

We currently have thirteen vocational rehabilitation counselor positions, one vacancy and two individuals who are or will be eligible to retire within five years. We currently have five positions for vocational rehabilitation counselor/vision rehabilitation therapists, two vacancies and one eligible to retire in the next five years. Currently, there are eight support staff positions, with two vacancies and one eligible to retire in the next five years. We have five regional managers, no vacancies and two who are or will be eligible to retire within five years. Finally, we have one division administrator who is not eligible to retire and will not be eligible within five years.

Current speculation is that the number of persons with significant visual impairments will increase as the population ages. This could mean an increase in the need for services across the state. The Bureau of Services for Blind Persons will monitor the trends in service requests and will communicate those trends and potential need for additional staff to the department in order to adjust the number of Full Time Equivalents (FTEs) needed.

(B) Personnel development. Describe the development and maintenance of a system for collecting and analyzing on an annual basis data on personnel development with respect to:

(i) A list of the institutions of higher education in the State that are preparing Vocational Rehabilitation professionals, by type of program;

(ii) The number of students enrolled at each of those institutions, broken down by type of program; and

(iii) The number of students who graduated during the prior year from each of those institutions with certification or licensure, or with the credentials for certification or licensure, broken down by personnel category for which they have received, or have the credentials to receive certification or licensure.

<u>Michigan Rehabilitation Services</u>

List of Institutions of Higher Education in the State Preparing Vocational Rehabilitation Professionals (General)

Michigan has a total of three university Rehabilitation Counseling programs. These programs prepare master's degree, Commission on Rehabilitation Counselor Certification eligible Rehabilitation Counselors. All three of these universities house doctorate programs in Rehabilitation Counselor Education. Michigan Rehabilitation Services was able to identify a total of 10 students graduated during the previous year (2015) from the in-state universities

listed below with credentials consistent with academic preparedness to meet national certification requirements.

The following table shows the current enrollment at the three Council on Rehabilitation Education accredited rehabilitation counseling programs in Michigan.

*Note: These data reflect the most current information available for these three programs.

Table Two: Enrollment from Council on Rehabilitation Education Accredited Rehabilitation Counseling Programs:

Row	Institution	Students enrolled	Employees sponsored by Bureau of Services for Blind Persons or RSA*	Grads sponsored by Bureau of Services for Blind Persons or RSA	Grads from the previous year
1.	Michigan State	19	0	2	10
2	Wayne State	**	0	0	0
3	Western Michigan	5	0	0	0

*RSA = Rehabilitation Services Administration

**Wayne State – Rehabilitation Counseling Program – The Master of Arts in Rehabilitation Counseling and Community Inclusion program usually accepts, on average, 15 students per year and typically has approximately 60 to 90 full and part-time students enrolled in the program. The Rehabilitation Counseling and Community Inclusion graduates approximately six to eleven students per academic year. Attempts to confirm the number of graduates for 2015 were made, with nil results. The number of graduates during 2012, which is the most recent data available was two.

When Michigan Rehabilitation Services observes that the current pool of candidates from Council on Rehabilitation Education Rehabilitation Counseling Programs is insufficient to meet Michigan Rehabilitation Service's demand for Rehabilitation Counselors, the following protocols are followed:

- Communication with the Council on Rehabilitation Education programs and closely aligned general university counseling programs regarding the option of Michigan Rehabilitation Services as an internship placement site.

- Engagement in a statewide recruitment program for outreach to students in both general counseling and rehabilitation counseling programs. Recruitment materials include a DVD, information packet and talking points for presenters.

- Promotion of a process to hire candidates with alternative human services degrees (such as Social Work or Special Education) who are lacking one or two classes needed for the rehabilitation counselor designation. Outreach includes information regarding Michigan Rehabilitation Services' commitment to assist in payment for classes to fulfill required qualifications.

- Sharing of recruitment information with our designated state entity to include in their respective job candidate recruitment efforts. This leverages Michigan Rehabilitation Services' ability to market the vocational rehabilitation profession far beyond our traditional audience of counselor candidates.

- Design, develop and implementation of an extensive training program for new counselors to develop and maintain the highest standards. Topics include: Michigan Rehabilitation Services policy, casework practices, assistive technology, various disabilities, job development and motivational interviewing. This program extends over several weeks and core courses from the Michigan Rehabilitation Services Online Learning Center which complements the face-to-face training.

- The following table shows the current enrollment at the three Council on Rehabilitation Education accredited rehabilitation counseling programs in Michigan in Fiscal Years 2015-2016, the most current information available.

Number Enrolled and Graduated at Each Institution, Broken Down by Type of Program (General)

Enrollment from Council on Rehabilitation Education Accredited Rehabilitation Counseling Programs				
Institution	Students enrolled	Employees sponsored by Bureau of Services for Blind Persons or RSA*	Grads sponsored by Bureau of Services for Blind Persons or RSA	Grads from the previous year
Michigan State	19	0	2	10
Wayne State	89	0	3	16
Western Michigan	14	0	9	Information is not available

*RSA = Rehabilitation Services Administration

All three of these universities house doctorate programs in Rehabilitation Counselor Education.

<u>Bureau of Services for Blind Persons</u>

List of Institutions of Higher Education in the State Preparing Vocational Rehabilitation Professionals (Blind)

- Michigan State University– Rehabilitation Counseling;

- Wayne State University – Rehabilitation counseling;

- Western Michigan University – Orientation & Mobility (for adults and children), Rehabilitation Teaching, Rehabilitation Counseling and Teaching Children with Visual Impairments.

The Bureau of Services for Blind Persons participates in the development of vocational rehabilitation professionals by providing opportunities for mentoring and supervising vocational rehabilitation practicum and internship experiences. The Bureau of Services for Blind Persons staff participates on admission panels at Western Michigan University to provide guidance as to the skills and abilities the field of rehabilitation requires.

The Bureau of Services for Blind Persons initiates annual communication with the programs above allow us to gather statistical data needed to address this topic. The Bureau of Services for Blind Persons staff are periodically requested to provide in-service training in this program of study.

Number Enrolled and Graduated at Each Institution, Broken Down by Type of Program (Blind)

A total of 29 students graduated during the previous year (2015) from the in–state universities listed below with credentials consistent with academic preparedness to meet national certification requirements.

- Michigan State University – Rehabilitation Counseling; Graduates for 2015: 19

- Wayne State University – Rehabilitation Counseling; The Master of Arts in Rehabilitation Counseling and Community Inclusion program usually accepts on average 15 students per year and typically has approximately 60 to 90 full and part-time students enrolled in the program. The Rehabilitation Community Inclusion program graduates approximately six to eleven students per academic year. Attempts to confirm the number of graduates for 2015 were made, with nil results. Number of graduates during 2012, which is the most recent data available, was two.

- Western Michigan University – Teaching: Orientation & Mobility (for adults and children), Rehabilitation Teaching, Rehabilitation Counseling and Teaching Children with Visual Impairments. Graduates from 2015: 33; Counseling graduates from 2015: three.

(2) Plan for Recruitment, Preparation and Retention of Qualified Personnel. Describe the development and implementation of a plan to address the current and projected needs for qualified personnel including the coordination and facilitation of efforts between the designated state unit and institutions of higher education and professional associations to recruit, prepare, and retain personnel who are qualified, including personnel from minority backgrounds and personnel who are individuals with disabilities.

Michigan Rehabilitation Services

Plan for Recruitment, Preparation and Retention of Qualified Personnel (General)
Michigan Rehabilitation Services has established strategies for the recruitment, preparation and retention of qualified personnel. Plans are in place that reflect continual needs assessment and quarterly review of strategies and interventions for recruitment. Michigan Rehabilitation Services, in collaboration with Michigan Council for Rehabilitation Services, values and cultivates a culture of diversity and inclusion. This is demonstrated in proactive efforts to recruit personnel from various racial and ethnic minority backgrounds and persons who are individuals with disabilities. Michigan Rehabilitation Services recruitment and marketing materials honor these values.

Michigan Rehabilitation Services assesses and monitors the enrollment of rehabilitation counselor graduate students at the state's institutions of higher education with the goal of facilitating the visibility of Michigan Rehabilitation Services. This is accomplished by:

- Convening regular meetings with the Council on Rehabilitation Education universities' faculty members for joint planning and recruitment strategies.

- Allowing Michigan Rehabilitation Services personnel to serve on university curriculum committees and as adjunct faculty and guest lecturers.

- Continuing to be the most utilized internship and placement site by the institutions of higher education and raising awareness that all employment opportunities with Michigan Rehabilitation Services are posted on the Internet.

- Continuing to use an integrated recruitment packet including PowerPoint presentation and a facilitator's guide. The recruitment packet describes employment opportunities and benefits of working for Michigan Rehabilitation Services and of residing in Michigan. To achieve this goal, we utilize specially trained field office personnel to present pertinent information to potential candidates who may be in a variety of educational programs and community partner organizations.

- Continuing to encourage Michigan Rehabilitation Services counselors to explore Rehabilitation Counseling as a viable individualized plan for employment goal for some of their customers.

- Distributing recruitment brochures to attendees at the re: con The Convention of New Beginnings, the Michigan Rehabilitation Counseling Educator's Association, the Michigan Association of Multicultural Rehabilitation Concerns and other organizations as appropriate.

Preparation of Qualified Staff (General)

To ensure bureau personnel have a 21st understanding of the labor force and the needs of individuals with disabilities, staff avail themselves to many resources, strategies and tools. One such tool is Open Options©. Open Options© is a computer based program that provides labor market information on many occupations, earnings and job outlook, training and education, hiring trends of private and public sector employers, wages and salary information and career guidance. In conjunction with this tool, Michigan Rehabilitation Services' Business Network Unit consists of professionals with expertise ranging from vocational evaluation, occupational therapy, accommodations, ergonomic evaluations, hard of hearing assessments, assistive technology, job development and building employer relationships, support Michigan Rehabilitation Services counselors in developing the skills necessary to most effectively work with individuals with disabilities in meeting their specific employment needs. Moreover, the bureau's five-year investment in the enhancing Employment Outcomes project had prepared staff to maximize employment opportunities for people with disabilities contained in the "hidden job market" by understanding how to mutually meet the needs of both employers and vocational rehabilitation customers. Additionally, the bureau's internal consultants share expertise and serve as facilitators to field staff in helping them acquire knowledge necessary to meet the needs of the disability community through innovative projects and processes. Furthermore, Michigan Rehabilitation Services staff make frequent use of resources such as the Job Accommodations Network and Great Lakes Americans with Disabilities Act. Lastly, Michigan Rehabilitation Services has been identified by the Governor of Michigan and a

Michigan Supreme Court Justice to lead an initiative designed to maximize the employment of persons with disabilities in public and private sector jobs.

Because Michigan Rehabilitation Services is committed to ensuring that personnel have 21st understanding of the needs of individuals with disabilities, the Staff Development Unit along with multiple community agencies and rehabilitation practitioners deliver many technical trainings to staff annually. Michigan Rehabilitation Services utilizes multiple methods for identifying the training needs and priorities of staff. These needs are further considered by the Michigan Rehabilitation Services Training Advisory Group which is comprised of individuals who reflect the demography of the bureau. The Training Advisory Group considers staff perceptions, community needs, personnel development data, training evaluations and other information as appropriate and necessary to help ensure staff can avail themselves to multiple opportunities for professional preparedness, growth and development. All of these resources, tools and strategies help Michigan Rehabilitation Services personnel render significant and effective employment services to vocational rehabilitation customers.

The information below summarizes some of the specific training areas that are targeted on an ongoing basis:

- The training provided in Fiscal Year 2014 and planned for the upcoming fiscal year include topics such as motivational interviewing, enhancing employment outcomes, vocational needs assessment, substance abuse, Social Security work incentives, ethics, transition, case management, vocational counseling and assistive technology in addition to information about specific disabilities and services to specific populations such as ex-offenders.

- The staff developmental unit manager and training consultants subscribe and share, as appropriate, knowledge from organizations such as the Institute on Rehabilitation Issues whose mission it is to enhance the knowledge of rehabilitation professionals. Information is most readily distributed using email and the agency's Knowledge Management System and Online Learning Center known as E-Learn.

- New counselors attend internal trainings conducted over a six week period or more by the staff developmental unit and other subject matter experts on a host of vocational rehabilitation related topics to help them develop a basic operational understanding of federal regulations, bureau policy and the implementation of various bureau practices and processes during their initial training year. These topics include: medical and psycho-social aspects of various disabilities, case management, advocacy to mitigate attitudinal and environmental barriers, assessment of vocational rehabilitation customers' skills and abilities to obtain and maintain employment, rehabilitation technology, developing employer relationships, Americans with Disabilities Act and the WIOA.

- Michigan Rehabilitation Services redesigned its on-boarding materials to help newly hired counseling staff become better acclimated to the organization's vision, mission, values, culture and operations.

- While working collaboratively with one of the three Council on Rehabilitation Education universities in Michigan to better facilitate the transition of rehabilitation counselor graduate students into vocational rehabilitation internships, Michigan Rehabilitation Services is designing short-term seminars and workshops toward the goal of helping

interns have a more comprehensive public vocational rehabilitation experience prior to graduation.

- All newly hired counselors who do not meet Comprehensive System of Personnel Development requirements must complete requisite course work in theories and techniques of counseling during their 12- month probationary period. Staff who have not fulfilled this requirement risk termination. Michigan Rehabilitation Services assists with tuition payments, books, and in-state travel to facilitate counselors attaining the Comprehensive System of Personnel Development standards.

- Site managers, are expected to successfully complete clinical supervision training which is offered every two years. In addition, newly promoted vocational rehabilitation managers participate in training and development activities that focus on helping them transition into their new role. The core curriculum for new managers address topics such as emotional intelligence, communication, coaching, collaboration, team work and goal setting. For experienced managers, the curriculum includes: delegation, engagement/ motivation, performance, listening skills, coaching, leadership, strategic thinking, presentation skills and an assortment of trainings offered by the Department of Civil Service.

- Site managers assume primary responsibility for identifying and remediating performance gaps in counselors and support staffs' respective work. They have many options to avail themselves to including the assistance of the staff developmental unit.

- All staff are expected to complete professional development plans that identify vocational rehabilitation training needs. These plans may also specify needs for mentoring, coaching, job shadowing or other activities that will enhance the professionalism of staff. All staff professional development plans are created in coordination with managers' input.

Retention of Qualified Staff (General)

As part of its comprehensive statewide training program, Michigan Rehabilitation Services supports a wide range of learning activities for all classification of employees. Staff view professional growth and development activities as a benefit that enhances retention.

The focus continues on retention and engagement of qualified staff through various activities including:

- Encouraging staff involvement in professional and disability advocacy associations and their respective conferences to foster networking, professionalism, and leadership development.

- Utilizing statewide employee engagement survey results to assess the overall culture of the work environment at Michigan Rehabilitation Services. The State of Michigan launched this initiative in 2013 as part of the Governor's reinvention of state government. The survey helps ensure a customer-focused government and a work culture in which employees are highly engaged, respected, and valued; and have the opportunity to express and explore views on issues related to their jobs.

- Articulating Michigan Rehabilitation Services' state director's efforts to further cultivate professional alignment around the bureau's new vision and values.

- Investing in staff growth and development by providing training opportunities through various teaching modalities.

- Engaging all counseling staff and managers in extensive motivational interviewing training which has been shown to improve staff satisfaction as well as customer outcomes in other state vocational rehabilitation programs. (Michigan Rehabilitation Services is in the final year of the Rehabilitation Services Administration **q**uality award for motivational interviewing and job placement).

- Offering structured management and leadership development activities to all staff as part of succession planning.

- Ongoing promotion of a work group called the “Idea Stream Team” which encourages all staff to submit ideas to improve processes and procedures to promote efficiency and effectiveness in the delivery of vocational rehabilitation services.

- Continuing to invest in leadership and capacity building through the agency’s leadership program known as School for Leadership. The School for Leadership engages 20 diverse Michigan Rehabilitation Services staff members from all levels of the organization in a broad range of leadership development activities over a 12 month period.

- Offering a series of training programs for newly promoted managers.

- Encouraging staff to attend statewide conferences related to the rehabilitation profession. When appropriate, staff are supported as subject-matter experts in presenting on a variety of rehabilitation topics which develops staff skills. Staff have the opportunity to facilitate and provide content for multiple sessions. Conferences offered include the annual Michigan Rehabilitation Association sponsored re: con, the Michigan Association of Rehabilitation Organizations Employment and Training Spring Management Conference, Michigan Transition Conference, Michigan Conference of Rehabilitation Educators, and the Michigan Association of Multicultural Rehabilitation Concerns.

- Engaging in succession planning efforts to preserve the integrity and sustain the viability of public vocational rehabilitation. Succession planning is integrated into all staff development, Comprehensive System of Personnel Development, and retention strategies to minimize vocational rehabilitation program disruptions due to staff departures and reassignments.

- Expanding current succession planning strategies and building a comprehensive approach that ranges from onboarding new staff to assisting experienced staff with developing skills to assume greater responsibility.

- Implementing a peer-to-peer mentoring program.

- Continuing fair and equitable practices in personnel selection.

- Promoting diversity in staff, ideas and approaches.

- Encouraging personal responsibility of all staff to access and participate in developmental opportunities.
- Collecting and analyzing data regarding potential retirements, key positions and skills.
- Using cross-functional bureau teamwork to offer expanded learning opportunities.
- Recruiting statewide work team members to reflect more diverse participation from Michigan Rehabilitation Services.
- Committing to provide individualized coaching and job shadowing to staff interested in learning about future promotional opportunities.
- Offering alternative work schedules to allow for flexible work weeks as they allow staff to specify their preferred work schedules without diminishing services to Michigan Rehabilitation Services customers or adversely affecting operations.

Bureau of Services for Blind Persons

Plan for Recruitment, Preparation and Retention of Qualified Personnel (Blind)
The designated state unit partners with educational institutions in our State in addressing current and projected needs for qualified personnel by providing practicum experiences and internships. Individuals on staff also serve on boards and interview committees for admission.

(3) Personnel Standards. Describe the State agency's policies and procedures for the establishment and maintenance of personnel standards consistent with section 101(a)(7)(B) and to ensure that designated State unit professional and paraprofessional personnel are adequately trained and prepared, including:

(A) Standards that are consistent with any national or State-approved or – recognized certification, licensing registration, or other comparable requirements that apply to the profession or discipline in which such personnel are providing vocational rehabilitation services; and

(B) The establishment and maintenance of education and experience requirements to ensure that the personnel have a 21st century understanding of the evolving labor force and the needs of individuals with disabilities.

Michigan Rehabilitation Services

Personnel Standards – Standards Consistent with National or State-Approved or Recognized Certification, Licensing, Registration, or other Comparable Requirements (General)
The Michigan Department of Civil Service, through Michigan Rehabilitation Services, has established the following standards for a qualified rehabilitation counselor or vocational technical teacher:

A qualified rehabilitation counselor is defined as a counselor with a minimum of a master's degree in rehabilitation counseling, counseling, or a counseling-related field such as psychology, social work, or special education. Newly employed counselors with a master's degree in counseling or a counseling related field who do not have documented graduate level coursework with a primary focus in theories and techniques of counseling, must complete such

coursework/training during their 12 month probationary period. The above courses must be provided by an accredited university (through on-line or classroom training). The cost is covered by Michigan Rehabilitation Services. Michigan Rehabilitation Services standards remain consistent with national standards for rehabilitation counselors and have been approved by Rehabilitation Services Administration and Michigan Civil Service. Michigan Rehabilitation Services continues to monitor licensure and certification trends in other state vocational rehabilitation agencies.

Establishment and Maintenance of Education and Experience Requirements (General)
To assure that qualified staff are hired and current staff attain required qualifications, Michigan Rehabilitation Services has taken the following steps for staff who need additional coursework:

- Monitor a comprehensive system for tracking and funding the required course, Theories and Techniques of Counseling.

- Provide funding for existing staff seeking to take needed coursework to attain the level of "qualified" counselor.

- Provide information to managers when hiring staff who need coursework about bureau responsibilities related to it.

- Newly employed counselors with a master's degree in counseling or a counseling-related field who do not have documented graduate-level coursework with a primary focus in theories and techniques of counseling, must complete such coursework/training during their 12-month probationary period through an accredited university (on-line or classroom training) to remain employed.

- All newly hired managers who are from a different agency and/or who have not worked for Michigan Rehabilitation Services or other state vocational rehabilitation programs within the last two years must attend new counselor training, policy training, and complete the following courses in E-learn: informed choice, vocational counseling and eligibility and various disability-related units.

All but two of Michigan Rehabilitation Service's 252 counselors currently meet all Comprehensive System of Personnel Development standards.

A vocational technical teacher or instructor employed by Michigan Rehabilitation Services at Michigan Career and Technical Institute must demonstrate they are qualified in their respective field by having the appropriate educational degree or work experience, teaching methodology course work or seminar as required by Civil Service, and the state technical school's accrediting agencies. Also, such teachers must attend, at least every five years, an in-service training program on disability sensitivity, informed choice and acquisition of needed reasonable accommodations or modifications to meet the disability-related needs of vocational rehabilitation customers.

<u>Bureau of Services for Blind Persons</u>
Personnel Standards – Standards Consistent with National or State-Approved or Recognized Certification, Licensing, Registration, or other Comparable Requirements (Blind)
The Michigan Department of Civil Service has established the following standards for a qualified rehabilitation counselor or vocational rehabilitation teacher:

A qualified rehabilitation counselor is defined as a counselor with a minimum of a master's degree in rehabilitation counseling, counseling, or a counseling-related field such as psychology, social work, or special education. All Bureau of Services for Blind Persons vocational rehabilitation counselors are master's level education and eligible to be certified as rehabilitation counselors by the Commission on Certified Rehabilitation Counselor Certification.

Establishment and Maintenance of Education and Experience Requirements (Blind)
We have and continue to coordinate with the identified Technical Assistance Center for Education, i.e., Mississippi State. We also provide professional development opportunities.

(4) Staff Development. Describe the State agency's policies, procedures, and activities to ensure that, consistent with section 101(a)(7)(C) of the Rehabilitation Act, all personnel employed by the designated State unit receive appropriate and adequate training in terms of:

(A) A system of staff development for professionals and paraprofessional within the designated State unit, particularly with respect to assessment, vocational counseling, job placement, and rehabilitation technology, including training implemented in coordination with entities carrying out State programs under Section 4 of the Assistive Technology Act of 1998; and

(B) Procedures for the acquisition and dissemination of significant knowledge from research and other sources to designated State unit professionals and paraprofessional.

Michigan Rehabilitation Services

A System of Staff Development (General)
Michigan Rehabilitation Services' staff developmental unit manager and training consultants are rehabilitation professionals qualified to analyze, design, develop, implement and evaluate Title I training activities which meet the needs of the Michigan Rehabilitation Services workforce, Comprehensive System of Personnel Development standards, and Commission on Rehabilitation Counselor Certification standards.

During Fiscal Year 2013-2014, the state designated unit obtained certification on 60 training programs.

Michigan Rehabilitation Services provides integrated learning systems to disseminate significant knowledge from research and other sources. This is accomplished through classroom learning, distance education, teleconferencing, printed materials and video conferencing.

Program Enhancement
Michigan Rehabilitation Services is engaged in two systems change projects which are expected to improve rehabilitation outcomes, as well as staff satisfaction and retention. These two projects are motivational interviewing and job development and placement. This two-pronged approach focuses on vocational rehabilitation customers' internal motivation for change and enhancing the bureau's placement and development strategies. The project is largely funded by a Rehabilitation Services Administration five-year quality award and supplemented with Title I dollars.

All Michigan Rehabilitation Services staff have been trained in motivational interviewing. At the end of Fiscal Year 2014, approximately 443 staff have participated in motivational interviewing training. This year, Michigan Rehabilitation Services has added training for motivational interviewing coaches and coders. This will facilitate the overall sustainability of the systems change project.

The initiative on improving job development and placement training has been completed. Managers are required to report on implementation progress as part of their district operations. The aim of this project is to enhance counselors' abilities to more effectively develop stronger relationships with employers in both the public and private sectors.

Comprehensive Statewide Needs Assessment
Staff developmental unit staff continue to explore training opportunities for staff to help them appreciate the cultural differences associated with Hispanic/Latino, Native Americans, Arab Americans and Hmong minority groups.

Working with rehabilitation practitioners in the community, Michigan Rehabilitation Services continues to offer a bi-annual one-day seminar featuring experts in various disabilities who provide agency staff with the latest research, treatment protocols and accommodations needs of individuals with traumatic brain injury, persons with epilepsy as well as mental illness, substance abuse, kidney disease, and autism spectrum disorders. Staff developmental unit staff continue to explore the needs of individuals with allergy syndromes.

Assistive Technology
Technical Assistance and Continuing Education provided Michigan Rehabilitation Services with a TECH POINTS course developed by Pathfinder Associates. Michigan Rehabilitation Services has reviewed the course, which looks at assistive technology over the course of the vocational rehabilitation process.

Michigan Rehabilitation Services' Assistive Technology consultant is developing an assistive technology consideration framework to be adopted as a standardized approach for use throughout the vocational rehabilitation process. This undertaking is in partnership with Michigan Integrated Technology Supports and Michigan Disability Rights Coalition, Michigan's Assistive Technology Act's program. Key framework components for Michigan Rehabilitation Services will include:

- Consideration Model: Adopt a valid model for assistive technology consideration.

- Electronic assistive technology consideration tool: Develop and implement an electronic assistive technology consideration tool for use by vocational rehabilitation counselors and aligned with aforementioned model. Expected completion date is Fiscal Year 2016.

- Training: Deliver training to promote and teach the assistive technology consideration framework to Michigan Rehabilitation Services staff. Training is expected to begin Fiscal Year 2016.

Michigan Rehabilitation Services' assistive technology consultant sits on the Assistive Technology Advisory Council for Michigan's Assistive Technology Act's program.

Michigan Rehabilitation Services' business network unit provides technical guidance, training and evaluations to Michigan Rehabilitation Services customers, field staff and employers on assistive technology and accommodations. The business network unit continues to explore how technology can be used most effectively to enhance employee skills. Business network unit staff models technology options for all customers and stakeholders (i.e., Dragon Naturally Speaking, Tablets, etc.).

Assessment and Training Opportunities for Persons with Disabilities

Michigan Rehabilitation Services works with the business network unit and the innovation unit to increase counselor understanding of non-traditional means to acquire job-related skills in addition to college training. Counselors will understand the role of apprenticeships, on-the-job evaluations and on-the-job training opportunities to assist customers in achieving competitive integrated employment.

Bureau of Services for Blind Persons

A System of Staff Development (Blind)
All counselors in the agency must have a 21st century understanding of the evolving labor force and the needs of individuals with disabilities. The Bureau of Services for Blind Persons counselors are provided opportunities for in-service training and participation in and attendance at other training programs focusing on job development, job placement, and labor market analysis. New hires will receive basic information on this topic within six months of being hired. From that point on and for more experienced counselors, the need to maintain that understanding will be an on-going activity through continued training and maintenance of knowledge.

The Bureau of Services for Blind Persons is investigating opportunities for technical assistance and education via the identified technical assistance providers. The Bureau of Services for Blind Persons is aware that although the technical assistance and education centers no longer exist, technical assistance is available through entities such as the Workforce Innovation Technical Assistance Center and the International Career Institute. The Bureau of Services for Blind Persons will be receiving technical assistance in the area of diversity from Workforce Innovation Technical Assistance Center this summer. A survey regarding technical assistance was provided by Rehabilitation Services Administration and has been completed and submitted by The Bureau of Services for Blind Persons.

Counselors and other staff attend three major in-state conferences each year. One is the statewide rehabilitation conference which typically has about 400-500 participants from all across the state from a wide range of rehabilitation programs and businesses. Another is the conference designed primarily for rehabilitation teachers, the Michigan Association of Education for Rehabilitation Conference, and the third one is the conference sponsored by the non-profit, Michigan Transition Services. All three of these programs provide an excellent chance for new and experienced counselors, teachers, managers, support staff, and others to learn the latest trends in employment, the newest developments in technologies, changes in the laws, etc. and to network with other rehabilitation professionals.

Staff participate in a myriad of webinars, in-services and online training related to implementation of best practices, as well as education regarding the WIOA which will prepare us to implement the legislation enacted in 2014.

(5) Personnel to Address Individual Communication Needs. Describe how the designated state unit has personnel or obtains the services of other individuals who are able to communicate in appropriate modes of communication with or in the native language of applicants or eligible individuals who have limited English speaking ability.

Michigan Rehabilitation Services

Acquisition and Dissemination of Significant Knowledge (General)
Michigan Rehabilitation Services is consistently researching and sharing the latest findings on various disability topics, best practices and intervention possibilities. This research is distributed

to staff through internal and external training, webinars, e-learn and rehabilitation articles and journals. Disability-related training includes general medical aspects and implications regarding functional capacities and/or ergonomics and assistive technology. Training modules placed into Michigan Rehabilitation Services e-learn routinely utilize the findings gained from research and other credible sources.

Furthermore and to ensure staff strive for consistency as rehabilitation practitioners, the staff developmental unit and policy unit promptly address findings resulting from internal and external reviews and audits conducted by various agencies.

Bureau of Services for Blind Persons

Acquisition and Dissemination of Significant Knowledge (Blind)
The Bureau of Services for Blind Persons management and staff consistently research and share the latest findings on various disability topics, best practices and intervention possibilities.

Michigan Rehabilitation Services

Personnel to Address Individual Communication Needs (General)
Michigan Rehabilitation Services hires qualified counselors who are bi-lingual in American Sign Language, Spanish and Arabic if the local community has a large population of ethnic groups who require them in order to receive vocational rehabilitation services. Each office has also posted Michigan Rehabilitation Services information in English, Spanish, or Arabic, clarifying which bilingual counselors and program materials are available in the customer's native language. Materials are available in Braille and other accessible formats, as requested by customers. Qualified sign language interpreters are contracted on an as needed basis as are interpreters for speakers of Spanish, Arabic and Kurdish. Interpreters are available for additional languages supported by refugee resettlement programs on a contractual basis.

Bureau of Services for Blind Persons

Personnel to Address Individual Communication Needs (Blind)
Interpreter services, including sign language and oral interpreter services are provided as needed.

(6) Coordination of Personnel Development under the Individuals with Disabilities Education Act. As appropriate, describe the procedures and activities to coordinate the designated state unit's comprehensive system of personnel development with personnel development under the Individuals with Disabilities Education Act.

Michigan Rehabilitation Services

Coordination of Personnel Development under the Individuals with Disabilities Education Act (General)
Michigan Rehabilitation Services has a long standing partnership with the Michigan Department of Education/Office of Special Education including a formalized interagency agreement between the Michigan Department of Education/Office of Special Education and Michigan Rehabilitation Services. This interagency agreement was recently revised, updated and signed on March 1, 2011, and is reviewed each year.

Michigan Rehabilitation Services has operationalized transition services to youth and has continued to work on improving the quality of those services. To support this, the Michigan

Rehabilitation Services consultant assigned to transition from the program innovation unit and the staff development unit partner to develop and deliver training to Michigan Rehabilitation Services counselors. Some of this training is provided in collaboration with the Michigan Transition Outcomes Project and the Michigan Transition Services Association.

The MT-21 project has provided Michigan Rehabilitation Services with information about best and emerging transition practices that are being utilized by Michigan Rehabilitation Services to identify training needs related to strengthening the provision of transition services to youth. It is also being used to identify areas of focus for joint training opportunities for staff from Michigan Rehabilitation Services, Bureau of Services for Blind Persons, educators, and other youth services providers.

Bureau of Services for Blind Persons

Coordination of Personnel Development under the Individuals with Disabilities Education Act (Blind)

The Bureau of Services for Blind Persons has an agreement with the Michigan Department of Education Office of Special Education and Early Intervention Services that outlines the responsibilities of both agencies. The agreement is reviewed to assure that all activities are carried out by the designated parties. The Bureau of Services for Blind Persons will continue to pursue a formal cooperative agreement with the Michigan Department of Education.

Bureau of Services for Blind Persons acknowledges that the Michigan Department of Education–Low Incidence Outreach serves blind and visually impaired students in Michigan. Bureau of Services for Blind Persons also acknowledges there are many opportunities available to other students in Michigan that are not available to blind and visually impaired students. This is why Bureau of Services for Blind Persons continues to push for an agreement with the Michigan Department of Education. The Michigan Department of Education Low Incidence Outreach provides technical assistance and resources to enable local school districts to serve and improve the quality of education for students with visual impairments. The Bureau has contributed to Michigan Department of Education–Low Incidence Outreach's quarterly newsletter providing valuable information on the Bureau's transition activities and resources.

Bureau of Services for Blind Persons partners with Michigan Department of Education–Low Incidence Outreach and local districts to facilitate the coordination of academic, vocational, independent and community–based curricula. Bureau of Services for Blind Persons also provides technical assistance for the establishment of local partnerships designed to aid and empower students who are blind and visual impaired. Bureau of Services for Blind Persons is mandated by the federal government to work collaboratively with intermediate school districts and community partners to provide transition services and activities for blind and visually impaired youth. Bureau of Services for Blind Persons establishes agency priorities and goals, provides leadership and consultation to intermediate school districts. The Bureau maintains a statewide client information system that includes the collection of agency programs and data for students who are blind and visually impaired.

The Bureau of Services for Blind Persons works jointly with the Michigan Department of Education Special Education programs and the intermediate school districts to establish agreements to carry out transition planning and activities. The agreements outline the individualized transition plans. Specifically, the Bureau of Services for Blind Persons initiates programs with the intermediate school district to encourage academic involvement for all visually impaired and blind students. Bureau of Services for Blind Persons works with the intermediate school district, students and parents to develop individualized plans for employment that provide for the development of soft skills training, work experiences and

summer work opportunities. Bureau of Services for Blind Persons receives an annual count of blind and visually impaired students from Michigan Department of Education–Low Incidence Outreach program.

The Bureau of Services for Blind Persons participates with the Michigan Department of Education's Bureau of Assessment and Accountability Advisory Committee with the general education department to identify areas of collaboration to enhance program accessibility for students who are blind and visually impaired. The objective is to maximize resources and minimize barriers that may impact on the educational progress of blind and visually impaired students. Michigan Department Education Special Education Division is responsible for providing educational support to all individuals as it relates to their academic achievements.

The Bureau of Services for Blind Persons provides financial support relating to specialized vocational assessment training and other related services leading to employment outcomes. Through collaboration with the intermediate school districts, Bureau of Services for Blind Persons has established interagency cash transfer agreements to provide the services that are outlined in the individualized transition plan. These services are above and beyond what the intermediate school districts provide. The Bureau of Services for Blind Persons will be adjusting the service delivery system to allocate 15 percent of the federal allotment for the provision of pre–employment transition services to students with disabilities prior to exit from secondary education. Policy will be changed to align with the WIOA enacted on July 22, 2014. Direction will be provided in order to determine the most effective process to implement pre-employment transition services.

(j) Statewide Assessment.

(1) Provide an assessment of the rehabilitation needs of individuals with disabilities residing within the State, particularly the vocational rehabilitation services needs of those:

(A) With the most significant disabilities, including their need for supported employment services;

(B) Who are minorities,

(C) Who have been unserved or underserved by the vocational rehabilitation program;

(D) Who have been served through other components of the statewide workforce development system; and

(E) Who are youth with disabilities and students with disabilities, including as appropriate, their need for pre-employment transition services or other transition services.

(2) Identify the need to establish, develop, or improve community rehabilitation programs within the State; and

(3) Include the assessment of the needs of individuals with disabilities for transition career services and pre-employment transition services, and to the extent to which such services are coordinated with transitions services provided under the Individuals with Disabilities Education Act.

Michigan Rehabilitation Services

Statewide Assessment – Rehabilitation Needs of Individual with the Most Significant Disabilities (General)

Michigan Rehabilitation Services, in collaboration with the Bureau of Services for Blind Persons and Michigan Council for Rehabilitation Services, contracted with the Michigan State University Office of Rehabilitation and Disability Studies, to perform the 2014 Comprehensive Statewide Needs Assessment, which is performed every three years.

Michigan Rehabilitation Services is addressing the rehabilitation needs of individuals with disabilities, which were identified in the 2014 Comprehensive Statewide Needs Assessment as follows:

Individuals with the most Significant Disabilities, Including their need for Supported Employment Services
In 2012, 98 percent of Michigan Rehabilitation Services customers determined to be eligible for services were consistently those significantly or most significantly disabled; 71 percent were most significantly disabled. The majority of the individuals with most significant disabilities were referred by secondary schools or physicians/medical personnel and were provided services through Community Mental Health and community rehabilitation organizations.

In Fiscal Year 2012, 815 customers specified an employment outcome/vocational goal in a supported employment setting in their individualized plan for employment. The majority of these customers had either mental illness (39 percent) or intellectual disabilities (33 percent) as the primary disability reported. An additional seven percent of these customers were reported as having autism as their primary disability. Forty four percent of the customers who received supported employment services exited Michigan Rehabilitation Services with an employment outcome. In relation to the primary disabilities of customers with a supported employment goal, 53 percent of the customers with autism, 45 percent of the customers with mental illness, 43 percent of the customers with learning disabilities, and 43 percent of the customers with intellectual disabilities achieved an employment outcome.

Individuals with Disabilities who are Minorities (General)
Minority groups include: Hispanic/Latino residents specifically in the mid- and southwestern section of Michigan; Native Americans in the Upper Peninsula and Northern Michigan; and Asian or Pacific Islanders specifically Arab and Arab Americans and Hmong residents in the southeastern part of the state. African American residents apply for services at higher rates than their proportion in the population, but are statistically less likely to be determined eligible for services. White and Asian customers are statistically more likely to close with an employment outcome while Native Americans were least likely to have a successful outcome.

In Fiscal Year 2012, Michigan served 8,634 minorities who exited the vocational rehabilitation program. The federal requirement for service rate of *all* individuals with disabilities is .80. Therefore, the 2012 minority service rate exceeds the .80 federal requirement.

Needs addressed include more qualified interpreters or bilingual counselors for Hispanics and extended services for refugees. More outreach efforts and appropriate services were recommended for Native Americans, especially those who live on reservations. Although not an underserved population, African Americans demonstrated lower eligibility for services than other minority groups.

Individuals with Disabilities who have been Unserved or Underserved by the Vocational Rehabilitation Program (General)
In 2014, the Comprehensive Statewide Needs Assessment did not identify any unserved populations. No group, based on disability, was unserved in Michigan. However, the Comprehensive Statewide Needs Assessment did identify numerous underserved populations.

- **Autism Spectrum Disorder -** The 2014 Comprehensive Statewide Needs Assessment identified youth with autism spectrum disorders as the primary emerging population reported as either currently, or to be, an underserved population. The number of customers with autism spectrum disorders as their primary disability applying for services has been steadily increasing (416 in 2011; 518 in 2012; and 553 in 2013). The special education data also support the fact that this population is constantly growing in all age categories (ages six to 21 years: 12,924 in 2009; 13,636 in 2010; and 14,135 in 2011). Especially noteworthy is the fact that over 10 percent of those ages 18-21 years were diagnosed with autism in 2011, which indicates that adult agencies should be prepared for helping those students to achieve employment outcomes with seamless transition services through ongoing collaboration between schools and Michigan Rehabilitation Services.

  Concern was expressed at all levels about the job readiness preparation this group will have as they exit school, the preparedness of the adult vocational rehabilitation agency staff to provide services, and the availability of supported employment services for this population. In addition, despite an increase in numbers, no data provided information about level of severity and its association with outcomes. As the diagnosis (i.e., spectrum) indicates, there are variations in terms of functional limitations and severity of symptoms. It is crucial to ensure that all vocational rehabilitation counselors have the knowledge and skills necessary to provide appropriate and effective vocational rehabilitation and independent living services for transition youth and young adults with autism spectrum disorder.

- **Mental Illness -** Michigan adult residents with mental illness who need mental health services and supported employment services were the number one population identified as underserved. Although the proportion of Michigan residents with mental illness served by Michigan Rehabilitation Services has remained relatively stable over the last three years, the availability of community mental health services has continued to diminish in the state over the last five years. Community mental health does not have the resources necessary to provide mental health services and/or supported employment services to individuals with severe diagnoses, unless the person presents as a risk to self or others.

  Of 22,708 customers who exited Michigan Rehabilitation Services in Fiscal Year 2012, 7,397 (32.6 percent) reported having mental illness as their primary or secondary disability. Compared to Michigan Rehabilitation Services customers with other types of disabilities, a higher proportion of customers with mental illness were Black or African American. Most of the customers (90 percent) with mental illness disability were not working at application, and over half of the customers (53 percent) had a high school diploma level of education.

  Compared to other disability groups, a higher proportion of customers with mental illnesses reported being unemployed at application and having high school diploma or equivalency. As observed earlier, the eligibility rate (83.5 percent), plan rate (69.7 percent) and the adjusted rehab rate (38.8 percent) of this disability group was low, compared to others (85.6 percent, 80.1 percent, and 57.2 percent, respectively).

- **Transition Youth -** Based on Michigan Merit Curriculum impacts on graduation rates, dropout rates, and the employability of students with disabilities, Transition youth with severe disabilities are another underserved population the Michigan School District report indicates that 2011-2012 graduation rates were 76.2 percent for students without

disabilities and 53.5 percent for students with disabilities, while dropout rates were 10.7 percent and 15.2 percent respectively.

Michigan Rehabilitation Services defines transition youth as students between the ages of 14 and 26 at application and enrolled in a secondary school. In 2012, 4,598 transition youth customers exited Michigan Rehabilitation Services, representing approximately 20 percent of all Michigan Rehabilitation Services customers. However, a low proportion (27 percent) of transition youth as compared to adult (37 percent) customers achieved employment outcomes. For reference, the adjusted employment rates for transition youth and adult customers were 38 percent and 58 percent, respectively. It is also noted that male transition youth customers were more likely than female transition youth customers to have a successful employment outcomes; adult customers showed the opposite trend.

A lack of social skills, the receipt of Supplemental Security Income benefits, and loss of respite and nursing services at age 21 were identified as barriers for youth with disabilities to obtain employment at an individual level. Also, the need for early involvement and better community outreach were raised. A key indicator addressed was interagency collaboration in terms of overcoming financial or other institutional barriers. Many key informants expressed a strong need for Michigan Rehabilitation Services presence in the schools, including transition meetings, Individualized education program meetings, orientations, or one-on-one customer visits, which would facilitate a smoother transition process.

Michigan Rehabilitation Services' next Comprehensive Statewide Needs Assessment will reflect data for youth with a disability and student with a disability.

Michigan Rehabilitation Services has updated the transition policy including changing the definition of youth to align with the WIOA definition and providing guidance for the provision of pre-employment transition services.

- ***"Student with a Disability":*** Individual with a disability age 14-26 at application and **Enrolled** in the K-12 education system including traditional public schools, intermediate school districts, private schools, charter schools (public school academies), alternative schools, schools for individuals with disabilities such as the Michigan School for the Deaf, 504 students, home-schooled students and students in education programs in correctional facilities.

- ***"Youth with a Disability":*** Individual with a disability age 14 -24 at application and not enrolled in the K-12 education system including traditional public schools, intermediate school districts, private schools, charter schools (public school academies), alternative schools, schools for individuals with disabilities such as the Michigan School for the Deaf, 504 students, home-schooled students and students in education programs in correctional facilities.

Served Through Other Components of the Workforce Investment System (General)
The extant data (i.e., Workforce Investment Act State Annual Report, Wagner-Peyser Act data) indicated that non-vocational rehabilitation Workforce Investment Act-related programs (e.g., Michigan Works!) are providing services to a very limited number of people with disabilities in Michigan. The Michigan Rehabilitation Services and the Workforce Development Agency are consulting to increase the positive relationship between individuals with disabilities, public employment services, and employers. As part of the WIOA, vocational rehabilitation will be a

core program to assist individuals with disabilities into the workforce services for which they are eligible.

The needs assessment analyzed outcomes for adults, dislocated workers, and youth with disabilities that exited the Workforce Investment Act in Program Year 2010 to 2011. During Program Year 2011, 188 adults with disabilities of all exiters (245) entered new employment, resulting in an employment rate of 76.7 percent. Retention and employment/credential rates were consistent with the entered employment rate. The 2011 rate of earnings change in six months was $14,954 (=$2,766,553 ÷185). A comparison of the 2011 Workforce Investment Act outcome rates by special population groups shows the outcome rates of individuals with disabilities and public assistance recipients were generally low.

As part of the one-stop services delivery system, Wagner-Peyser employment services focuses on providing a variety of employment-related labor exchange services including job search assistance, job referral, and placement assistance for job seekers, re-employment services to unemployment insurance claimants, and recruitment services to employers with job openings.

During Program Year 2011, 20,778 (3.9 percent out of a total of 527,279 job seekers) individuals with disabilities received employment services through funding under the Wagner-Peyser Act.

Youth and Students with Disabilities, Including Their Need for Pre-Employment or Other Transition Services (General)
To be provided when our next needs assessment is done. The next Comprehensive Statewide Needs Assessment will take place in 2017.

The Need to Establish, Develop, or Improve Community Rehabilitation Programs within the State (General)
To be provided when our next needs assessment is done. The next Comprehensive Statewide Needs Assessment will take place in 2017.

Assessment of the Needs of Individuals with Disabilities for Transition Career Services and Pre-Employment Transition Services (General)
To be provided when our next needs assessment is done. The next Comprehensive Statewide Needs Assessment will take place in 2017.

Bureau of Services for Blind Persons

Individuals with the most Significant Disabilities, Including their need for Supported Employment Services (Blind)
The Michigan State University Office of Rehabilitation and Disability Studies (Project Excellence) conducts the Comprehensive Statewide Needs Assessment every three years. The Comprehensive Statewide Needs Assessment was conducted in Fiscal Year 2014 jointly with the Bureau of Services for Blind Persons, Michigan Council for Rehabilitation Services, Michigan Rehabilitation Services, and Michigan Statewide Independent Living Council. The results were made available to the agency in Fiscal Year 2014 and the bureau continues implementing the recommendations of the assessment.

Individuals with Disabilities who are Minorities (Blind)
Three minority populations were identified by multiple quantitative and/or qualitative data as being underserved by the Bureau of Services for Blind Persons in relation to their proportion in the population: Hispanic/Latino residents specifically in the mid- and southwestern section of Michigan; Native Americans in the Upper Peninsula and Northern Michigan; and Asian or

Pacific Islanders specifically Arab and Arab Americans and Hmong residents in southeastern part of the state. It is necessary for agency staff to understand diverse cultural backgrounds among persons with disabilities to effectively serve them in obtaining their employment and independent living goals. In comparison to the 2011 American Community Survey [1] report (20.3 percent of Michigan residents with disabilities as being African American), African Americans are not considered underserved (27 percent); however, it indicated that African Americans demonstrated lower eligibility rate for services and vocational rehabilitation outcomes than other minority groups. The Bureau of Services for Blind Persons is aware of the need to increase services and has established a goal to continue outreach activities for the three minority populations.

Individuals with Disabilities who have been Unserved or Underserved by the Vocational Rehabilitation Program (Blind)

The Bureau of Services for Blind Persons will continue to focus on minorities, specifically Hispanic/Latinos, African Americans and Native Americans to increase employment outcomes. The Bureau of Services for Blind Persons continues to collaborate with minority businesses that are located in the community in order to develop relationships that lead to employment opportunities. The objective is to improve the effectiveness of service delivery to minorities. The Bureau of Services for Blind Persons continues to develop brochures in alternative formats for outreach purposes to unserved and underserved populations.

The utilization of community partners, employers and consumers assists the Bureau with achieving its primary goals and priorities. The Bureau of Services for Blind Persons develops workgroups to address consumer services provision issues as they arise. The Bureau of Services for Blind Persons has strategic teams that assist in the planning process to achieve the agency's goals and priorities. These teams make recommendations for evaluation and assessment of the agency's services, timeliness of services, identifying unserved and underserved populations, and providing the agency with information regarding new and innovative technology equipment and programs. These teams are comprised of agency staff and community partners, with future consideration of consumer involvement.

Served Through Other Components of the Workforce Investment System (Blind)

This designated state unit is in the process of determining from our case management who have been served by other WIOA partners. This information is not currently readily available. However the goal of this plan and subsequent tasks will be to clearly outline provide this information.

Youth and Students with Disabilities, Including Their Need for Pre-Employment or Other Transition Services (Blind)

To be provided when our next needs assessment is done. The next Comprehensive Statewide Needs Assessment will take place in 2017.

The Need to Establish, Develop, or Improve Community Rehabilitation Programs within the State (Blind)

With the WIOA, the designated state unit concentrates to partner with community rehabilitation organizations to assist in the development of strong relationships that encourage appropriate service to persons with disabilities, specifically blindness that can result in competitive, integrated employment outcomes. These relationships will also result in the community rehabilitation organization and the designated state unit having a better and more comprehensive understanding of established goals.

Assessment of the Needs of Individuals with Disabilities for Transition Career Services and Pre-Employment Transition Services (Blind)

The Bureau of Services for Blind Persons has an agreement with the Michigan Department of Education Office of Special Education and Early Intervention Services that outlines the responsibilities of both agencies. The agreement is reviewed to assure that all activities are carried out by the designated parties. The Bureau of Services for Blind Persons will continue to pursue a formal cooperative agreement with the Michigan Department of Education. The Bureau of Services for Blind Persons acknowledges that the Michigan Department of Education Low Incidence Outreach serves blind and visually impaired students in Michigan. The Bureau of Services for Blind Persons also acknowledges there are many opportunities available to other students in Michigan that are not available to blind and visually impaired students. This is why The Bureau of Services for Blind Persons continues to push for an agreement with the Michigan Department of Education.

The Michigan Department of Education Low Incidence Outreach provides technical assistance and resources to enable local school districts to serve and improve the quality of education for students with visual impairments. The Bureau has contributed to Michigan Department of Education Low Incidence Outreach's quarterly newsletter providing valuable information on the Bureau's transition activities and resources. The Bureau of Services for Blind Persons partners with the Michigan Department of Education Low Incidence Outreach and local districts to facilitate the coordination of academic, vocational, independent and community-based curricula. The Bureau of Services for Blind Persons also provides technical assistance for the establishment of local partnerships designed to aid and empower students who are blind and visual impaired.

The Bureau of Services for Blind Persons is mandated by the federal government to work collaboratively with intermediate school districts and community partners to provide transition services and activities for blind and visually impaired youth. The Bureau of Services for Blind Persons establishes agency priorities and goals, provides leadership and consultation to intermediate school districts.

The Bureau maintains a statewide client information system that includes the collection of agency programs and data for students who are blind and visually impaired. The Bureau of Services for Blind Persons works jointly with the Michigan Department of Education Special Education programs and the intermediate school districts to establish agreements to carry out transition planning and activities. The agreements outline the individualized transition plans. Specifically, the Bureau of Services for Blind Persons initiates programs with the intermediate school district to encourage academic involvement for all visually impaired and blind students. The Bureau of Services for Blind Persons works with the intermediate school district, students and parents to develop individual plans for employment that provide for the development of soft skills training, work experiences and summer work opportunities. The Bureau of Services for Blind Persons receives an annual count of blind and visually impaired students from Michigan Department of Education Low Incidence Outreach program.

The Bureau of Services for Blind Persons participates with the Michigan Department of Education's Bureau of Assessment and Accountability Advisory Committee with the general education department to identify areas of collaboration to enhance program accessibility for students who are blind and visually impaired. The objective is to maximize resources and minimize barriers that may impact on the educational progress of blind and visually impaired students. The Michigan Department of Education Special Education division is responsible for providing educational support to all individuals as it relates to their academic achievements. The Bureau of Services for Blind Persons provides financial support relating to specialized vocational assessment training and other related services leading to employment outcomes. Through collaboration with the intermediate school districts, the Bureau of Services for Blind Persons has established interagency cash transfer agreements to provide the services that are outlined in the individualized transition plan.

The Bureau of Services for Blind Persons has adjusted the service delivery system to allocate 15 percent of the federal allotment for the provision of pre–employment transition services to students with disabilities prior to exit from secondary education. The Bureau of Services for Blind Persons currently provides pre-employment transition services to students and youth at 14 years and older. This has been an on-going practice and our policies currently align with the Workforce Innovation and Opportunity Act enacted on July 22, 2014. The Bureau of Services for Blind Persons will continue with past practice of providing pre-employment transition services and will work with new partners to provide and enhanced services to students and youth.

(k) Annual Estimates. Describe:

(1) The number of individuals in the State who are eligible for services.

(2) The number of eligible individuals who will receive services under:

(A) The vocational rehabilitation program;

(B) The Supported Employment Program; and

(C) Each priority category, if under an order of selection.

(3) The number of individuals who are eligible for vocational rehabilitation services, but are not receiving such services due to an order of selection; and

(4) The cost of services for that number of individuals estimated to be eligible for services. If under an order of selection, identify the cost of services for each priority category.

Michigan Rehabilitation Services

Annual Estimates – The Number of Individuals who are Eligible for Services (General)
Michigan estimates 26,000 individuals will be eligible for services in Fiscal Year 2017. This figure is calculated using the number of individuals that were served during the fiscal year and also had an individualized plan for employment as reflected on the Rehabilitation Services Administration 113 reports, Lines C1 and C2. Michigan is estimating that it will be able to serve 26,000 individuals in Fiscal Year 2017 as outlined in Section 4.11(c)(3).

The Number of Eligible Individuals Who Will Receive Services under the Vocation Rehabilitation Program (General)

The estimated number of eligible individuals who will receive services in Fiscal Year 2017 under Part B of Title I is 25,634 and Part B of Title VI is 366.

The Supported Employment Program (General)
The estimated number of eligible individuals who will receive services in Fiscal Year 2017 under the supported employment Program is 413.

Each Priority Category, if Under an Order of Selection and Cost of Services(General)
The estimated cost in Fiscal Year 2017 to serve all eligible individuals is $34,700,452. Michigan Rehabilitation Services expects to have available $34,700,452 to serve approximately 26,000 eligible customers.

Category	Title I or Title VI Funds	Estimated Number to be Served	Average Cost of Services
OSS* Category 1 - Title I – (MSD)	$22,681,230	12,155	$1,866
OSS Category 1 - Title VI – (MSD)	$672,708	366	$1,838*
OSS Category 2 - Title I – (SD)	$7,745,608	4,381	$1,768
OSS Category 3 Title I -- (NSD)	$3,600,906	2,217	$1,624
Totals	$34,700,452	$19,119**	$1,774

*Because the supported employment grant continues to decrease annually, funding for supported employment cases is supplemented through other funding sources and is not reflected in this total.

**Includes customers not yet assigned a disability priority code.

Estimates were obtained by using “authorized/cost services”. The difference between the 26,000 estimate of individuals to be served and the 19,119 estimate of individuals documented in this narrative reflects customers served by comparable benefits and/or other services.

Definitions for Above Table:
Order of Selection for Services (OSS), Most Significantly Disabled, Significantly Disabled (SD), Not Significantly Disabled (NSD).

The Number of Individuals who are Eligible for Vocational Rehabilitation Services, but are not Receiving such Services due to an Order of Selection (General)
All individuals eligible for services will receive services, as Michigan Rehabilitation Services has not closed any categories.

Bureau of Services for Blind Persons

Annual Estimates – The Number of Individuals who are Eligible for Services (Blind)
The total population of individuals in Michigan who have vision difficulty between 14 and 64 years of age based on information from the U.S. Census Bureau 2010 census is 27,230 (3.2 percent of the total number of individuals with disabilities). The Bureau of Services for Blind Persons uses a factor of .045 percent of the individuals who have vision difficulty to identify the number of individuals who are blind (12,254) and would be eligible for services.

The Number of Eligible Individuals Who Will Receive Services under the Vocation Rehabilitation Program (Blind)
The agency projects that we will serve between 1,300 and 1,500 vocational rehabilitation consumers annually over the next three years.

The Supported Employment Program (Blind)
Of the 12,254 eligible individuals, 67 percent (8,210) are unemployed (1,560 or 19 percent) or not in the labor force (6,650 or 81 percent). Based on the 2010 data from the U.S. Census Bureau, The Bureau of Services for Blind Persons estimates serving the entire unemployed population (1,560) plus 12 percent (798) of the individuals not in the labor force for a total of 2,358 individuals. Of that amount, the Bureau of Services for Blind Persons will serve 2,318 individuals under Title IV and 40 individuals under Title VI.

Each Priority Category, if Under an Order of Selection and Cost of Services(Blind)
This designated state unit is currently not under an order of selection.

The Number of Individuals who are Eligible for Vocational Rehabilitation Services, but are not Receiving such Services due to an Order of Selection (Blind)
N/A – This designated state unit is currently not under an order of selection.

(I) State Goals and Priorities. The designated State must:

(1) Identify if the goals and priorities were jointly developed and agreed to by the State vocational rehabilitation agency and the State Rehabilitation Council, if the State has a Council, and jointly agreed to any revisions.

(2) Identify the goals and priorities in carrying out the vocational rehabilitation and Supported Employment programs.

(3) Ensure the goals and priorities are based on an analysis of the following areas:

(A) The most recent comprehensive statewide assessment, including any updates;

(B) The state's performance under the performance accountability measures of Section 116 of the WIOA; and

(C) Other available information on the operation and effectiveness of the vocational rehabilitation program including any reports received from the State Rehabilitation Council and findings and recommendations from monitoring activities conducted under Section 107

Michigan Rehabilitation Services

State Goals and Priorities – Identify the Goals and Priorities that Were Jointly Developed (General)
In Fiscal Year 2014, Michigan Rehabilitation Services, in collaboration with Michigan Council for Rehabilitation Services developed a three-year strategic plan based on a multitude of data including the Comprehensive Statewide Needs Assessment, customer satisfaction feedback, assorted state audits, environmental scanning with partners and advocacy groups, program evaluation studies, and other state and federal research. Because of the transition from the Department of Human Services to the Department of Health and Human Services, the implementation of the WIOA and the need for finalized regulations, Michigan Rehabilitation Services will carry forward the current goals but has updated the priorities. As new priorities

evolve, Michigan Rehabilitation Services will update this section of the Michigan Rehabilitation Services State Unified Plan.

Current Goals and Priorities in Carrying out the Vocational Rehabilitation Supported Employment Programs (General)

Goal 1 – Strong fortified partnerships.

Goal 2 – Motivated enthusiastic staff.

Goal 3 – Excellent customer service.

Goal 4 – High producing vocational rehabilitation, nationally.

In addition to these strategic plan activities, Michigan Rehabilitation Services will focus on the following additional priorities necessitated by emerging circumstances;

- Priority 1: Actively seek resources to capture full federal award and state and local matching funds.

  Measure: Full federal award is allotted.

- Priority 2: Continue to effectively manage and actively seek resources.

  Measure: Resources managed to optimize budget and staff.

- Priority 3: Promote and maintain a culture of quality innovative programs that stimulate continuous program improvements.

  Measure: At least two major quality projects will be undertaken utilizing appropriate methodology and evaluation tools resulting in improved efficiency and/or effectiveness as defined by the goals of the projects.

- Priority 4: Michigan Rehabilitation Services will continue to demonstrate program effectiveness and substantial compliance in the provision of its State Unified Plan; standards/performance indicators; and the strategic plan.

  Measure: Meeting performance accountability measures, once published, as identified in the WIOA.

- Priority 5: Michigan Rehabilitation Services will continue to implement aspects of “Better off Working”.

  Measure: More individuals with disabilities working.

- Priority 6: Implementation of the WIOA. (a) transition (b) supported employment (c) business services (d) collaboration with the Workforce Development Agency in service to customers.

  Measure: Incremental changes in policies and practices.

Ensure that the Goals and Priorities are based on Analysis of the Most Recent Comprehensive Statewide Assessment (General)
Michigan Rehabilitation Services ensures that goals and priorities are based on an analysis of the Comprehensive Statewide Needs Assessment including any updates.

The State's Performance under the Performance Accountability Measures of Section 116 of the WIOA (General)
Michigan Rehabilitation Services ensures that goals and priorities are based on an analysis of the State's performance under prior standards and indicators. As the performance accountability measures are implemented and Michigan Rehabilitation Services develops processes for gathering data, Michigan Rehabilitation Services will ensure that goals and priorities are based on the new performance accountability measures.

Other Available Information on the Operation and Effectiveness of the Vocational Rehabilitation Program (General)
Michigan Rehabilitation Services ensures that goals and priorities are based on an analysis of customer satisfaction feedback, assorted state audits, environmental scanning with partners, and advocacy groups, program evaluation studies and other state and federal research, including reports received from the State Rehabilitation Council.

Bureau of Services for Blind Persons

State Goals and Priorities – Identify the Goals and Priorities that Were Jointly Developed (Blind)
The Bureau of Services for Blind Persons and the State Rehabilitation Council (Michigan Council of Rehabilitation Services jointly developed and agreed to the goals and priorities listed in Attachment 4.11(c). The agency and the council also reviewed and agreed to revisions made to the goals and priorities.

According to the Comprehensive Needs Assessment, the Bureau of Services for Blind Persons will implement the recommendation to increase eligibility for the African Americans population. The agency will continue to emphasize the need to expand minority outreach to the African Americans, Hispanic/Latinos, Arab Americans, Native Americans, as well the Hmong population. The Bureau of Services for Blind Persons will continue to provide effective service delivery to minority populations, establish community relationships, work with its technology vendors to make sure that staff and consumers are familiar with new and emerging technologies and their applications, provide professional development, partner with other agencies to increase employment outcomes, expand transition activities to include individuals with autism and improve informational access through collaboration with the Braille and Talking Book Library.

Goal 1 - The Bureau of Services for Blind Persons has established a goal to monitor, through data collection over the next three years, the successful completion of vocational rehabilitation program/services for African Americans. The Comprehensive Statewide Needs Assessment has identified the need to increase eligibility of African Americans who are referred for vocational rehabilitation services.

Goal 2 - The Bureau of Services for Blind Persons will research and monitor outreach activities throughout the state to determine what methods are producing new referrals from underserved populations. The Bureau of Services for Blind Persons strategic plan emphasizes the need to increase rehabilitation services to Latino/Hispanic Americans, African Americans, Native Americans, Arab Americans, and Hmong populations. The Bureau of Services for Blind

Persons will identify best practices for each minority group and initiate implementation of such practices statewide.

Goal 3 – The Bureau of Services for Blind Persons will continue to develop relationships with community rehabilitation organizations, specifically community mental health in order to enhance service delivery. Each region will continue to explore collaborative relationships, as defined by the statewide agreement, to increase referrals and expand opportunities for Bureau of Services for Blind Persons consumers. The Bureau of Services for Blind Persons staff will make a minimum bi-annual contact with local community mental health agencies.

Goal 4 – The Bureau of Services for Blind Persons' goal is to continue to work with its technology vendors to make sure that staff and consumers are familiar with new and emerging technologies and their applications. The Bureau provides staff with opportunities to gain additional technology skills throughout the year in a variety of training venues such as webinars and virtual classroom training. Staff also receives training on the latest adaptive and/or technology equipment. The Bureau of Services for Blind Persons will initiate communication with the Michigan Disability Rights Coalition in order to design an agreement which would allow The Bureau of Services for Blind Persons and the Michigan Disability Rights Coalition to officially facilitate referrals to the Assistive Technology Loan Fund.

Goal 5 - The Bureau of Services for Blind Persons acknowledges the on-going need for professional development. Staff is provided many opportunities to enhance their continuing education. The Bureau of Services for Blind Persons is committed to ensuring that staff has the additional knowledge and skills necessary to work with blind and visually impaired individuals.

Goal 6 - The Bureau of Services for Blind Persons' goal is to increase competitive integrated employment for individuals with visual impairment and blindness. The Bureau of Services for Blind Persons, through its collaboration with Workforce Development Agency, other community partners and employers, has established a goal to meet and exceed by at least one rehabilitation over the previous year.

Goal 7 – The Bureau of Services for Blind Persons will collaborate with the Department of Education in order to identify students with disabilities who are eligible or potentially eligible for Bureau of Services for Blind Persons services, ages 14 to 26. The Bureau of Services for Blind Persons will expand our services to include pre-employment transition services, including job exploration counseling, work-based learning experiences, counseling on opportunities for enrollment in comprehensive transition or postsecondary educational programs at institutions of higher education, workplace readiness training to develop social skills in independent living and instruction in self advocacy.

Goal 8 - The vocational rehabilitation staff and the library staff collaborate to ensure that consumers are aware of the services and how to access the materials in their preferred format. This increased collaboration provides additional avenues for consumers who are pursuing vocational and secondary training.

The Bureau of Services for Blind Persons will continue to work with current standards and indicators knowing that the WIOA will drastically change performance standards for vocational rehabilitation.

The Bureau of Services for Blind Persons' goals in serving consumers appropriate for supported employment include:

- The Bureau of Services for Blind Persons will need to identify strategies in working with community mental health agencies that will encourage partnership and therefore increase opportunities that would lead to increased referrals and the identification of potentially eligible individuals especially transition youth and students.

- Collaboration with local community mental health organizations to identify potentially eligible individuals who can benefit from employment services.

- Partner with community mental health and other funding sources such as Medicaid in order to identify follow along services that will allow consumers to receive the needed supports in order to maintain employment. These follow along services are essential to successful placements and maintenance of employment. The solidification of the funding is crucial to a positive outcome.

- Identify and partner with employers utilizing a dual customer philosophy in order to customize employment opportunities for individuals who are appropriate for supported employment.

- Enhance successful competitive and integrated employment outcomes by ensuring to the extent possible that The Bureau of Services for Blind Persons, along with community mental health and other sources of support are in place prior to closing the case.

Current Goals and Priorities in Carrying out the Vocational Rehabilitation Supported Employment Programs (Blind)

We are aware of the challenge of assisting individuals who are appropriate for supported employment. The designated state unit utilizes resources such as community mental health services and community rehabilitation organizations, along with the skills and abilities of our professional staff to identify these challenges and determine goals to overcome them.

Ensure that the Goals and Priorities are based on Analysis of the Most Recent Comprehensive Statewide Assessment (Blind)

The Michigan State University Office of Rehabilitation and Disability Studies (Project Excellence) conduct the Comprehensive Statewide Needs Assessment every three years. The Comprehensive Statewide Needs Assessment was conducted in Fiscal Year 2014 jointly with the Bureau of Services for Blind Persons, Michigan Council for Rehabilitation Services, Michigan Rehabilitation Services, and Michigan Statewide Independent Living Council. The results were made available to the agency in Fiscal Year 2014 and the bureau continues implementing the recommendations of the assessment.

The specific data collection methods used included a review of extant data (e.g., Rehabilitation Services Administration 911 data, American Community Survey data, Special Education data, etc.), Key informant interviews, and a series of surveys conducted with Michigan Rehabilitation Services, Bureau of Services for Blind Persons and Michigan Statewide Independent Living Council staff as well as the directors of Michigan Association of Rehabilitation Organizations member community rehabilitation organizations. In addition, electronic surveys were developed to collect needs assessment information from Michigan residents with disabilities and family and friends of people with disabilities.

The 2014 Comprehensive Statewide Needs Assessment recommended that vocational rehabilitation agencies need to ensure that all vocational rehabilitation counselors have the knowledge and skills necessary to provide appropriate and effective vocational rehabilitation and independent living services/supports for transition youth and young adults with autism spectrum disorder. Bureau of Services for Blind Persons will continue to provide training for staff to increase their knowledge regarding autism spectrum disorder for transition youth and adults.

Three minority populations were identified by multiple quantitative and/or qualitative data as being underserved by Bureau of Services for Blind Persons in relation to their proportion in the population: Hispanic/Latino residents specifically in the mid– and southwestern section of Michigan; Native Americans in the Upper Peninsula and Northern Michigan; and Asian or Pacific Islanders specifically Arab and Arab Americans and Hmong residents in southeastern part of the state. Agency staff strives to understand diverse cultural backgrounds among persons with disabilities. This enables staff to be more effective in assisting these individuals in obtaining their employment and independent living goals. In comparison to the 2011 American Community Survey [1] report (20.3 percent of Michigan residents with disabilities as being African American), African Americans are not considered underserved in Bureau of Services for Blind Persons (27 percent); however, it indicated that African Americans demonstrated lower eligibility rate for services and vocational rehabilitation outcomes than other minority groups. Bureau of Services for Blind Persons is aware of the need to increase services and has established a goal to continue outreach activities for the three minority populations.

Many key informants suggested Michigan Rehabilitation Services, Bureau of Services for Blind Persons, and Centers for Independent Living could do a better job of community outreach or marketing; in other words, the community visibility of all three agencies was felt to be lacking statewide. Lack of knowledge on how to access services and where to seek assistance was reported as problematic across the state. The Bureau continues to collaborate with its community partners to improve awareness of the various services that the agency provides to persons who are blind and visually impaired in order to increase vocational outcomes. Michigan adult residents with mental illness who need mental health services and supported employment services were the one population identified as underserved with low outcomes.

Bureau of Services for Blind Persons customers are individuals with blindness or visual impairments, approximately one percent of them reported having mental illness as their secondary condition. The Bureau of Services for Blind Persons staff (38 percent) indicated that ‘Affordable Mental Health Services’ in their service areas were unavailable and/or insufficient to meet the needs of people with mental illness in their communities. The Comprehensive Statewide Needs Assessment recommended that in order to increase the availability of supported employment services for this population. Bureau of Services for Blind Persons will continue to work with the local Community Mental Health’s to increase and/or develop alternative supported employment service options at the local level via agreements with Community Rehabilitation Organizations.

The assessment mentions the statewide Workforce Investment System as it relates to Workforce Investment Act legislation and the Title IV Rehabilitation Act, as amended in 1998. It indicated that Michigan Works! is providing services to a very limited number of people with disabilities in Michigan. The findings may suggest that people with disabilities are not disclosing their disability status to Michigan Works! when they are applying for services and/or that Michigan Works! is underserving Michigan residents with disabilities. The Bureau of Services for Blind Persons continues to review its memorandums of understanding with the workforce investment system (Michigan Works!) to ensure access to programs; such as, computer training, vocational evaluations, and interest inventories, resume writing and virtual interviews. Bureau of Services for Blind Persons co–sponsors employer days and employer fairs with the

Michigan Works! and is present in several Michigan Works! offices on an itinerant basis. The Bureau's familiarization with the Michigan Works! programs enable them to more effectively assist blind and visually impaired consumers who are seeking employment in the competitive labor market.

The overall customer satisfaction rates for Bureau of Services for Blind Persons (93 percent) in 2013 indicate that the majority of customers served by the agency were satisfied or very satisfied with the services they received. The 2017 Comprehensive Statewide Needs Assessment will reflect data for students and/or youth with disabilities. Bureau of Services for Blind Persons will work with Michigan State University to ensure that blind and visually impaired individuals are adequately represented in this survey.

The State's Performance under the Performance Accountability Measures of Section 116 of the WIOA (Blind)

This designated state unit is aware of the performance objectives and will be working to put measures in place so that we can effectively respond to them.

Other Available Information on the Operation and Effectiveness of the Vocational Rehabilitation Program (Blind)

OVERVIEW: The State Rehabilitation Council in Michigan, known as the Michigan Council for Rehabilitation Services serves as the State Rehabilitation Council to both the general designated state unit, Michigan Rehabilitation Services and the designated state unit for the Blind, Bureau of Services for Blind Persons. The designated state agency for Michigan Rehabilitation Services is the Department of Health and Human Services and the designated state agency for Bureau of Services for Blind Persons is the Department of Licensing and Regulatory Affairs. This attachment is focuses on how the Michigan Council for Rehabilitation Services worked to achieve the eight federal mandates with Bureau of Services for Blind Persons during Fiscal Year 2015 and our resulting recommendations to Bureau of Services for Blind Persons for Fiscal Years 2017 – 2020.

1. Review, analyze, and advise the grantor regarding its performance in determining eligibility, order of selection, effectiveness, scope and provision of services, and functions of the grantor that affect or potentially affect the ability of persons with disabilities to achieve rehabilitation goals and objectives. This mandate was achieved through active participation in the following Bureau of Services for Blind Persons activities/work teams along with review and analysis of information received related to their service system: (1) Consultation with the Client Assistance Program (2) Public comment (3) Customer Satisfaction Survey Report for Fiscal Year 2014 (4) Follow–up meeting to Fiscal Year 2014 Comprehensive Statewide Needs Assessment Comprehensive Statewide Needs Assessment Report (5) State Plan (6) Bureau of Services for Blind Persons staff and (7) Bureau of Services for Blind Persons system data.

   Resulting Impact: The council offered input from the customer perspective with regard to each of the above activities.

2. In partnership with the grantor, provide advice in the preparation of statewide goals and priorities. During the State Plan Fiscal Year 2017 – 2020 process meetings, the Council was involved with the review and update of the Bureau of Services for Blind Persons goals and priorities.

Resulting Impact: The goals and priorities were reviewed during the Fiscal Year 2017–2020 State Plan process. The Council will look forward to future opportunities to establish processes with the designated state unit for monitoring progress.

3. In partnership with the grantor, conduct a review and analysis of the effectiveness and consumer satisfaction with vocational rehabilitation services and employment outcomes, including employment benefits. Customer satisfaction information was collected by the Michigan Council for Rehabilitation Services through various activities: (1) Consultation with Client Assistance Program (2) Data review (3) Customer Satisfaction Survey Report and (4) Public comment.

   Resulting Impact: As Bureau of Services for Blind Persons and Michigan Council for Rehabilitation Services continue to develop their partnership, the data sources listed above and reports at business meetings have provided the membership with a general sense of the service system. The Michigan Council for Rehabilitation Services has embraced the opportunity to work with Bureau of Services for Blind Persons staff to facilitate the design and implementation of a Bureau of Services for Blind Persons Customer Satisfaction Survey Project in Fiscal Year 2016.

4. Assist in the preparation of the State Plan, Plan amendments, reports, needs assessments, and evaluation required by the Rehabilitation Act. The Council was involved in State Plan meetings so that the customer voice was present and involved in discussions and decisions. The final draft of the Bureau of Services for Blind Persons State Plan was shared with the membership for review, input and support.

   The membership was afforded the opportunity to learn about the WIOA through a number of in–person trainings and the expected impact on the Bureau of Services for Blind Persons system. The trainings emphasized the significant service changes regarding transition aged youth and supported employment that the designated state units are now required implementing without the addition of financial resources.

   The Council was actively involved in the Comprehensive Statewide Needs Assessment Comprehensive Statewide Needs Assessment meetings which resulted in the Fiscal Year 2014 report. A follow–up meeting was scheduled during this fiscal year which provided the opportunity for work team members to determine what worked well and/or what needed improvement as the planning begins in Fiscal Year 2016.

   Resulting Impact: The Michigan Council for Rehabilitation Services was involved in the Bureau of Services for Blind Persons Fiscal Year 2017–2020 State Plan process, offering customer perspective as relevant. The membership's educational opportunities with the WIOA have provided a knowledge base that will enhance future monitoring efforts by the Council. The Council also looks forward to working with Bureau of Services for Blind Persons as they expand their services to business and employers with regard to new WIOA mandates.

5. Prepare and submit an annual report to the Governor and the Commissioner of Rehabilitation Services Administration on the status of the general vocational rehabilitation program operated within the State. Bureau of Services for Blind Persons data and other program information were provided to the Michigan Council for Rehabilitation Services so that the Fiscal Year 2014 report was completed and submitted to the governmental and federal authorities as required.

6. Coordinate with other state councils, including but not limited to the Statewide Independent Living Council, the Special Education Advisory Council under Individuals with Disabilities Education Improvement Act, the Developmental Disabilities Council, the State Mental Health Planning Council, and the Governor's Workforce Development Board.

   Statewide Independent Living Council: Coordinated activities included (1) members appointed to represent the respective councils (2) Michigan Council for Rehabilitation Services reports for Statewide Independent Living Council business meeting packets, Statewide Independent Living Council reports for Michigan Council for Rehabilitation Services business meeting packets (3) Michigan Council for Rehabilitation Services / Statewide Independent Living Council Member representation at the Statewide Independent Living Council quarterly meetings and Michigan Council for Rehabilitation Services / Statewide Independent Living Council representation at the six Michigan Council for Rehabilitation Services Business Meetings. The other mandated partnerships which include Special Education Advisory Committee; the Michigan Developmental Disabilities Council; the State Mental Health Planning Council; and the Governor's Talent Investment Board have been managed through members who represent these organizations and/or at executive team direction.

   Resulting Impact: The partnerships listed above provided great opportunity for networking with organizations that are working with similar customer populations, while the Michigan Council for Rehabilitation Services role, responsibilities and involvement with Bureau of Services for Blind Persons can provide the vocational rehabilitation perspective. It is expected that these relationships will continue to develop.

7. Facilitate coordination and working relationships between the grantor, the Statewide Independent Living Council and Centers for Independent Living throughout the state. In Michigan, the Statewide Independent Living Council has a long established working partnership with Bureau of Services for Blind Persons. The Michigan Council for Rehabilitation Services members continue their focus on working to enhance the partnership by continually advocating on behalf of the independent living needs of customers of Bureau of Services for Blind Persons.

   Resulting Impact: The Michigan Council for Rehabilitation Services involvement with the Michigan Statewide Independent Living Council has continued at the statewide level.

8. Perform other functions consistent with the purpose of the Rehabilitation Act.

   Highlights of other Michigan Council for Rehabilitation Services Functions:

   Business Meeting Schedule: During Fiscal Year 2015, the Michigan Council for Rehabilitation Services increased their business meetings to bimonthly meetings with a newly designed agenda. The one day meeting agendas included in–person work team meetings prior to the start of the business meetings (11:00 – 3:30 p.m.). The business meeting agendas included operational updates, two times for public comment, work team reports, partner reports, and reports from both designated state units and the staff report. The last two hours of each meeting are dedicated to educational sessions about emerging topics and/or Comprehensive Statewide Needs Assessment populations identified as underserved or unserved.

   Resulting Impact: The six meetings scheduled during Fiscal Year 2015 resulted in great opportunities to uphold the mission and strategic plan of the Michigan Council for

Rehabilitation Services as work teams held in–person meetings, the business of the Council was effectively managed, and the membership was afforded educational opportunities regarding emerging issues, such as the passage of the WIOA. This new system has kept members better informed and focused on the efforts needed to achieve the mandates of the Michigan Council for Rehabilitation Services.

Advisory Work Teams Functions: The advisory executive team held twice monthly meetings as well as two day long strategic planning meetings. The agendas focused on the strategic plan goal and activities, emerging issues and other education relevant to the daily business operations of the Council staff.

Advisory Customer Experience and Regulatory Guidance Teams have been successful in achieving their work plans along with absorbing new work assignments throughout the year. Highlights include: the annual report, review of Bureau of Services for Blind Persons data, creating a dashboard to track the various levels of data within each designated state unit, the State Plan, education of the WIOA, and review of the Customer Satisfaction Survey report.

Resulting Impact: The work teams benefitted from the monthly meeting schedule as held in person or by teleconference. The work of the Michigan Council for Rehabilitation Services is managed within each work team, so that they can then inform the full membership on work efforts taking place, have discussion on relevant topics and/or take action as needed. Work plans were tweaked throughout the year as new assignments emerged so that there was greater impact on the Michigan Council for Rehabilitation Services outcomes. The teams continue to develop a cohesive approach as they work to achieve their responsibilities.

Membership: At the end of this fiscal year (2015), the Michigan Council for Rehabilitation Services had two vacancies: the Governor's Talent Investment Board category and a representative of business, industry and labor. It is expected that these will be managed at the end of the calendar year when the Michigan Council for Rehabilitation Services appointment terms are scheduled to roll over. Statewide Activities (focused on strengthening partnerships): The Michigan Council for Rehabilitation Services continued participation in the following statewide activities:

a. Two celebration events for the 25th anniversary of the Americans with Disabilities Act;

b. The annual re:con convention, a statewide rehabilitation conference held each Fall where the Michigan Council for Rehabilitation Services serves as a primary partner, is on the program committee, facilitates workshops and hosts an exhibit;

c. Michigan Association of Rehabilitation Organizations Spring Leadership Training Conference in Traverse City;

d. Michigan Rehabilitation Association Membership, with the Michigan Council for Rehabilitation Services Executive Director serving on the Michigan Rehabilitation Association board; and

e. Statewide Independent Living Council Business Meetings.

Resulting Impact: The above activities serve to strengthen relationships within the disability and business community. Most importantly, it provides a mechanism for the

Council to cross paths with designated state unit staff and educate them about our role and responsibility as we work with public vocational rehabilitation. As networking takes place across the state (within the public and private sector), we have seen increased awareness of the Council's role with citizens with disabilities and partners. National Activities: Michigan Council for Rehabilitation Services staff members are members of the National Rehabilitation Association.

The Michigan Council for Rehabilitation Services is a founding member of the National Coalition of State Rehabilitation Councils. Participation included teleconferences for national State Rehabilitation Councils meetings and monthly State Rehabilitation Councils Board of Directors meetings. The executive director served as the President of the State Rehabilitation Councils, while the assistant director provided expertise and technical support through management of the website, listserves and conference registration as supported by the Michigan Council for Rehabilitation Services.

The chair and vice chair attended the April 2015 State Rehabilitation Councils, Council of State Administrators of Vocational Rehabilitation and National Council of State Agencies for the Blind Conferences held in Bethesda, MD. This included partnering with Bureau of Services for Blind Persons staff to conduct Hill Visits to educate some of the Michigan delegation on the value of the public vocational rehabilitation service system in Michigan and the positive impact it has on the Michigan economy.

Resulting Impact: The involvement of the Michigan Council for Rehabilitation Services in the various national activities continued to enhance the reputation of this State Rehabilitation Council as being one of the best models across our country. The knowledge gained through this involvement serves to strengthen the work activities of our Council.

MISCELLANEOUS INFORMATION – DAILY BUSINESS OPERATIONS: FISCAL AND OPERATIONAL MANAGEMENT:

Fiscal Agent: In an effort to uphold the intent of the Rehabilitation Act, to assure the autonomy and independence of the State Rehabilitation Council operations and staff, Bureau of Services for Blind Persons has contracted with Michigan Association of Rehabilitation Organizations since 2012. The Council agrees that this contact provides the mechanism needed for a fiscal agent to serve as the employer of record for Michigan Council for Rehabilitation Services staff, along with accounting services for payroll and operational expenses. This contract has continued due to the outstanding accounting talents of the Michigan Association of Rehabilitation Organizations staff person that has resulted in ten clean financial reviews and services that were provided in a professional, flexible manner. The Michigan Council for Rehabilitation Services expects that this contract will continue to be supported by Bureau of Services for Blind Persons, assuring the stability of the Council's future.

Michigan Council for Rehabilitation Services Budget: The Michigan Council for Rehabilitation Services Resource Plan and Budget for Fiscal Year 2015 was approved by the membership and then negotiated with the designated state unit to ensure financial solvency for the Michigan Council for Rehabilitation Services beginning October 1, 2014. The grant between Michigan Association of Rehabilitation Organizations and Michigan Rehabilitation Services was signed by the Department of Human Services for the entire fiscal year; the grant between Michigan Association of Rehabilitation Organizations and Bureau of Services for Blind Persons was also signed by the Department of Licensing and Regulatory Affairs for the entire fiscal year. The Fiscal Year 2016 Resource Plan and Budget was created by the Executive Team and approved by the membership for submission to the designated state units/designated state agency. Michigan Council for Rehabilitation Services Staff: The staff of the Council includes the

executive director and the assistant director. The staff role is to assure the membership's achievement of the state rehabilitation council federal mandates along with other activities related to vocational rehabilitation and employment as determined by the Council. Resulting Impact: The Michigan Council for Rehabilitation Services staff efforts have assured the success of the Council as they achieved the federal mandates related to Bureau of Services for Blind Persons.

In Closing: The Michigan Council for Rehabilitation Services maintains a focus of the 'customer's best interest' throughout all levels of their work. We look forward to our continued work on behalf of people with disabilities, in partnership with Bureau of Services for Blind Persons as they strive to implement new requirements in the WIOA.

(m) Order of Selection. Describe:

(1) Whether the designated state unit will implement an order of selection. If so, describe:

(A) The order to be followed in selecting eligible individuals to be provided vocational rehabilitation services.

(B) The justification for the order.

(C) The service outcomes and goals.

(D) The time within which these goals may be achieved for individuals in each priority category within the order; and

(E) How individuals with the most significant disabilities are selected for services before all other individuals with disabilities.

(2) If the designated state unit has elected to serve individuals, regardless of any established order of selection, who require specific services or equipment to maintain employment.

Order of Selection – The Order to be followed in Selecting Eligible Individuals to be Provided Vocational Rehabilitation Services (General)
Individuals are assigned to the highest priority category for which they are eligible at the time eligibility is decided. The Michigan Rehabilitation Services priority categories are as follows:

- Category 1 -- Most Significantly Disabled:

  A) Individuals with a severe physical or mental impairment that seriously limits three or more of the seven functional capacities in terms of an employment outcome; and

  B) Whose vocational rehabilitation can be expected to require three or more vocational rehabilitation services over at least six months.

- Category 2 -- Significantly Disabled):

  A) Individuals with a severe physical or mental impairment that seriously limits two of the seven functional capacities in terms of an employment outcome; and

  B) Whose vocational rehabilitation can be expected to require three or more

vocational rehabilitation services over at least six-months.

An eligible Social Security Disability Insurance or Supplemental Security Income recipient is automatically considered to be, at least, an individual with a significant disability. A Social Security Disability Income or Supplemental Security Income recipient could be considered most significantly disabled, if Michigan Rehabilitation Services receives medical documentation that indicates the individual is eligible for Category 1.

- Category 3 -- Not Significantly Disabled:

  A) An individual with a physical or mental impairment that seriously limits one of the seven functional capacities in terms of an employment outcome; and

  B) Whose vocational rehabilitation does not require multiple services over six months. The codes to be used for priority categories are as follows:

     1. Most Significantly Disabled

     2. Significantly Disabled

     3. Not Significantly Disabled

  Written notification will be provided to all individuals who are placed on the waiting list for vocational rehabilitation services. The notification will include information about available resources and services the individual may contact for assistance with locating employment, including information about the nearest Michigan Works! office established per the Workforce Investment Act of 1998.

Justification for the Order (General)

Michigan Rehabilitation Services established and order of selection in August 2012, in anticipation of projected funding and staffing reductions. Michigan Rehabilitation Services experienced a reduction in our work force, increased program costs as well as the loss of a major interagency cash transfer agreement. Michigan Rehabilitation Services has a significant reliance on local match through interagency case transfer agreements, third party cooperative agreements and private contributions. The loss of the major cash transfer agreement along with other budget and staffing impacts required Michigan Rehabilitation Services to prepare for closing categories and restricting services. This action was headed off with a one-time infusion of State funds by the designated state agency. The increased funding allowed Michigan Rehabilitation Services to match funds federally and delay the closing of priority categories.

In Fiscal Year 2017, Michigan Rehabilitation Services anticipates increased funding and the ability to fill all staff vacancies. Michigan Rehabilitation Services must continue to seek interagency cash transfer agreements, third party arrangements and private contributions as appropriate to secure the full federal award. Michigan Rehabilitation Services will continue to utilize and monitor the Accessible Web-based Activity Reporting Environment Referral Module for any concerns about tracking individuals in the Referral Module ensuring they move to application status within 30 days. Additionally, Michigan Rehabilitation Services continues to monitor the other red flag indicators.

Service and outcome Goals (General)

Priority Category	Number of Individuals to be served	Estimated number of individuals who will exit with employment after receiving services	Estimated number of individuals who will exit without employment after receiving services	Time within which goals are to be achieved Fiscal Year (FY)	Cost of service s
1 MSD*	13,413	4,011	8,053	18.7 mos.	$23,814,000
2 SD	6,000	2,295	3,083	17.2 mos.	$7,9378,000
3 NSD	2,000	544	317	9.4 mos.	$2,646,000
Total	26,000	6,850	11,453	15.7 mos.	$34,398,000

*MSD = Most Significantly Disabled

How Individuals with the Most Significant Disabilities are selected for Services Before all Other Individuals with Disabilities

The Order of Selection was established to ensure that individuals with the most significant disabilities are selected first for the provision of vocational rehabilitation services. Those with significant disabilities are selected second and not significantly disabled is the third priority.

The determination to establish the Order of Selection is based on a reduction in projected funding for the fiscal year. The Order of Selection is statewide and does not select one disabling condition over another disabling condition. The order is not based on age, sex, marital status, religion, race, color, national origin, political affiliation, or vocational goal of the individual with a disability. Factors that relate to the significance of the disability are the only factors used in the order.

The following factors are indicators that would signal the need to consider closing priority categories:

- A reduction in available case service funds that exceeds five percent.
- An increase in counselor caseload average size that exceeds 115 cases.
- The inability of Michigan Rehabilitation Services to fill position vacancies that extends beyond 60 days.
- An increased in the days that it takes customers to move from referral to orientation that exceeds 30 days.
- An increase in the number of days it takes customers to move from application to eligibility that exceeds 45 days.
- An increase in the number of days that it takes eligible customers to move from eligibility to plan that exceeds 90 days.
- A significant increase in the average amount of eligible customers served by Michigan Rehabilitation Services exceeding 30,000 eligible customers.

- An increase in customer complaints that focus on the inability to access vocational rehabilitation services.

If the Designated State Unit has elected to serve Eligible Individuals Regardless of any Established Order of Selection (General)
As of the writing of this State Plan, Michigan Rehabilitation Services Order of Selection for Services policy has not been updated in regard to serving eligible individuals who require specific services or equipment to maintain employment. This section will be amended as changes are made to the Michigan Rehabilitation Services policy on Order of Selection.

Bureau of Services for Blind Persons

Order of Selection – The Order to be followed in Selecting Eligible Individuals to be Provided Vocational Rehabilitation Services (Blind)
This designated state unit does not plan to implement an order of selection.

Justification for the Order (General)
N/A – This designated state unit does not plan to implement an order of selection.

Service and outcome Goals (General)
N/A – This designated state unit does not plan to implement an order of selection.

How Individuals with the Most Significant Disabilities are selected for Services Before all Other Individuals with Disabilities
This designated state unit is currently not utilizing Order of Selection and individuals with significant disabilities are being served without reservation.

If the Designated State Unit has elected to serve Eligible Individuals Regardless of any Established Order of Selection (General)
This designated state unit does not have an established order of Selection and services are provided to eligible individuals according to the vocational direction and skills and abilities of the consumer being served. Services provided are designed to obtain, maintain and advance in competitive integrated employment.

(n) Goals and Plans for Distribution of Title VI Funds.

(1) Specify the state's goals and priorities for funds received under Section 603 of the Rehabilitation Act for the provision of supported employment services.

(2) Describe the activities to be conducted with funds reserved pursuant to Section 603(d), for youth with the most significant disabilities including:

(A) The provision of extended services for a period not to exceed 4 years' and

(B) How the state will leverage other public and private funds to increase resources for extended services and expanded supported employment opportunities for youth with the most significant disabilities.

Michigan Rehabilitation Services

Goals and Plans for Distribution of Title VI funds – State's Goals and Priority for Funds Received under Section 603 for Supported Employment Services (General)

Michigan Rehabilitation Services will continue to offer supported employment services to individuals with the most significant disabilities throughout the state. Agreements with schools and community mental health service providers form the basis of most Michigan Rehabilitation Services supported employment services.

The entire Title VI-B award for Fiscal Year 2015 has been distributed to district offices in the form of case service funds. The funds will be used primarily to purchase job coaching and transitional employment related services from private, non-profit community rehabilitation programs and psychosocial programs.

The size of Title VI-B awards to individual Michigan Rehabilitation Services district offices is based on the percentage of work aged individuals with disabilities in each community. The Michigan Rehabilitation Services goal is to achieve equity in resource and program availability throughout the State based on this work aged disability population. This is complicated by the lack of sufficient partner resources or commitment for long-term supports. Michigan Rehabilitation Services is collaborating with partners, especially the Michigan Department of Community Health/Behavioral Health and Developmental Disabilities Administration in resource sharing and development, and program improvements to assure equitable access across the state to supported employment options. The size of a local supported employment program is largely dependent upon consumer demand for the service, as well as the community's ability to fund the long-term supports necessary to maintain consumers in supported employment. As budgets are reduced at state and local levels, creative resource sharing options are being explored.

The agreement with Michigan Department of Community Health/Behavioral Health and Developmental Disabilities Administration includes measurable goals and objectives for increased supported employment services and outcomes as follows:

- Goal - Support and promote competitive and integrated employment of people with disabilities jointly served by both organizations by developing an annual implementation plan that specifies activities, deliverables and long-term issues to be addressed.

  Objectives

  1. Improve competitive integrated employment outcomes for joint customers.
  2. Increase effectiveness of interagency cash transfer agreements.
  3. Support and promote local teams to identify referrals for services.
  4. Support and promote local teams to identify referrals to Behavioral Health and Developmental Disabilities Administration services.
  5. Improve interagency collaboration at the state and local level by increasing understanding of the mission and scope of the parties to this agreement, strengthening local agreements, and maximizing resources.
  6. Provide guidance regarding data sharing and program evaluation at the local level.
  7. Promote and disseminate innovative and emerging practices.
  8. Identify long-term issues to be addressed.

Michigan Rehabilitation Services will be adjusting the service delivery system to allocate 50 percent of the federal supported employment allotment on supported employment services for eligible youth with the most significant disabilities. Michigan Rehabilitation Services will also provide non-Federal expenditures in an amount that is not less than ten percent of the total expenditures made with the reserved funds for the provision of supported employment services to youth with the most significant disabilities, including extended services.

The state unit goals and priorities regarding the distribution of Title VI Part B funds are:

- Equity in the distribution of the funds;
- Technical assistance to districts about the appropriate use of the funds; and
- Monitoring to ensure that the funds are being correctly utilized.

Describe Activities to be conducted with Funds Reserved Pursuant to Section 603(d) for Youth with the Most Significant "Disabilities (General)
Michigan Rehabilitation Services will be changing policy to allow for the provision of extended services to youth with the most significant disabilities up to four years as well as increasing extended services from 18 to 24 months as stated in the WIOA. Customized employment will be added to policy as a vocational rehabilitation service option.

How the State will Leverage Other Public and Private Funds to Increase Resources for Extended Services (General)
Michigan Rehabilitation Services is working to leverage other public and private funds by working strategically with Michigan businesses to expand the array of services to businesses through innovative approaches. Proposed strategies include deployment of staff who will be assigned to specific businesses to provide customized services. As services expand, Michigan businesses have expressed interest in providing funding towards supporting these positions. In addition, these positions will work to expand equipment to maintain employment. This section will be amended as changes are made to the Michigan Rehabilitation Services policy on order of selection for services.

<u>Bureau of Services for Blind Persons</u>

Goals and Plans for Distribution of Title VI funds – State's Goals and Priority for Funds Received under Section 603 for Supported Employment Services (Blind)
The Bureau of Services for Blind Persons serves the more severely disabled individuals who are blind and visually impaired, as well as individuals who are deaf/blind through the supported employment program. The agency continues to develop working relationships with its community partners and intermediate school districts to obtain appropriate referrals for vocational exploration and rehabilitation services to promote integrated competitive employment opportunities for individuals appropriate for supported employment. The Bureau of Services for Blind Persons and the Department of Health and Human Services will be pursuing an agreement expand opportunities to increase involvement with local community mental health agencies. This agreement will contain provisions for natural supports and long term follow along services, incorporating the WIOA legislation. The goal will be to evaluate current numbers of referrals received by The Bureau of Services for Blind Persons and increase that amount by five percent annually, resulting in an increase in the number of individuals served which could result in more employment outcomes.

During the four year period that this State Plan covers, The Bureau of Services for Blind Persons will monitor how many individuals can be served by utilizing the supported employment grant, taking into consideration the WIOA requirements to expend 50 percent of the total grant on transition youth. The Bureau is also exploring possible customized employment and work-based learning opportunities. The Bureau of Services for Blind Persons will partner with Community Rehabilitation Organizations to generate referrals for individuals who can benefit from competitive integrated employment in their communities.

The Bureau of Services for Blind Persons will be adjusting the service delivery system to allocate 50 percent of the federal supported employment allotment on supported employment services for eligible youth with the most significant disabilities. The Bureau of Services for Blind Persons will also provide non–Federal expenditures in an amount that is not less than ten percent of the total expenditures made with the reserved funds for the provision of supported employment services to youth with the most significant disabilities, including extended services.

Policy will be changed to allow for the provision of extended services to youth with the most significant disabilities up to four years as well as increasing extended services from 18 to 24 months as stated in the WIOA. Customized employment has been added to policy as a vocational rehabilitation service option.

Describe Activities to be conducted with Funds Reserved Pursuant to Section 603(d) for Youth with the Most Significant "Disabilities (Blind)

The Bureau of Services for Blind Persons is partnering with Medicaid programs, follow-along services, mental health and other appropriate services. We are working to generate memorandums of understanding that would provide continued support in transitioning past four years.

How the State will Leverage Other Public and Private Funds to Increase Resources for Extended Services (General)

The Bureau of Services for Blind Persons consumers who are eligible for Medicaid funding through local community mental health agencies utilize those funds to provide services that may include job readiness skills training and follow along supports. When appropriate, the Bureau of Services for Blind Persons refers consumers to community mental health to allow them to access additional services. The Bureau is a key partner in the Office of Disability Employment Policy grant designed to provide students with the most significant impairments additional access to employment opportunities.

(o) State Strategies. Describe the required strategies and how the agency will use these strategies to achieve its goals and barriers to accessing the vocational rehabilitation and the Supported Employment programs. (See sections 101(a)(15)(D) and 18(B) of the Rehabilitation Act and section 427 of the General Education Provisions Act (GEPA)):

(1) The methods to be used to expand and improve services to individuals with disabilities.

(2) How a broad range of assistive technology services and devices will be provided to individuals with disabilities at each at each stage of the rehabilitation process and on a statewide basis.

(3) The outreach procedures that will be used to identify and serve individuals with disabilities who are minorities, including those with the most significant disabilities, as well as those who have been unserved or underserved by the vocational rehabilitation program.

(4) The methods to be used to improve and expand vocational rehabilitation services for students with disabilities, including the coordination of services designed to facilitate the transition of such students from school to post-secondary life (including the receipt of vocational rehabilitation services, post-secondary education, employment, and pre-employment transition services).

(5) If applicable, plans for establishing, developing, or improving community rehabilitation programs within the State.

(6) Strategies to improve the performance of the State with respect to performance accountability measures under Section 116 of the WIOA.

(7) Strategies for assisting other components of the statewide workforce development system in assisting individuals with disabilities.

(8) How the agency's strategies will be used to:

(A) Achieve goals and priorities by the State, consistent with the comprehensive needs assessment;

(B) Support innovation and expansion activities; and

(C) Overcome identified barriers relating to equitable access to and participation of individuals with disabilities in the State vocational rehabilitation Services Program and the State Supported Employment Services Program.

Michigan Rehabilitation Services

State Strategies

Methods to be used to Expand and Improve Services to Individuals with Disabilities (General)
Many of the Strategies identified below are duplicated in more than one goal, as they represent values shared across all four goals.

- Goal 1 – Strong Fortified Partnerships.

  Strategy 1: Michigan Rehabilitation Services is continuing to expand services/programs in partnerships with Community Rehabilitation Organizations and Centers for Independent Living which will provide a more comprehensive and supportive service system to mutual customers.

  Measure: Expansion of service with our partners which will result in more individuals with disabilities placed into employment with customized supports from the partnerships to obtain and maintain successful employment.

  Strategy 2: Michigan Rehabilitation Services is continuing to take a leadership role through collaboration and implementation of partnership agreements at the federal, state and local levels to promote the highest level of self-sufficiency of individuals with disabilities across the state.

  Measure: Achievement of goals related to the "Better off Working" implementation plan.

Strategy 3: Michigan Rehabilitation Services will continue to focus on the development of strategic alliances to promote and expand the vocational rehabilitation services delivery system throughout Michigan, as appropriate.

Measure: Implement two of three program areas sponsored by the strategic planning council. The fourth program is being facilitated and lead by State of Michigan's Health and Human Services and we are participating as one of the 18 members of the council.

Strategy 4: Through meaningful dialogue with partners, describe detailed core values, principles and priorities in order to craft a productive working alliance. Continue to utilize resources efficiently, maximizing service delivery to Michigan Rehabilitation Services customers. Continue to work closely with all essential partners such as the Centers for Independent Living and Community Rehabilitation Organizations.

Measure: Strength of working alliances between Michigan Rehabilitation Services and partners as it relates to service delivery and customer outcomes.

Strategy 5: Michigan Rehabilitation Services, Business Service Initiative is being integrated at many levels both internal to the State of Michigan and externally with Michigan businesses across the state. Using the Governor's Business-to-Business Summit as a foundation, major Michigan businesses were initially brought together in order to strive to understand and address the current workforce demands, hiring practices and advancement strategies of business for persons with disabilities. Out of the summits that were held over a three to four year period, Michigan Rehabilitation Services in partnership with the Governor's office has jointly created a blueprint for government and business to work together to develop business solutions, identify best practices, and outline steps that can be put in place to increase employment and retention of individuals with disabilities. Additionally, Lt. Governor Brian Calley and Justice Bernstein are continuing to travel across the state on the "Hidden Talent Tour" to talk with businesses about the "hidden workforce." Michigan Rehabilitation Services is continuing to play a predominant role in reaching out to businesses across the state to provide business solutions.

Michigan Rehabilitation Services in conjunction with the Governor's Executive Directive will continue to play a primary role in advancing the hiring of individuals with disabilities within the state as well. All State of Michigan employees will participate in training to increase cultural competencies in working with individuals with disabilities. Additionally, Michigan Rehabilitation Services will work with each department within the state through a needs assessment process to identify job opportunities, needed training, and supports to meet the work force demands within the state. As part of this initiative, Michigan Rehabilitation Services will work with each department to implement a coordinated hiring process within the state consistent with civil services rules and practices.

Measure: Increase/track employment outcomes, services to businesses and meeting the needs of external business customers across the state, as well as State of Michigan departments.

Strategy 6: Michigan Rehabilitation Services has entered into an interagency cash transfer agreement with Detroit Wayne Mental Health Authority. The pilot program proposes to transition 30 persons enrolled with Community Living Center who perform some level of sheltered work into competitive integrate work. The resulting interagency cash transfer agreement funds shall be used to purchase, provide, or coordinate

allowable vocational rehabilitation services to persons with intellectual/developmental disabilities seeking competitive integrated employment. Examples of likely vocational rehabilitation services may include, but are not limited to the following:

- Assessment for determining vocational rehabilitation needs
- Benefits planning
- Customized employment
- Job-related services, including job search and placement assistance
- Supported employment services
- Transportation necessary to achieve an employment outcome
- Vocational and other training services, including job coaching
- Vocational rehabilitation counseling and guidance

An individualized plan for employment will define the nature and scope of vocational rehabilitation services.

Measure: All participants will reduce time spent in sheltered work at an overall average of 80 percent. One hundred percent of the employment occurring outside the workshop will occur in integrated work settings. Participants are directly hired by a business and earn the prevailing wage for a given job. Participants generally work the same schedule and hours as co-workers in similar positions. All participants will increase time spent "on-the-job" in the community.

Strategy 7: LEAN – Michigan Rehabilitation Services has been selected to work on a team sponsored by the Michigan Department of Health and Human Services, Licensing and Regulatory Affairs, and Office of Services to the Aging to create a process for improved coordination across State agencies to streamline access to information and services related to long-term care in Michigan. The project focus is on the initial entry point from those who need long-term care. The team is working to create a process that encourages a coordinated system where individuals only have to share "their story" once and are then connected to a broader system of services.

Measure: Improved customer experience, process for coordinating across different agencies, recommendations for streamlined eligibility, continued data sharing efforts that will aid expectations.

Strategy 8: Governor Snyder has provided seed money to the Department of Health and Human Services to fund a Michigan Career and Technical Institute Community Expansion program. This project builds on a successful community expansion program that the Michigan Career and Technical Institute piloted in partnership with Michigan Works!, Association, Department of Health and Human Services, and Michigan Rehabilitation Services. The program utilized Michigan Career and Technical Institute's expertise in working with individuals with disabilities, to launch a community-based Certified Nursing Assistant training program targeting Temporary Assistance for Needy Families recipients in Benton Harbor. The tuition is being paid by the Department of Health and Human Services. Most of the customers were determined eligible for

services. The Benton Harbor site has since trained two additional cohorts. The program has also been replicated in Detroit (second cohort).

Measure: The Michigan Career and Technical Institute will provide community-based Certified Nursing Assistant training in selected “Prosperity Regions” to 250 Department of Health and Human Services/Michigan Rehabilitation Services Customers in Fiscal Year 2015-2016. Of the 250:

- 225 will graduate from the program
- 180 will obtain Certified Nursing Assistant licensing
- 144 will maintain employment for 90 days.

Strategy 9: Michigan Rehabilitation Services desires to align their efforts to support individuals with disabilities toward an employment first approach. Employment first will facilitate the full inclusion of people with the most significant disabilities in the workplace and community. Michigan Rehabilitation Services is participating in an Office of Disability Employment Policy grant with: Michigan Developmental Disabilities Council (lead agency), Department of Community Health, Department of Education, Community Rehabilitation Organizations, Michigan Protection and Advocacy Service, and Bureau of Services for Blind Persons. The purpose of the grant is full inclusion of individuals with disabilities through provider education and transformation. Michigan Rehabilitation Services is also participating in Community Living Service to facilitate increased competitive integrated employment options for people with the most significant disabilities

Measure: (a) All participants will reduce time spent in sheltered work at an overall average of 80 percent (b) One hundred percent of the employment occurring outside of the workshop will occur in integrated work settings (c) All participants will increase time spent “on-the-job” in the community.

Strategy 10: Pathways to Potential – The Pathways to Potential program places the Department of Health and Human Services caseworkers in schools to help families overcome barriers to academic success for students with a mental illness, substance use disorder or developmental disability. The Department of Health and Human Services funds will be utilized as match to draw down federal funds to provide services to transition aged students in the high schools as well as to family members with disabilities interested in employment. Services may include, but are not limited to: diagnostic services, vocational assessment, on-the-job evaluation, work experience, work adjustment training, post-secondary vocational training, on-the-job training, internships, assistive technology, job placement support, and job coaching.

Measure: (1) Provide individualized vocational rehabilitation services to transition aged students and/or family members with disabilities. (2) Successful vocational rehabilitation outcomes.

Strategy 11: Pathways to Potential/Department of Natural Resources – Michigan Rehabilitation Services has 27 work-based learning sites where students with disabilities work for pay in the summer to gain work experience in collaboration with the Michigan Department of Natural Resources.

Measure: (1) Provide individualized vocational rehabilitation services to transition aged students and/or family members with disabilities. (2) Successful vocational rehabilitation outcomes.

Strategy 12: Project SEARCH -- Michigan Rehabilitation Services has been selected by the Governor's Commission on Mental Health and Wellness to lead expansion activities related to Project SEARCH sites throughout Michigan. This will be done in collaboration with Michigan Rehabilitation Services, the Bureau of Services for Blind Persons, Department of Education, Department of Community Health, Community Rehabilitation Organizations, and Centers for Independent Living, and host businesses. Currently Michigan Rehabilitation Services has 11 Project SEARCH work-based learning sites. Goal is to teach people various work habits, behaviors and skills.

Measure: Increased opportunities for youth in employment post-graduation. Increase number of Project SEARCH sites in Michigan. Expand services in existing Project SEARCH sites.

Strategy 13: Michigan Rehabilitation Services has an existing interagency agreement with the U.S. Department of Veteran Affairs. Michigan Rehabilitation Services has been collaborating with Michigan Veterans Affairs Agency and other statewide veteran support agencies. The Michigan Veterans Affairs Agency implemented veteran community action teams, which is a community specific collaboration with local support. Veteran community action teams are comprised of multiple organizations to assist veterans from a holistic perspective: quality of life, education, healthcare and employment. Through this relationship with veteran Community action teams, Michigan Rehabilitation Services provides vocational rehabilitation services to veterans with disabilities.

Measure: Increased collaboration and participation with veterans' agencies and veterans' services toward better use of comparable benefits and customer outcomes.

Strategy 14: Michigan Rehabilitation Services has developed a WIOA strategic team to implement regulatory changes and resulting policy and procedure. Additionally Michigan Rehabilitation Services is included as a core workforce development program and is working closely with the other core programs: Adult, Youth and Dislocated Worker; Adult Education; and Wagner-Peyser.

Measure: Updated memorandum of understanding and continued integration of core programs.

- Goal 2 – Motivated Enthusiastic Staff.

  Strategy 1: Set consistent expectations for staff performance in various aspects of work.

  Measure: Staff meets performance goals in production, fiscal stewardship, participating in constructive culture, understanding of the application of policy, motivational interviewing, and placement as described in annual performance reviews with overall proficiency in providing quality customer service to individuals with disabilities, internal and external partners, and employers.

  Strategy 2: Regularly evaluate alliances for return on investment – make adjustments when and if appropriate.

Measure: Time spent on internal and external partnerships that are appropriate to the mission of Michigan Rehabilitation Services.

Strategy 3: Train staff in negotiations, motivational interviewing, and mutual gains. Continued implementation and support for business services training with continued support for job placement training. Support use of those skills, through mentoring, and skill building using cross-functional district and division groups. Training in and use of motivational interviewing is now included in staff performance reviews.

Measure: All staff trained in motivational interviewing and have acquired proficiency in use of motivational interviewing.

Strategy 4: Staff Mentoring. Michigan Rehabilitation Services has completed mentor training and is implementing mentoring in 2015.

Measure: Michigan Rehabilitation Services will implement mentoring.

- Goal 3 – Excellent Customer Service.

  Strategy 1: Improve customer satisfaction by analyzing the data from customer satisfaction surveys and target areas for intervention. Local district office strategies using motivational interviewing and other individualized local strategies have been identified and implemented.

  Measure: Michigan Rehabilitation Services will evaluate percentage of customers indicating overall success as well as number of customer appeals and hearings.

  Strategy 2: Increase the Adjusted Rehabilitation Rate

  Measure: Evaluation will be consistent with the WIOA Regulations.

  Strategy 3: Increase the percentage of employment outcomes for priority customer groups, including minority populations, transition youth/young adults, autism spectrum disorder, veterans, Social Security Administration recipients, developmental and intellectual disabilities, deaf and hard of hearing.

  Measure: More individuals from these target groups are successfully employed.

  New Strategy 4: Michigan Rehabilitation Services Business Service initiative has dedicated a state-wide business services unit of 11 consultants and 14 lead district business resource specialists (staff) to provide business solutions to Michigan businesses statewide. All Michigan Rehabilitation Services vocational rehabilitation counselors and managers will continue to provide and expand business solutions to Michigan businesses. Michigan Rehabilitation Services is coordinating business outreach in partnership with community rehabilitation organizations, Michigan Works! and community mental health agencies by way of the established Governor's Prosperity Regions.

  Measure: Michigan Rehabilitation Services will continue to expand business solutions to Michigan businesses and promote the dual-customer concept. Michigan Rehabilitation Services will implement a proprietary customer relationship management software system tracking agency services provided to support businesses who are intentional with recruitment, hiring, and retaining individuals with disabilities.

- Goal 4 – High Producing Vocational Rehabilitation, Nationally. – Outcomes

  Strategy 1: Actively seek resources to capture full federal award and state and local matching funds.

  Measure: Full federal award is allotted.

  Strategy 2: Continue to effectively manage and actively seek resources.

  Measure: Resources managed to optimize budget and staff.

  Strategy 3: Develop/improve an accountability process to improve bureau compliance with federal and state laws, regulations and policy.

  Measure: Conduct case reviews and evaluate the degree to which new Accessible Web-based Activity Reporting Environment case review report demonstrates improved compliance.

  Strategy 4: Develop/improve systemic practices and process which promote quality services and outcomes.

  Measure: Improve bureau performance management through consistent casework review and evaluation of systemic components staff proficiencies.

Priorities and Updates

Michigan Rehabilitation Services focused on the following additional priorities necessitated by emerging circumstances.

- Priority 1: Actively seek resources to capture full federal award and state and local matching funds.

  Measure: Full federal award is allotted because of receipt of state funding and matching funds from local agreements.

- Priority 2: Continue to effectively manage budget and staffing.

  Measure: Resources managed to optimize budget and staff.

- Priority 3: Promote and maintain a culture of quality innovative programs that stimulate continuous program improvements.

  Measure: At least two major quality projects will be undertaken utilizing appropriate methodology and evaluation tools resulting in improved efficiency and/or effectiveness as defined by the goals of the projects.

- Priority 4: Michigan Rehabilitation Services will continue to demonstrate program effectiveness and substantial compliance in the provision of its State Plan; standards/performance indicators; and the strategic plan.

Measure: Meeting performance accountability measures, once published, as identified in the WIOA.

- Priority 5: Michigan Rehabilitation Services will continue to work in alignment with state of Michigan on the concept of employment first.

  Measure: More individuals working in competitive integrated employment.

- Priority 6: Implementation of the WIOA. (a) transition (b) supported employment (c) business services (d) collaboration with the Workforce Development Agency in service to customers.

  Measure: Incremental changes in policies and practices. Michigan Rehabilitation Services is tracking the amount of joint programming that is occurring.

Identification of how a broad range of assistive technology services and assistive technology devices will be provided to individuals with disabilities at each stage of the rehabilitation process and on a statewide basis. (General)
Technical Assistance and Continuing Education provided Michigan Rehabilitation Services with a TECH POINTS course developed by Pathfinder Associates. Michigan Rehabilitation Services has reviewed the course, which looks at assistive technology over the course of the vocational rehabilitation process.

Michigan Rehabilitation Services' assistive technology consultant is developing an assistive technology consideration framework to be adopted as a standardized approach for use throughout the vocational rehabilitation process. This undertaking is in partnership with Michigan Integrated Technology Supports and Michigan Disability Rights Coalition, Michigan's Assistive Technology Act's program. Key framework components for Michigan Rehabilitation Services will include:

- Consideration Model: Adopt a valid model for assistive technology consideration.

- Electronic Consideration Tool: Develop and implement an electronic assistive technology consideration tool for use by vocational rehabilitation counselors and aligned with aforementioned model. Expected completion date is Fiscal Year 2016.

- Training: Deliver training to promote and teach the Assistive Technology Consideration Framework to Michigan Rehabilitation Services staff. Training is expected to begin Fiscal Year 2016.

Michigan Rehabilitation Services' assistive technology consultant sits on the Assistive Technology Advisory Council for Michigan's Assistive Technology Act's program.

Michigan Rehabilitation Services' business network unit provides technical guidance, training and evaluations to Michigan Rehabilitation Services customers, field staff and employers on assistive technology and accommodations. The business network unit continues to explore how technology can be used most effectively to enhance employee skills. Business network unit staff models technology options for all customers and stakeholders (i.e., Dragon Naturally Speaking, Tablets, etc.).

Identification of Outreach Procedures Used to Identify and Serve Individuals With Disabilities who are Minorities, Including Those with the Most Significant Disabilities; as

well as Those who have been Unserved or Underserved by the Vocational Rehabilitation Program. (General)

Following are results from the 2014 Comprehensive Statewide Needs Assessment regarding underserved populations and Michigan Rehabilitation Services strategies to address them:

- Michigan residents with mental illness
- Meetings with the Department of Community Health to develop a statewide memorandum of understanding
    - Interagency cash transfer agreements with community mental health resulting in supported employment and other specialized models to achieve employment
    - Implementation of motivational interviewing
- Autism spectrum disorders
    - Specialized training for Michigan Rehabilitation Services counselors and Managers
    - Participation on the Michigan Autism Council - Adult Services Work Group resulting in findings and recommendations

Identification of Methods to be used to Improve and Expand Vocational Rehabilitation Services for Students with Disabilities, Including the Coordination of Services Designed to Facilitate the Transition of Such Students from School to Post-Secondary Life (General)

- Transition Youth
    - State memorandum of understanding with Michigan Department of Education, and Michigan Rehabilitation Services and local interagency cash transfer agreements
    - Work-based learning programs during the school year and in the summer
    - Adjudicated youth specific program and funding
    - Pathways to Potential expansion and implementation
    - Project SEARCH training and supports and dedicated funding to expand
    - Strong partnerships and collaboration at the state level resulting in joint trainings, improved systems of support and more seamless processes for students and families
    - Partnership with Michigan State University Project Excellence to identify and implement best practices

Michigan Rehabilitation Services values the achievement of competitive integrated employment so that people with disabilities can be independent. Postsecondary education and job training beyond secondary education is critical to the achievement of independence for many people with disabilities. Through the provision of pre-employment transition services which allows for a continuum of developmental experiences, Michigan Rehabilitation Services will be able to help

students (and their guardians) be better informed and prepared to choose their career direction and select the best training environment and supports to ensure success.

If Applicable, Plans for Establishing, Developing, or Improving Community Rehabilitation Programs within the State (General)
Michigan Rehabilitation Services has identified strong, fortified partnership meetings as a priority. Plans have been implemented to strengthen and fortify local partnerships. Meetings have taken place to strengthen local partnerships with Centers for Independent Living and community rehabilitation organizations.

Description of strategies to improve the performance of the state with respect to the performance accountability measures under section 116 of the WIOA. (General)

As of the writing of this State Plan, performance accountability measures are still being developed and implemented. This section will be amended after strategies have been determined.

Description of Strategies for Assisting Other Components of the Statewide Workforce Development System in Assisting Individuals with Disabilities. (General)
Michigan Rehabilitation Services is meeting with the Department of Health and Human Services and with the Workforce Development Agency to improve services to Temporary Assistance for Needy Families recipients with disabilities in the Partnership, Accountability, Training, and Hope (PATH) program. Michigan Rehabilitation Services continues its partnership with the state's one-stop system, the Workforce Development Agency and the one-Stop partners on strategic planning for the WIOA and participated in the submission of two grants to improve services to individuals with disabilities in the one-stop system.

Description of How the Agency's Strategies will be used to Achieve Goals and Priorities, Consistent with the Comprehensive Needs Assessment (General)
Michigan Rehabilitation Services strategies were designed to utilize the goals: strong, fortified partnerships; motivated, enthusiastic staff; excellent customer service; high producing vocational rehabilitation, nationally leading to enhanced opportunities for individuals toward competitive integrated employment.

Description of how the Agency's Strategies will be used to Support Innovation and Expansion Activities. (General)
Michigan Rehabilitation Services will reserve and use a portion of the funds allotted to the state under Section 110 of the Rehabilitation Act for the support of the funding of the State Rehabilitation Council and the Michigan Council for Rehabilitation Services through a contractual arrangement between Michigan Rehabilitation Services and a statewide trade association for community rehabilitation programs, the Michigan Association of Rehabilitation Organizations, which serves as the fiduciary to the Council and employer of record, consistent with the resource plan developed by the designated state unit and the Council. The Michigan Council for Rehabilitation Services and the Michigan Association of Rehabilitation Organizations have an operations agreement for this arrangement.

Michigan Rehabilitation Services will reserve and use a portion of the funds allotted to the state under Section 110 of the Rehabilitation Act for the support of the funding of the Statewide Independent Living Council through a contractual arrangement between Michigan Rehabilitation Services and the Michigan Statewide Independent Living Council, a 501(c)(3) corporation which serves as the fiduciary to the Council, consistent with the resource plan developed by the designated state unit and the Council. The Statewide Independent Living Council and Michigan Statewide Independent Living Council have an operations agreement for this arrangement.

Description of How the Agency's Strategies Will Be Used to Overcome Identified Barriers Relating to Equitable Access to and Participation of Individuals with Disabilities in the state Vocational Rehabilitation Services Program and the state Supported Employment Services Program. (General)
Michigan Rehabilitation Services will work with Michigan Council for Rehabilitation Services to review the Bureau's interagency cash transfer agreements and their outcomes to determine the impact of overall program integrity and equitable participation and funding. In conjunction with Michigan State University's Project Excellence, Michigan Rehabilitation Services will review access, participation and outcomes of individuals across: disabilities, geography, minority/ethnicity, gender, age and other characteristics to evaluate and improve program services.

<u>Bureau of Services for Blind Persons</u>

State Strategies

Methods to be used to Expand and Improve Services to Individuals with Disabilities (Blind)
The utilization of community partners, employers and consumers assists the Bureau of Services for Blind Persons with achieving its primary goals and priorities. The Bureau of Services for Blind Persons develops workgroups for the purpose of addressing consumer services provision issues as they arise. The Bureau of Services for Blind Persons has strategic teams that assist in the planning process to achieve the agency's goals and priorities. These teams make recommendations for evaluation and assessment of the agency's services, timeliness of services, identifying unserved and underserved populations, and providing the agency with information regarding new and innovative technology equipment and programs. These teams are made up of agency staff and community partners, with future consideration of consumer involvement.

The Bureau of Services for Blind Persons provides assistive technology services and devices to its consumers through the provisions of individualized plans for employment. The individualized plan for employment specifies the types of services, technology training and devices that will be

necessary to assist the individual in achieving their desired vocational goal throughout the rehabilitation process.

The Bureau of Services for Blind Persons training center has a comprehensive technology training program that is equipped with the most progressive technology training and equipment for persons who are blind and visually impaired. The program staff researches evolving best practices in computer instruction, identifies access technology that will assist consumers in achieving competitive integrated employment outcomes and provides comprehensive instruction to training center students.

With the support of its technology vendors, the Bureau of Services for Blind Persons educates its staff and consumers on new technologies and their applications. The agency has developed a process to assess new assistive technology vendors through members of the technology committee, as well as update experienced vendors expertise. As a result, a number of assistive technology vendors have been identified as approved providers of adaptive technology services to consumers who are blind and visually impaired. A list of approved vendors will be added to the Bureau of Services for Blind Persons' website.

The Bureau of Services for Blind Persons collaborates with community agencies and organizations to ensure that their programs and services are accessible to blind and visually impaired consumers. The Bureau of Services for Blind Persons makes available technology training to staff and consumers on the latest technology and adaptive equipment that assist individuals in the workforce and with daily living skills.

The Bureau of Services for Blind Persons participates biannually in a technology fair known as VISIONS, which is sponsored in part by the Bureau of Services for Blind Persons and the Library for the Blind and Physically Handicapped in Ann Arbor. At the technology fair, more than 50 vendors display equipment to enhance knowledge, independence, education, employment, and daily living skills. This event is open to consumers and the Bureau of Services for Blind Persons encourages their attendance. The Bureau of Services for Blind Persons encourages staff to participate in technology events so they can assist their consumers with technology in all aspects of their lives. The Bureau of Services for Blind Persons will collaborate with school districts, transition teams and Low Incidence Outreach to determine appropriate assistive technology services that address the needs of transition students and youth.

The Bureau of Services for Blind Persons' priority is to expand outreach activities to unserved and underserved populations. The Bureau of Services for Blind Persons' goal is to increase integrated competitive employment outcomes for Latino/Hispanic Americans, African Americans, Native Americans and Hmong populations. The Bureau of Services for Blind Persons will pursue training activities for staff that will enhance their ability to address the employment and independent living needs of these individuals. The Bureau of Services for Blind Persons staff participates in various events to provide information regarding services. The staff is involved with the Service Employment Redevelopment (SER) Metro agency which is the local Michigan Works! one stop provider. This is an example of a collaboration that enhances employment outcomes.

The Bureau of Services for Blind Persons has established a working relationship with Native Americans at the Hannahville Reservation and at the Sioux Reservation. As a result of the collaboration with the health center and reservations, the agency receives referrals throughout the year for rehabilitation assistance. The Bureau of Services for Blind Persons has an agreement with the Hannahville Indian Community Vocational Rehabilitation Program, (121 Project Visions). The agreement outlines procedures and practices utilized by both entities to

increase service delivery to consumers within the program. Through staff involvement in tribal activities, the Bureau of Services for Blind Persons increases its opportunity to receive referrals for vocational rehabilitation services.

The Bureau of Services for Blind Persons continues to work with urban school districts to improve outcomes for the African American population. The rehabilitation counselor programs continue to explore avenues to increase relationships with the African American population that will result in more employment outcomes. The Bureau of Services for Blind Persons continues to explore innovative counseling approaches to work more effectively with the urban population to identify practices that will enable counselors to utilize techniques to achieve successful outcomes. The Bureau of Services for Blind Persons is working with urban school districts to implement educational programs that will focus on at risk students to assist them in obtaining a high school diploma or general education degree.

The Bureau of Services for Blind Persons has established contact with individuals in the Hmong population to inform them of the services that the Bureau of Services for Blind Persons provides to assist blind and visually impaired individuals in achieving their vocational goals. Through collaboration with the Hmong population, the Bureau of Services for Blind Persons will continue to participate in informational sessions that will allow for exchange of ideas and cultural awareness.

The Bureau of Services for Blind Persons is collaborating with community rehabilitation organizations such as local community mental health agencies to expand opportunities for competitive integrated employment and work-based learning. The emphasis on serving youth and students in transition increases the need to collaborate with community rehabilitation organizations to provide pre-employment transition services which will increase competitive integrated employment outcomes.

The Bureau is working with local transportation boards, authorities and advisory councils to identify ways to improve transportation services for persons with disabilities that will enable them to participate in employment and leisure time activities. The Bureau of Services for Blind Persons encourages both staff and consumer participation with their geographical location.

The Bureau of Services for Blind Persons, along with its community partners, continues to collaborate on ways to improve delivery of services to its constituents to enhance the opportunities to acquire appropriate work skills for the purpose of obtaining competitive employment.

The Bureau of Services for Blind Persons will continue to work with current standards and indicators knowing that the WIOA will drastically change performance standards for vocational rehabilitation. Once the final regulations are published, the Bureau of Services for Blind Persons will review, evaluate and implement the performance expectations accordingly.

The Bureau of Services for Blind Persons will work with statewide workforce development agencies by evaluating and educating consumers on labor market information and regional employment trends. Additionally, the Bureau of Services for Blind Persons will partner with the Workforce Development Agency and local employers to generate work-based learning experiences for youth and students in transition.

The Bureau of Services for Blind Persons staff and consumers can utilize resources such as Pure Michigan Talent Connect along with local Michigan Works! job readiness programs to assist consumers in identifying job leads that can yield competitive integrated employment outcomes.

- Strategy for Goal 1 - The Bureau of Services for Blind Persons will monitor the number of African American applicants who apply for services and compare to the number that complete eligibility. The Bureau will work with local educational systems and community rehabilitation organizations to make available educational opportunities for individuals who meet the requirements for appropriate training. System data will be reviewed quarterly to determine the success of the goal and effectiveness of the strategy.

- Strategy for Goal 2 – The Bureau of Services for Blind Persons' priority is to expand outreach activities to unserved and underserved populations. The Bureau of Services for Blind Persons' goal is to increase integrated competitive employment outcomes for Latino/Hispanic Americans, African Americans, Native Americans and Hmong populations. The Bureau of Services for Blind Persons will pursue training activities for staff that will enhance their ability to address the employment and independent living needs of these individuals. The Bureau of Services for Blind Persons staff participates in various events to provide information regarding services. The staff is involved with the Service Employment Redevelopment Metro (SER Metro) agency which is a local Michigan Works! One Stop provider. This is an example of a collaboration that enhances employment outcomes.

  The Bureau of Services for Blind Persons has established a working relationship with Native Americans at the Hannahville Reservation and at the Sioux Reservation. Through collaboration with the health center and reservations, the agency receives referrals throughout the year for rehabilitation assistance. The Bureau of Services for Blind Persons has an agreement with the Hannahville Indian Community Vocational Rehabilitation Program, (121 Project Visions). The agreement outlines procedures and practices utilized by both entities to increase service delivery to consumers within the program. Through staff involvement in tribal activities, the Bureau of Services for Blind Persons increases its opportunity to receive referrals for vocational rehabilitation services. The Bureau of Services for Blind Persons staff will continue to meet with the American Indian Health and Family Services of Southeast Michigan, Inc. leaders in the individual tribes to provide information regarding The Bureau of Services for Blind Persons' programs.

  The Bureau of Services for Blind Persons continues to work with urban school districts to improve outcomes for the African American population. The Rehabilitation Counselor programs continue to explore avenues to increase relationships with the African American population that will result in more employment outcomes. The Bureau of Services for Blind Persons continues to explore innovative counseling approaches to work more effectively with the urban population to identify practices that will enable counselors to utilize techniques to achieve successful outcomes. The Bureau of Services for Blind Persons is working with urban school districts to implement educational programs that will focus on at risk students to assist them in obtaining a high school diploma or general education degree.

  The Bureau of Services for Blind Persons has established contact with individuals in the Hmong population to inform them of the services that the Bureau of Services for Blind Persons provides to assist blind and visually impaired individuals in achieving their vocational goals. Through collaboration with the Hmong population, the Bureau of Services for Blind Persons will continue to participate in informational sessions that will allow for exchange of ideas and cultural awareness.

The Bureau will continue collaborative efforts with the community rehabilitation organizations, eye care providers including the annual Michigan Optometric Association conference, community mental health providers, employers etc.

- Strategy for Goal 3 – The Bureau of Services for Blind Persons provides exposure, information and training for community partners at the Bureau of Services for Blind Persons training center. The objective of this training is to assist community partners in becoming more effective in providing their services for persons who are blind or visually impaired in their local areas.

  The Bureau of Services for Blind Persons values our community relationships and actively participates in numerous boards, partnership meetings and advisory councils. The Bureau of Services for Blind Persons will continue our presence with Michigan Transition Services Association, the American Association of Retired Persons, and Office of Disability Employment Programs to name a few.

  The Bureau of Services for Blind Persons is collaborating with its community partners to assist in the agency's expansion of vocational training, resources and employment outcomes. The Bureau of Services for Blind Persons is pursuing an agreement with the Department of Health and Human Services which will assist in providing these service opportunities to individuals with developmental disabilities and mental illness. The agreement would allow the Bureau of Services for Blind Persons to continue to work with the community mental health agencies to identify appropriate individuals for vocational training and job placement services.

  The Bureau has established agreements with the Centers for Independent Living to provide services for persons who are blind and visually impaired in achieving employment and self-sufficiency. The Bureau of Services for Blind Persons will continue to participate with local Centers for Independent Living as well as the Statewide Independent Living Council to ensure that the Bureau of Services for Blind Persons consumers are able to benefit from services provided in their area.

  The agency encourages staff and consumers to participate on the local advisory council of transportation providers within their geographical location. The Bureau of Services for Blind Persons' strategy is to continue to share information and resources that will assist consumers in maintaining a productive way of life.

- Strategy for Goal 4 - The Bureau of Services for Blind Persons participates in a technology fair which is sponsored in part by the Bureau of Services for Blind Persons and the Library for the Blind and Physically Handicapped in Ann Arbor, (Visions) and is held every other year. At the technology fair more than 50 vendors display equipment for blind and visually impaired individuals to enhance their knowledge, independence, education, and daily living and employment skills. The Bureau of Services for Blind Persons participates in the program by providing information regarding services as it relates to employment and independence. This event is open to consumers and the Bureau of Services for Blind Persons encourages their attendance. The staff is encouraged to participate in this technology event in order that they may be able to assist their consumers with technology in all aspects of their lives. The Braille and Talking Book Library provides a technology event (Libraries Without Walls) biannually that is open to the general public where participants can become familiar with an array of assistive technology that can be used in individuals' daily lives. The Braille and Talking

Book Library also provides a monthly forum that is available online and in person for the purpose of educating individuals on relevant topics related to technology.

The Bureau of Services for Blind Persons Training Center's technology lab includes a wide range of assistive technology for persons who are blind and visually impaired in Michigan. The training center continues to provide instruction in the use of access technology to its consumers. The program staff researches evolving best practices in computer instruction, identifies access technology that will assist consumers in achieving successful employment outcomes and provides comprehensive instruction to training center students. The training center, in collaboration with field staff, will continue to provide technology training for community rehabilitation partners, staff and vendors. This training will provide an opportunity to further educate participants in the area of assistive technology.

The Bureau of Services for Blind Persons provides assistive technology services and devices to its consumers through the provisions of the individualized plans for employment. The individualized plan for employment specifies the types of services, technology training and devices that will be necessary to assist the individual in achieving their desired vocational goals throughout the rehabilitation process.

- Strategy for Goal 5 - The Bureau of Services for Blind Persons participates in annual professional training conferences: Michigan Association for the Education and Rehabilitation of the Blind and Visually Impaired, Association of Education for Rehabilitation, the Rehabilitation Conference (re:con) and the Michigan Transition Services Association; as well as a variety of professional training - Hadley School for the Blind, National Rehabilitation Leadership Institute, Mississippi State University Blindness Certificate Program, American Foundation for the Blind Leadership Conference, Mid-American Conference of Rehabilitation Teachers, Canadian Association of Supported Employment Training and National Secondary Transition Technical Assistance Center. The Bureau of Services for Blind Persons will identify additional training opportunities to address current trends in the field of rehabilitation and ways to improve service delivery to persons who are blind and visually impaired. The agency requires staff to register for professional training programs. The training coordinator collects data on participants and through the analysis of the data, recommendations are made to the agency's rehabilitation services director for approved training. Each of these conferences emphasizes the importance of rehabilitation professionals to gain knowledge in their prospective fields. The Bureau of Services for Blind Persons supports staff participation in these conferences. Further, the two consumer groups, the Michigan Council for the Blind and Visually Impaired and the Michigan Chapter of the National Federation of the Blind, provides a statewide conference annually that enables Bureau of Services for Blind Persons staff to hear current issues that are pertinent to persons that are blind and visually impaired.

- Strategy for Goal 6 - The Bureau of Services for Blind Persons collaborates with the employment community by serving as a resource for providing qualified talent for job openings as well as retention of existing employees who may develop a visual impairment. The Bureau of Services for Blind Persons consults with employers on matters regarding job accommodations, Americans with Disabilities Act and technology issues related to blindness.

  The Bureau of Services for Blind Persons will encourage consumers to register with Michigan Works! and to utilize the full range of services available.

The Bureau of Services for Blind Persons staff works with Michigan Works!, the National Employment Team, employers, and employment fairs to increase the percentage of employment outcomes in order for consumers to market their skills. These activities underscore the efforts of the Bureau to provide services to individuals as well as those that receive services through the supported employment program. The Bureau of Services for Blind Persons' priority is to seek out new opportunities within the community each year and to establish meaningful partnerships with its community partners in order to expand employment outcomes for blind and visually impaired individuals. The Bureau of Services for Blind Persons' consumers continue to receive training that provides them with skills to obtain competitive employment with benefits.

The Bureau of Services for Blind Persons will continue to actively participate in the Governor's Summit on the Employment of People with Disabilities, as well as the Prosperity Regions local employment initiatives. These initiatives are designed to increase hiring practices with participating employers to hire people with disabilities. The Bureau of Services for Blind Persons will also work with the Americans with Disabilities Act coordinator for the State of Michigan to streamline the process for hiring Bureau of Services for Blind Persons consumers for state government employment.

The Bureau of Services for Blind Persons' priority is to develop cooperative working relations with the Office of Service to the Aging and the Area Agencies on Aging to improve and expand services to seniors and other vocational consumers who are visually impaired. The development of this partnership will expand vocational training opportunities statewide for individuals who are legally blind and ready to enter the world of work. The Bureau of Services for Blind Persons will continue to collaborate with Offices of Services to the Aging and Area Agencies on Aging to improve referrals and to increase training and employment opportunities.

The Bureau of Services for Blind Persons will continue to focus on minorities; specifically, Hispanic/Latinos, African Americans and Native Americans to increase employment outcomes. The Bureau of Services for Blind Persons continues to collaborate with minority businesses that are located in the community in order to develop relationships that lead to employment opportunities. The objective is to improve the effectiveness of service delivery to minorities. The Bureau of Services for Blind Persons continues to develop brochures in alternative formats for outreach purposes to unserved and underserved populations.

The Bureau of Services for Blind Persons' managers continue to work closely with staff to design a rehabilitation process that consists of a comprehensive assessment of rehabilitation needs. Utilizing vocational and interest assessments, the consumer is able to gain an understanding of the correlation between current labor market trends and their chosen vocational objective. This will provide the necessary information needed to create the individualized plan for employment. The individualized plan for employment will continue to be jointly developed between the consumer and the Bureau of Services for Blind Persons counselor, outlining services to be provided.

As outlined for the use of Title I funds, the Bureau of Services for Blind Persons provides documents in accessible formats and languages which includes brochures, as well as captions and description on videos and Digital Versatile Disks (DVD's). The Bureau of Services for Blind Persons distributes materials for outreach activities to a variety of agencies and organizations to inform them of the types of services that the Bureau of Services for Blind Persons provides to persons with disabilities and specifically to those

who are blind and visually impaired. The Bureau of Services for Blind Persons collaborates with community partners, as well as rehabilitation agencies, colleges and universities and other training facilities to provide information on assistive technology services. The Bureau of Services for Blind Persons provides employers with technology assessments for prospective employees and works with employers to determine the appropriate technology that may be necessary for specific job duties.

The Bureau utilizes Title I funds to develop and expand business services to establish relationships with employers. Through marketing activities, the Bureau is assisting employers in finding qualified talent to meet their employment needs. The Bureau receives job leads from the National Employment Team to increase opportunities for blind and visually impaired individuals to obtain employment from national companies. The vocational rehabilitation counselors are an intricate part of the Bureau of Services for Blind Persons' rehabilitation process. Vocational rehabilitation counselors also provide employers with an array of services to assist companies in maintaining and retaining qualified employees. The Bureau's staff is working collaboratively with small business owners to assess and assist with employment needs in order that job-ready consumers will be considered for positions within their businesses.

The Bureau of Services for Blind Persons partners with a variety of community organizations to provide work-based learning and vocational training, including community-based assessments. Through collaboration with the Department of Health and Human Services, an agreement will be developed to mitigate gaps in services to persons with mental impairments and developmental disabilities. This agreement emphasizes the need to increase services for supported employment consumers. The Bureau of Services for Blind Persons' objective is to work with the local community mental health to increase referrals and employment outcomes.

The Bureau collaborates with statewide workforce investment system (Michigan Works!) to increase program development that will provide assessments, vocational training and job placement services. The Bureau of Services for Blind Persons is aware of the importance of partnering with Michigan Works! in order to increase employment opportunities for the population that it serves. The development of these working relationships with Michigan Works! will enable the agency's consumers to utilize their services and their employment search.

The purpose of the Bureau of Services for Blind Persons training venter is to provide eligible individuals with the tools necessary to enable them to achieve successful employment outcomes. In addition to its comprehensive course of instruction in the skills of blindness, the training center has developed a powerful curriculum entitled Career Planning which is completed by every vocational rehabilitation consumer who attends the Center.

- Strategy for Goal 7 - The transition initiative is a top priority of the Bureau of Services for Blind Persons. The Bureau of Services for Blind Persons will be a partner in transition by participating in state and local initiatives. The Bureau of Services for Blind Persons counselors and teachers will be present and participate in transition activities such as the Michigan Transition Services Association conference and the 2020 Federal Youth Transition Plan. It is also necessary to partner with the Department of Education to generate timely referrals of potentially eligible students within local districts who can benefit from vocational rehabilitation and/or youth low vision services. The Bureau of Services for Blind Persons will work to establish a memorandum of understanding that will clearly define the role of vocational rehabilitation and education in the delivery of fully

inclusive services. District wide programs and services that are available to students who are not disabled should also be available to students with disabilities.

The Bureau of Services for Blind Persons, through its collaborative efforts with intermediate school districts in various locations of the state, continues to develop transition agreements which include summer transition programs. These agreements, in addition to other local partnerships, will focus on providing pre-employment transition services activities for transition students as well as potentially eligible students.

One of the mechanisms that the Bureau of Services for Blind Persons utilizes in the transition process is the Youth Low Vision program which provides evaluations and head-borne devices. The Youth Low Vision program allows staff to identify eligible youth with visual impairments at age 14 to determine eligibility and develop the individualized plan for employment.

Another initiative that the Bureau of Services for Blind Persons is utilizing is transition collaboration with Low Incidence Outreach within the Department of Education. The basis for this partnership began with the annual American Printing House data to identify mutual students who are blind and visually impaired. This collaboration is providing an opportunity to promote working relations between the Bureau, Low Incidence Outreach, and the intermediate school districts to increase awareness of transition activities and improve referrals.

Yearly, the agency provides several transition programs for students throughout the state. The Bureau continues to explore ways to meet the needs of all transition students who are blind and visually impaired. Increased participation in Project SEARCH is one way the Bureau of Services for Blind Persons can increase work opportunities for supported employment students. The Bureau will continue to work with the Department of Education, Office of Special Education to improve data sharing regarding the number of ungraded students throughout the state. The Bureau of Services for Blind Persons transition age youth are actively participating in the Detroit Employment Solutions' year round youth program. One program goal is to carry forward the lessons learned by transition aged youth from their paid work experiences during the summer in employment settings.

- Strategy for Goal 8 - The vocational rehabilitation staff and the Braille and Talking Book library staff collaborate to ensure that consumers are aware of services and how to access the materials in their preferred format. The library will continue to provide audio books and Braille materials. Also, they will assist in recording materials appropriate for the Business Enterprise Program; such as, ServSafe. This increased collaboration will provide additional avenues for consumers who are pursuing vocational and secondary training. The library's technology staff provides technical assistance and training in the use of the computer and assistive technology devices for consumers with the latest adaptive technology. These services are provided to individuals who are blind and visually impaired; therefore, Title I funds are used to provide service to this group. The Bureau of Services for Blind Persons' staff benefits from the working relationship with the library because of its knowledge and experience in regard to the various types of technology that enables the Bureau of Services for Blind Persons' staff to receive information and training to assist visually impaired and blind individuals. Each year, the library provides approximately eighteen different trainings on a variety of the latest technology equipment that is available for staff, intermediate school districts and eligible blind and visually impaired individuals.

Identification of how a broad range of assistive technology services and assistive technology devices will be provided to individuals with disabilities at each stage of the rehabilitation process and on a statewide basis. (Blind)
Consumers are assessed to determine their need and capacities as they relate to assistive technology. The designated state unit works very closely to determine these specific needs with the consumer and the counselor, thus ensuring that individuals with disabilities are able to access employment opportunities commensurate with their sighted peers.

Identification of outreach procedures used to identify and serve individuals with disabilities who are minorities, including those with the most significant disabilities; as well as those who have been unserved or underserved by the vocational rehabilitation program. (Blind)
The Bureau of Services for Blind Persons will continue to focus on minorities, specifically Hispanic/Latinos, African Americans and Native Americans to increase employment outcomes. The Bureau of Services for Blind Persons continues to collaborate with minority businesses that are located in the community in order to develop relationships that lead to employment opportunities. The objective is to improve the effectiveness of service delivery to minorities. The Bureau of Services for Blind Persons continues to develop brochures in alternative formats for outreach purposes to unserved and underserved populations.

Identification of methods to be used to improve and expand Vocational Rehabilitation services for students with disabilities, including the coordination of services designed to facilitate the transition of such students from school to post-secondary life (Blind)
The designated state unit facilitates case opening at age 14 for eligible individuals which allows the provision of comprehensive and progressive services such as independent living skills training, work-based learning, peer support and advocacy, as well as job readiness and vocational training. Examples of the services provided in the above mentioned categories are the implementation of Skills of Blindness Training throughout the postsecondary program, including but not limited to, opportunities at our training center during summers and continued provision of this training during the school year in order to encourage assimilation of these skills to prepare students for postsecondary experiences.

Work-based learning, which has typically been a practice geared toward later secondary education, nearer to completion, is being expanded to assist students in achieving work skills that will allow them to pursue post-secondary training and to provide blind students the opportunity to understand more comprehensively, the vocational choices available to them. Career planning services are also being provided earlier in the education process. Again, to facilitate the comprehension and understanding of the options available to students as they prepare for postsecondary transition, the coordination with transition teams within the schools while students are engaged in study to expand education and training assists not only vocational rehabilitation but education in more comprehensively serving students as they work toward graduation and postsecondary transition.

The utilization of the resources available to vocational rehabilitation via workforce development is also a focus of this process. The resources available to vocational rehabilitation include tools to assist in the career development process. Examples could be career assessments, interest testing and the opportunity to partner in utilizing those services that are also available to students while in secondary education. Our ability to serve individuals at younger ages strengthens the opportunity for successful outcomes.

If applicable, plans for establishing, developing, or improving community rehabilitation programs within the state (Blind)

The designated state unit concentrates to partner with community rehabilitation organizations to assist in the development of strong relationships that encourage appropriate service to persons with disabilities, specifically blindness that can result in competitive, integrated employment outcomes. These relationships will also result in the community rehabilitation organizations and the designated state unit having a better and more comprehensive understanding of established goals.

Description of strategies to improve the performance of the state with respect to the performance accountability measures under section 116 of the WIOA. (Blind)
The strategy is that the state will work to more effectively understand and utilize the WIOA partners and resources that will allow us to effectively measure and report the information being requested as a result of those performance measures.

As we know, there are six essential performance measures as noted below:

- The percentage of participants, who are in unsubsidized employment during the second quarter after exit from the program;

- The percentage of participants, who are in unsubsidized employment during the fourth quarter after exit from the program;

  At this time, the Bureau of Services for Blind Persons has negotiated an agreement with the Unemployment Insurance Agency so that we can compare our closure data with second and fourth quarter retention data as reported by the Unemployment Insurance Agency. We realize that individuals who are successfully employed in small business or whose company of domain is not in the State of Michigan will need to be tracked using another method such as contacting those individuals to verify employment as the Unemployment Insurance Agency does not report employment for companies not in Michigan or for those individuals whose wages are not reported to the Unemployment Insurance Agency.

- Median earnings of participants, who are in unsubsidized employment during the second quarter after exit from the program;

  Currently, the Bureau of Services for Blind Persons is working with our case management system a/k/a Libera, Inc., in order to determine second and fourth quarter retention data for which we will verify median earnings.

- The percentage of participants who obtained a recognized post-secondary credential or a secondary school diploma, or its recognized equivalent during participation in or within one year after exit from the program. A participant who has obtained a secondary school diploma or its recognized equivalent is only included in this measure if the participant is also employed or is enrolled in an education or training program leading to a recognized post-secondary credential within one year from program exit;

  At this time, the Bureau of Services for Blind Persons is evaluating existing data within our case management system and working with Libera, Inc. to assist us with a metric to accurately measure this objective.

- The percentage of participants who during a program year, are in an education or training program that leads to a recognized post-secondary credential or employment and who are achieving measurable skill gains, defined as documented academic,

technical, occupational or other forms of progress, towards such a credential or employment.

The Bureau of Services for Blind Persons is working with our case management system to refine this metric in order to capture the postsecondary education and training for all Bureau of Services for Blind Persons consumers. The Bureau of Services for Blind Persons is currently educating in college or other vocational programs at least 250 consumers per year, just in community college or university settings.

- Effectiveness in serving employers, based on indicators developed as required by sec. 116(b)(2)(A)(iv) of the WIOA.

Michigan acknowledges that in order to meet the needs of the employer we need to understand those needs. The workforce agencies in Michigan, including vocational rehabilitation, have engaged in activities such as round table discussion, Workforce Prosperity Region meetings, summits and other activities where employers come together to educate the work force agencies about the employers they need in order to assist in making effective placements.

Michigan's hidden talent tour has been a strategy that educates employers and community partners about the abilities of persons with disabilities and a hidden workforce that employers have available to them.

The State of Michigan submitted an executive directive, stating that state departments need to consider hiring individuals who have disabilities. The Bureau of Services for Blind Persons staff has met with the office of Civil Service and we are currently writing procedure for field staff to refer applicants for consideration via state government for jobs they are qualified for. The Bureau of Services for Blind Persons Vocational Rehabilitation division director has met with directors of human services to discuss the opportunity of hiring individuals who are blind for state positions. A result of that has been that the vocational rehabilitation director has been asked to present at the Reasonable Accommodation Committee to share job accommodations for persons who are blind and begin establishing relationships with decision makers on the state level.

These are examples of strategies designed to increase employer engagement and work to establish a duo customer philosophy.

Description of strategies for assisting other components of the statewide workforce development system in assisting individuals with disabilities. (Blind)
Maintaining a one–stop presence, cultivation and generation of memorandums of understanding, promotion of a mutual awareness of the capacities of the designated state unit and our partners, continued understanding of the requirements of the WIOA with our state and local partners.

Description of how the agency's strategies will be used to:

A. Achieve goals and priorities, consistent with the comprehensive needs assessment (Blind)
Evaluate the needs assessment to help us design our course in continuing to serve appropriately the areas that we do well and address the needs of those areas that need to improve, such as reaching out to unserved and underserved populations by way of utilizing partnerships with Community Rehabilitation Organizations, and having presence in communities where our services are needed.

B. Support innovation and expansion activities. (Blind)
Yes. Previous plan shows: Innovation and Expansion Activities: Michigan Council of Rehabilitation Services contribution amount is $58,245.00.

C. Overcome identified barriers relating to equitable access to and participation of individuals with disabilities in the state Vocational Rehabilitation Services Program and the state Supported Employment Services Program. (Blind)
The designated state unit provides community education and support both on a state and local level to assist potential employers in understanding the opportunities of a hidden workforce.

(p) Evaluation and Reports of Progress: Vocational Rehabilitation and Supported Employment Goals. Describe:

(1) An evaluation of the extent to which the vocational rehabilitation program goals described in the approved vocational rehabilitation services portion of the Unified State Plan for the most recently completed program year were achieved. The evaluation must:

(A) Identify the Strategies that contributed to the achievement of goals.

(B) Describe the factors that impeded the achievement of the goals and priorities.

(2) An evaluation of the extent to which the Supported Employment program goals described in the Supported Employment Supplement for the most recent program year were achieved. The evaluation must:

(A) Identify the strategies that contributed to the achievement of the goals.

(B) Describe the factors that impeded the achievement of the goals and priorities.

(3) The vocational rehabilitation program's performance on the performance accountability indicators under section 116 of the WIOA.

(4) How the funds reserved for innovation and expansion activities were utilized.

Michigan Rehabilitation Services

Evaluation and Reports of Progress: Vocational Rehabilitation and Supported Employment Goals – Strategies that Contributed to the Achievement of Goals (General)
The following goals and strategies are included in the 2014-2016 Michigan Rehabilitation Services Long-Term Plan (Strategic Plan). This plan describes Michigan Rehabilitation Services' mission, vision, internal values, principles, goals, strategies, and expected outcomes for fiscal year 2016. Regular discussion of progress and adjustments were completed by Michigan Rehabilitation Services with the Michigan Council for Rehabilitation Services.

This section describes the progress achieved and impediments encountered in achieving these goals.

- Goal 1 – Strong Fortified Partnerships.

  Strategy 1: Continue to actively seek and strengthen resources to capture full federal award, including: 1) educate and inform the legislature 2) efforts to increase match and private contributions consistent with Rehabilitation Services Administration criteria and guidance.

  Strategy 2: Effectively manage resources at State and Local levels.

  Measures: Michigan Rehabilitation Services will:

  - Meet or exceed bureau goals for match acquisition
  - Provide quarterly reports to Michigan legislature to meet legislative requests and to demonstrate fiscal accountability
  - Implement approved cost reduction strategies

  Progress:

  - Worked toward bureau goals for match acquisition, but did not achieve our goal.
  - Provided quarterly reports to Michigan legislature to meet legislative requests and to demonstrate fiscal accountability.
  - Examined a variety of cost cutting strategies and progressed in the implementation of mobile workers and hearing aid purchase with a cooperative.

    Examples of additional cost cutting strategies that were previously examined:

    - Financial Needs Test
    - Fee Schedules

    Cost cutting strategies implemented:

    - Combined Michigan Rehabilitation Services district offices
    - Co-located Michigan Rehabilitation Services offices within Department of Health and Human Services offices

- Goal 2 – Motivated Enthusiastic Staff.

  Strategy 1: Set consistent expectations for staff performance in alliance: statistical, budget, customer service.

Strategy 2: Regularly evaluate alliances for return on investment – make adjustments when and if appropriate.

Strategy 3: Train staff in negotiations, motivational interviewing, and mutual gains. Continued implementation and support for job placement training through the employment outcomes program method. Support use of those skills, through mentoring, and skill building using cross-functional district and division groups.

Strategy 4: Have dialogues with partners that describe in detail the core values, principles and priorities of both partners in the working alliance. Create a mutual understanding of where both entities intersect. Discuss mutual gains and how to braid resources to maximize service delivery to Michigan Rehabilitation Services customers. Continue to strengthen partners such as Centers for Independent Living and Michigan Association for Rehabilitation Organizations.

Measures: Michigan Rehabilitation Services will regularly evaluate:

- Alliances for return on investment (performance statistics, demographic information, budget, and satisfaction surveys) for both performance indicators 2.1 and 2.2.

- Number of staff successfully completing training such as motivational interviewing, Equal Employment Opportunity, and mutual gains (successfully completed = demonstration of knowledge and application).

- Strength of working alliances between Michigan Rehabilitation Services and partners as it relates to service delivery and customer outcomes.

Progress:

- Fiscal Year 2014 motivational interviewing training continued to be expanded to gain greater proficiencies. Approximately 50 people are currently participating in expanded motivational interviewing training. Motivational interviewing training has shown to contribute to an increased adjusted rehabilitation.

- Michigan Rehabilitation Services continues to strengthen and fortify strategic alliances and partnerships with Centers for Independent Living; the Michigan Association of Rehabilitation Organizations; Michigan Department of Education; Adult Education; Bureau of Services for Blind Persons; The Workforce Development Agency (Adult, Dislocated Worker, Youth services and Wagner-Peyser services); and Michigan Works! One-Stop Service Centers to name a few.

- Goal 3 – Excellent Customer Service.

Strategy 1: Improve customer satisfaction by analyzing the data from customer satisfaction surveys and target areas for intervention. Local district office strategies using Motivational Interviewing and other individualized local strategies have been identified and implemented.

Strategy 2: Increase the adjusted rehabilitation rate

Strategy 3: Increase the percentage of employment outcomes for priority customer groups, including minority populations, Social Security Administration recipients, transition youth/young adults, autism spectrum disorder, veterans, developmental disability, intellectual disabilities, deaf and hard of hearing.

Measures:

Michigan Rehabilitation Services will evaluate the:

- Percentage of customers indicating overall success
- Number of customer appeals and hearings
- Adjusted Rehabilitation Rate of 55.8 percent

Progress:

	Fiscal Year 2012	Fiscal Year 2013	Fiscal Year 2014
Successful Rehabs	7,134	6,681	6,618

In Fiscal Year 2013, 74 customer appeals were requested and five customer hearings were completed. Consequently, Michigan Rehabilitation Services implemented more effective measures for educating and communicating to customers their options for resolving concerns or disputes before it rises to the level of an appeal. As a result, there has been a significant decline in customer appeals. Michigan Rehabilitation Services received 29 customer appeals in Fiscal Year 2014 and five hearings were completed from these appeals.

Adjusted Rehabilitation Rate:	Fiscal Year 2012	Fiscal Year 2013	Fiscal Year 2014
Social Security Administration	32.5%	33.8%	39.2%
Recipients	37.7%	39.9%	43.9%
Transitional Youth	59.7%	56.9%	64.8%
Veterans	41.5%	45.5%	55.3%
Autism	40.3%	41.4%	42.4%
Mental Illness	85.6%	85.5%	86.5%
Deaf and Hard of Hearing	43.5%	44.9%	48.6%
Developmental Disability	45.6%	45.5%	49.9%
Minority			

- Goal 4 – High-Producing Vocational Rehabilitation, Nationally.

Strategy 1: Develop/improve an accountability process to improve bureau compliance with federal and state laws, regulations and policy.

Strategy 2: Develop/ improve practices and process which promote quality services and outcomes.

Measures: Michigan Rehabilitation Services will –

- Conduct case reviews and evaluate the degree to which Accessible Web-based Activity Reporting Environment reports demonstrate improved compliance.

- Improve Bureau performance management through consistent casework review and evaluation of staff proficiencies.

Progress:

- Michigan Rehabilitation Services responded to the legislature regarding various audits and reviews. Individual district offices developed an operational plan to include a process improvement goal and evaluation measures for Fiscal Year 2014.

- Implemented revisions to policies and procedures in response to corrective action audit findings.

- In Fiscal Year 2014, the case review tool was reorganized as a result of feedback and review from initial reviews completed in Fiscal Year 2013. Analysis of the initial reviews was impeded due to programming issues and format of the review. The ability to analyze the reviews completed has been further developed/refined.

- In Fiscal Year 2014, conducted quarterly targeted reviews in the six casework areas associated with 2012 audit findings.

Priorities and Updates:
Michigan Rehabilitation Services focused on the following additional priorities necessitated by emerging circumstances.

- Priority 1: Continue to actively seek resources to capture full federal award, including: (1) educate and inform the designated state agency and the Michigan legislature (2) efforts to increase match and private contributions consistent with Rehabilitation Services Administration criteria and guidance.

- Priority 2: Effectively manage resources at the State and local levels.

  Measure: Cost reduction strategies are approved and implemented.

  Examined a variety of cost cutting strategies and implemented the ones that seemed to be most viable without compromising quality vocational rehabilitation services.

  Examples of cost cutting strategies examined:

- Bulk hearing aid purchase

- Financial needs test

- Fee schedules

- Mobile workers

Cost cutting strategies implemented:

- Closed Michigan Career and Technical Institute East which was in Detroit (Fiscal Year 2012)

- Combined Michigan Rehabilitation Services district offices

- Co-located Michigan Rehabilitation Services offices within Department of Health and Human Services offices

- Discontinued the practice of setting aside General (State) Funds for specific purposes such as: innovation, small business, high cost cases and independent living services. Funds were returned to the overall General budget to serve all customers. The internship grant, which provided a stipend for rehabilitation counseling interns who interned within Michigan Rehabilitation Services offices, was also discontinued.

- Priority 3: Promote and maintain a culture of quality innovation that stimulates continuous program improvements.

  Measure: At least two major quality projects will be undertaken using the new Michigan Rehabilitation Services quality methodology and quality tools resulting in improved efficiency and/or effectiveness as defined by the aim of the projects.

  At least two major innovation projects/pilot tests launched with evaluation design and related resources.

  Michigan Rehabilitation Services resources and processes will align with these priorities.

Describe the Factors that Impeded the Achievement of Goals and Priorities (General)
N/A

An Evaluation of the Extent to Which the Supported Employment Goals were Achieved for the Most Recent Program Years – Identify Strategies that Contributed to the Achievement of Goals (General)
Support and promote competitive and integrated employment of people with disabilities jointly served by both organizations by developing an annual implementation plan that specifies activities, deliverables and long-term issues to be addressed.

Strategies:

- Improve competitive integrated employment outcomes for joint customers

- Increase effectiveness of interagency cash transfer agreements

- Support and promote local teams to identify referrals for Michigan Rehabilitation Services

- Improve interagency collaboration at the state and local level by increasing understanding of the mission and scope of the parties to this agreement, strengthening local agreements, and maximizing resources

- Provide guidance regarding data sharing and program evaluation at the local level

- Promote and disseminate innovative and emerging practices

- Identify long-term issues to be addressed

Describe the Factors that Impeded Achievement of the Goals and Priorities (General)
N/A

The Vocational Rehabilitation Program's Performance on the Performance Accountability Indicators under Section 116 of the WIOA (General)
The federal performance measures were substantially achieved. Michigan Rehabilitation Services met or exceeded all but one of the seven federally mandated performance measures for Fiscal Year 2014. Michigan Rehabilitation Services attained the following performance measures:

Performance Measures	Goal for Fiscal Year 2014	Michigan Rehabilitation Services Attainment in Fiscal Year 2014
Number of Employment Outcomes	6,681	6,618
Percent Employed	55.8	56.00%
Employed Competitively	72.6	94.67
Significant Disability	62.4	83.24
Earnings Ratio	.52	.54
Self-Support	53.0	68.624%
Minority Ratio	.80	.871%

These performance measures include individuals who received supported employment services.

How the Funds Reserved for Innovation and Expansion Activities Were utilized (General)
Fiscal Year 2014 innovation and expansion expenditures consistent with our Comprehensive Statewide Needs Assessment and long term plan were:

Michigan Transition Services Association	57,694.57
State Independent Living Council	256,886.65
Postsecondary Education Rehab Transition Program	69,489.00
Motivational Interviewing (The Institute for Individual and Organizational Change Casey Jackson & A. Anderson	75,765.42
Michigan Council for Rehabilitation Services	273,438.00
Department of Natural Resources (DNR)	195,555.56
Total Innovation & Expansion Expenditures	$928,829.20

<u>Bureau of Services for Blind Persons</u>

Evaluation and Reports of Progress: Vocational Rehabilitation and Supported Employment Goals – Strategies that Contributed to the Achievement of Goals (Blind)
Goal 1 – The Bureau of Services for Blind Persons has established a goal to monitor, through data collection over the next three years, the successful completion of vocational rehabilitation program/services for African Americans. The Comprehensive Statewide Needs Assessment has identified the need to increase eligibility of African Americans who are referred for vocational rehabilitation services.

- Strategy and achievement: In 2014, The Bureau of Services for Blind Persons had 144 African American applicants and 105 were determined eligible for services. In 2015, The Bureau of Services for Blind Persons had 155 African American applicants and 120 were determined eligible for services. The Bureau of Services for Blind Persons utilizes existing

knowledge regarding motivational interviewing. Although The Bureau of Services for Blind Persons had intended to revisit motivational interviewing skill building, as a result of the dissolving of the previously existing technical assistance and education centers, we were not able to do this. However, as noted from the data above, the Bureau of Services for Blind Persons has seen an increase in service to individuals who are African American in the past two years. This is a result of a commitment to reach out to this population, knowing and understanding the need to serve this historically underserved population.

Goal 2 - The Bureau of Services for Blind Persons will expand minority outreach efforts by establishing town hall meetings and informational sessions with each group. The Bureau of Services for Blind Persons will monitor the activities to determine if the methods are producing new referrals. The Bureau of Services for Blind Persons is aware of the need to channel resources in the area of underserved populations. The Bureau of Services for Blind Persons' strategic plan emphasizes the need to increase rehabilitation services to Latino/Hispanic Americans, African Americans, Native Americans, Arab Americans, and Hmong populations.

- Strategy and achievement: The data indicates that there has been an increase in referral and eligibility of consumers who are African American, Asian, Pacific Islander and Hispanic, which correlates with the concentrated effort of the Bureau of Services for Blind Persons through community outreach and awareness. However, we still note a decline in our service to individuals who are Native American and understand the need for increased community awareness of this population regarding our services. We do participate in events coordinated with the 121 Project as well as community health fairs and other events in the Native American culture around the state of Michigan.

Goal 3 - The Bureau will develop relationships with community rehabilitation organizations, mental health agencies with emphasis on individuals with mental illness, housing authority, local Centers for Independent Living, and transportation sources to assist in providing expanded services for consumers. Each region will continue to collaborate with community mental health agencies to enhance relationships that may result in appropriate referrals as well as to continue to expand opportunities with local and statewide rehabilitation agencies. The Bureau of Services for Blind Persons will continue to communicate with local community mental health agencies in regards to the statewide agreement to encourage collaboration and cooperation.

- Strategy and achievement: The Bureau of Services for Blind Persons is coordinating with the Department of Health and Human Services to develop a memorandum of understanding that will guide the process of facilitating referrals from local community mental health organizations to the Bureau. Unfortunately, many funding cuts have limited the mental health services to consumers and therefore, have resulted in less opportunity for referrals. However, the Bureau of Services for Blind Persons continues to pursue serving consumers by networking with local community mental health organizations. Counselors are participating on committees that share job leads, Project Search committees and individual educational programs where consumers can be receiving both mental health and vocational rehabilitation services. The Bureau of Services for Blind Persons also refers and facilitates eligibility determination by Community Mental Health when consumers are being served by the Bureau of Services for Blind Persons and we feel can also benefit from mental health services, but are not receiving them.

Goal 4 – The Bureau of Services for Blind Persons' goal is to continue to work with its technology vendors to make sure that staff and consumers are familiar with new and emerging technologies and their applications. The Bureau provides staff with opportunities to gain additional technology skills throughout the year in a variety of training venues; such as webinars

and virtual classroom training. Staff also receives training on the latest adaptive and/or technology equipment.

- Strategy and achievement: The Bureau of Services for Blind Persons provides a yearly workshop available to all staff that provides hands on demonstration and tools to assist in navigating the latest adaptive technology. The Bureau of Services for Blind Persons co-sponsors a Visions event that provides opportunity for vendors to promote their products to staff and consumers for the purpose of providing hands on experience with the latest technology. Webinars and online tutorials such as those offered by Hadley School for the Blind are also available to staff and consumers to enhance skill development. The Bureau of Services to Blind Persons training center has a technology team that also provides in-service training to staff and at times community partners in order to assist them in acquiring and updating their skills. The training center provides comprehensive technology training to consumers who are part of the personal adjustment programs in order to prepare them for vocational training and/or placement. This goal will remain constant as the need for knowledge regarding technology only continues to be a need for the Bureau of Services for Blind Persons in order to facilitate the education and placement of blind consumers.

Goal 5 - The Bureau of Services for Blind Persons will continue to provide its professional staff opportunities to further their knowledge in the field of rehabilitation and blindness. The Bureau of Services for Blind Persons is committed to ensuring that all counselors have the additional knowledge and skills in working with blind and visually impaired individuals.

- Strategy and achievement: The Bureau of Services for Blind Persons promotes professional development as a part of our culture. The Bureau of Services for Blind Persons encourages staff participation in the state rehabilitation conference each year, a typical attendance is between 30 and 40. The Bureau of Services for Blind Persons also encourages staff participation in the Association of Education for Rehabilitation conference and typically has at least 12 staff attending. Currently, we have two staff participating in the Blindness and Low Vision Program at Mississippi State University. Staff also attend Michigan Works! conferences and Workforce Development Board meetings. The Bureau of Services for Blind Persons administrators attend both and the Council of State Administrators of Vocational Rehabilitation and the National Council of State Agencies for the Blind; staff regularly participate in webinars relating to the WIOA, ticket to work and several others.

  A statewide staff meeting is held each year with staff being provided the opportunity to focus on team building, cultural diversity and Bureau practices. The Bureau of Services for Blind Persons is also holding monthly meetings with the Bureau of Services for Blind Persons vocational rehabilitation staff to discuss policy changes, procedural changes and the WIOA implementation. The Bureau of Services for Blind Persons managers hold monthly meetings to educate and engage management staff in bureau practices, procedures and facilitation of new legislation such as the WIOA.

Goal 6 - The Bureau of Services for Blind Persons' goal is to increase competitive employment opportunities for individuals with visual impairment and blindness by utilizing its business services staff. The Bureau of Services for Blind Persons, through its collaboration with community partners and employers, has established a goal to rehabilitate 163 consumers with competitive outcomes.

- Strategy and achievement: In Fiscal Year 2015, The Bureau of Services for Blind Persons rehabilitated 181 consumers. The Bureau of Services for Blind Persons counselors assume as part of their duties, a business service approach. By connecting with employers and learning about their needs and coupling them with the skills and abilities of consumers,

successful placements have been made. The Bureau of Services for Blind Persons has also incorporated a staff person whose skill set can assist with the development of small business with consumers. This is a very effective practice, especially for consumers living in rural areas where transportation and opportunities for community based employment are limited. This resource assists staff and consumers in determining the viability of a small business and the provision of business counseling to assist both staff and consumers in the processes of developing a small business.

Goal 7 – The Bureau of Services for Blind Persons will identify transitioning youth and work to serve individuals age 14 to 26 years old. The Bureau of Services for Blind Persons collaborates with the Michigan Department of Education's Low Incidence Outreach program and intermediate school districts to provide information regarding transition services.

- Strategy and achievement: The Bureau of Services for Blind Persons routinely opens and serves eligible individuals who are age 14 years and older. The Bureau of Services for Blind Persons utilizes the American Printing House student count information provided by Low Incidence Outreach in order to identify transition students. The Bureau of Services for Blind Persons regularly communicates with and utilizes the services of Low Incidence Outreach. The vocational rehabilitation manager meets with the coordinator of Low Incidence Outreach to discuss best practice options and how The Bureau of Services for Blind Persons can effectively continue to work with Low Incidence Outreach via the Department of Education. Low Incidence Outreach provides technology training to transition youth during summer programs that The Bureau of Services for Blind Persons coordinates, as well as during the school year.

Goal 8 - The vocational rehabilitation staff and the library staff collaborate to ensure that consumers are aware of the services and how to access the materials in their preferred format. This increased collaboration will provide additional avenues for consumers who are pursuing vocational and secondary training.

- Strategy and achievement: The Bureau of Services for Blind Persons educates most, if not all, consumers about library services and assists those consumers in completing the necessary documentation to become a library patron. This documentation includes the acquisition of the mode of communication which means that vocational rehabilitation staff can crosscheck data in the case management system with what is reported to the library to ensure that the information is as accurate as possible.

Describe the Factors that Impeded the Achievement of Goals and Priorities (Blind)
The challenges that the designated state unit continues to struggle with are community and societal acceptance and understanding of persons with disabilities, specifically blind and visually impaired persons, and their talents. The availability of employment opportunities in both state and local environments as well as the need for follow along supports when placements are made. Another challenge is assisting consumers in the belief in their own skills and abilities.

An Evaluation of the Extent to Which the Supported Employment Goals were Achieved for the Most Recent Program Years – Identify Strategies that Contributed to the Achievement of Goals (Blind)
The goals submitted and approved in the State Plan for Fiscal Year 2015 combined the vocational rehabilitation and supported employment goals and strategies to achieve them. Therefore, the responses to those goals. Please see p.1.A above. The goals have been refined to include the differences in these programs.

Describe the Factors that Impeded Achievement of the Goals and Priorities (Blind)
The challenges that the designated state unit continues to struggle with are community and societal acceptance and understanding of persons with disabilities, specifically blind and visually impaired persons, and their talents. The availability of employment opportunities in both state and local environments as well as the need for follow along supports when placements are made. Another challenge is assisting consumers in the belief in their own skills and abilities.

The Vocational Rehabilitation Program's Performance on the Performance Accountability Indicators under Section 116 of the WIOA (Blind)
This designated state unit is aware of the performance objectives and will be working to put measures in place so that we can effectively respond to them.

How the funds reserved for Innovation and Expansion Activities were utilized (Blind)
Innovation and expansion activities: Michigan Council of Rehabilitation Services contribution amount is $58,245.00.

(q) Quality, Scope, and Extent of Supported Employment Services. Include the following:

(1) The quality, scope, and extent of supported employment services to be provided to individuals with the most significant disabilities, including youth with the most significant disabilities.

(2) The timing of transition to extended services.

Michigan Rehabilitation Services

Quality, Scope, and Extent of Supported Employment Services to be provided (General)
Michigan Rehabilitation Services offers a variety of supported employment services to individuals with the most significant disabilities throughout the state to assist with the achievement of competitive integrated employment. Michigan Rehabilitation Services will be adding customized employment to the list of vocational rehabilitation service options under supported employment.

Person-centered planning is used to assist individuals referred by mental health programs in selecting an employment goal; needed services and supports; and service providers that are needed to reach the supported employment goal. Services that are provided include, but are not limited to individual community-based placement; trial work experiences; psychosocial rehabilitation via clubhouse programs; job coaching; job referral; job development; job placement; and long-term follow-along (including natural supports). Supported employment services are provided in integrated community settings to the maximum extent possible.

Michigan Rehabilitation Services provides extended services until the customer has stabilized on their job. Following job stabilization, Michigan Rehabilitation Services closes the customer file and the local community mental health services programs or natural supports are utilized to provide extended services.

Michigan Rehabilitation Services will be adjusting the service delivery system to allocate 50 percent of the federal supported employment allotment on supported employment services for eligible youth with the most significant disabilities

The Michigan Department of Education, Michigan Department of Health and Human Services including Michigan Rehabilitation Services will continue to collaborate to improve supported employment resources and services for youth at the state and local levels. Specific strategies

and support services are used for students with the most significant disabilities, such as longer job coach utilization; assistive technology; specific job development approaches; and implementation of effective employment models.

Due to the Mental Health Wellness Commission Report recommendations and subsequent funding allocation, Project SEARCH is a specific employment model for students with disabilities with the most significant disabilities that is expanding in Michigan. Project SEARCH is an employer driven model that offers a year of work-based learning experiences for transition students prior to their exit from secondary education. The goal of Project SEARCH programming is employment at the host employer or at another employer consistent with the student's interests, strengths and abilities. At the present time there are eleven Project SEARCH programs in Michigan. In the fall of 2015, three additional Project SEARCH programs will be added. All of the programs have Michigan Rehabilitation Services, education and host business as collaborative partners. Some of the programs also have Bureau of Services for Blind Persons and community mental health as additional partners.

Michigan Rehabilitation Services has developed a commitment letter to be used with Project SEARCH partners. The goal of this letter is to promote consistency around the state in Project SEARCH contracts, in implementation of practices (including fees) and in measuring outcome data/return on investment. Another goal of the letter is to clarify Michigan Rehabilitation Services' interests, roles and responsibilities in Project SEARCH programs. Existing Project SEARCH programs and future programs will use this letter with Project SEARCH partners in lieu of Project SEARCH contracts.

The Timing of Transition to Extended Services (General)
Michigan Rehabilitation Services will be changing policy to allow for the provision of extended services to youth with the most significant disabilities up to four years as well as increasing extended services from 18 to 24 months as stated in the WIOA. Customized employment will be added to policy as a vocational rehabilitation service option.

Bureau of Services for Blind Persons

Quality, Scope, and Extent of Supported Employment Services to be provided (Blind)
Quality services to supported employment services requires a commitment to identifying and addressing the needs of the persons being served. Blindness specific training allows The Bureau of Services for Blind Persons to identify the skills of blindness training needed. Knowledge of other disabilities is also needed to know what services are needed to address those challenges. Quality service requires that we be able to acknowledge all disabilities the individual is managing and address them using the specialized training The Bureau of Services for Blind Persons staff possess. Partnering with community resources such as Community Mental Health is necessary to develop a plan to address the needs presented by additional disabilities.

The Bureau of Services for Blind Persons realizes that serving the whole individual is the best way to ensure that the best rehabilitation plans are designed.

The scope of service can range from skills of blindness training to work-based learning experiences, including informational interviews, job shadows and hands-on work experiences. These experiences serve to demonstrate the best way to assist a consumer in understanding their skills and abilities and also demonstrating to employers the consumer's capabilities.

The Bureau of Services for Blind Persons partners with community rehabilitation organizations such as mental health to determine the follow along needs of the consumer, including paid and natural supports.

Vocational rehabilitation needs to remain a part of this process until the consumer and the follow along supports are in place and the placement is solid before exiting service provision.

The Bureau of Services for Blind Persons is very experienced at serving the most severely disabled individuals, as most of our population meets that criteria.

The WIOA legislation requires that youth be considered significantly. Intervention that is early in the education process, i.e., 14 years and older is essential. Working with families, service providers, and education staff to encourage a belief that youth and students who have significant disabilities can work and helping them to understand the opportunities as well as the limitations they face is a very large part of this process. Every consumer is worthy of a wage commensurate to their peers. That is a commitment of this Bureau for youth and all other supported employment consumers we serve. The Bureau of Services for Blind Persons is aware that fifty percent of the Federal funds allotted for supported employment must be spent on youth with ten percent of those funds being matched by non-Federal dollars.

The Timing of Transition to Extended Services (Blind)

The designated state unit will work in tandem with systems that support the needs of the individual in order to make decisions regarding transition to extended service. Contributing factors could be, but are not limited to, the type of employment, the supports required to ensure the success of the employment outcome, the skills and abilities of the individual, and the availability of the follow along support in the individual's community.

This means that The Bureau of Services for Blind Persons will need to be part of the team working with the individual to provide professional guidance to the process. When the individual has demonstrated that they are able to successfully participate in work-based learning activities that have led to employment and the level of support needed to assist the individual in maintaining employment has been determined and a plan for providing those services has been developed, the move toward transition to extended services can occur.

VOCATIONAL REHABILITATION CERTIFICATONS AND ASSURANCES
MICHIGAN REHABILITATION SERVICES

	Michigan Department of Health and Human Services, Michigan Rehabilitation Services – Certification Statements	Yes	No
1.	The ***Michigan Department of Health and Human Services*** is authorized to submit the vocational rehabilitation services portion of the Unified or Combined State Plan under title I of the Rehabilitation Act of 1973 (Rehabilitation Act), as amended by the WIOA,[5] and its supplement under title VI of the Rehabilitation Act[6];	X	
2.	As a condition for the receipt of Federal funds under title I of the Rehabilitation Act for the provision of vocational rehabilitation services, the ***Michigan Department of Health and Human Services***[7] agrees to operate and administer the State vocational rehabilitation Services Program in accordance with the vocational rehabilitation services portion of the Unified or Combined State Plan[8], the Rehabilitation Act, and all applicable regulations[9], policies, and procedures established by the Secretary of Education. Funds made available under section 111 of the Rehabilitation Act are used solely for the provision of vocational rehabilitation services and the administration of the vocational rehabilitation services portion of the Unified or Combined State Plan;	X	
3.	As a condition for the receipt of Federal funds under title VI of the Rehabilitation Act for supported employment services, the designated State agency agrees to operate and administer the State Supported Employment Services Program in accordance with the supplement to the vocational rehabilitation services portion of the Unified or Combined State Plan[10], the Rehabilitation Act, and all applicable regulations[11], policies, and procedures established by the Secretary of Education. Funds made available under title VI are used solely for the provision of supported employment services and the administration of the supplement to the vocational rehabilitation services portion of the Unified or Combined State Plan;	X	
4.	The designated State agency and/or the designated state unit has the authority under State law to perform the functions of the State regarding the vocational rehabilitation services portion of the Unified or Combined State Plan and its supplement;	X	

Michigan Department of Health and Human Services, Michigan Rehabilitation Services – Certification Statements continued	Yes	No

[5] Public Law 113-128.
[6] Unless otherwise stated, "Rehabilitation Act" means the Rehabilitation Act of 1973, as amended by the WIOA, signed into law on July 22, 2014.
[7] All references in this plan to "designated State agency" or to "the State agency" relate to the agency identified in this paragraph.
[8] No funds under title I of the Rehabilitation Act may be awarded without an approved vocational rehabilitation services portion of the Unified or Combined State Plan in accordance with section 101(a) of the Rehabilitation Act
[9] Applicable regulations, in part, include the Education Department General Administrative Regulations (EDGAR) in 34 CFR parts 76, 77, 79, 81, and 82; 2 CFR part 200 as adopted by 2 CFR part 3485; and the State vocational rehabilitation Services Program regulations
[10] No funds under title VI of the Rehabilitation Act may be awarded without an approved supplement to the vocational rehabilitation services portion of the Unified or Combined State Plan in accordance with section 606(a) of the Rehabilitation Act.
[11] Applicable regulations, in part, include the citations in footnote 5.

5.	The State legally may carry out each provision of the vocational rehabilitation services portion of the Unified or Combined State Plan and its supplement.	X
6.	All provisions of the vocational rehabilitation services portion of the Unified or Combined State Plan and its supplement are consistent with State law.	X
7.	The ***Treasurer State of Michigan*** has the authority under State law to receive, hold, and disburse Federal funds made available under the vocational rehabilitation services portion of the Unified or Combined State Plan and its supplement;	X
8.	The ***Authorization Organizational Representative for the Department of Health and Human Services*** has the authority to submit the vocational rehabilitation services portion of the Unified or Combined State Plan and the supplement for supported employment services;	X
9.	The agency that submits the vocational rehabilitation services portion of the Unified or Combined State Plan and its supplement has adopted or otherwise formally approved the Plan and its supplement.	X

Certification Regarding Lobbying — Vocational Rehabilitation (General)
Certification for Contracts, Grants, Loans, and Cooperative Agreements

The undersigned certifies, to the best of his or her knowledge and belief, that:

(1) No Federal appropriated funds have been paid or will be paid, by or on behalf of the undersigned, to any person for influencing or attempting to influence an officer or employee of an agency, a Member of Congress, an officer or employee of Congress, or an employee of a Member of Congress in connection with the awarding of any Federal contract, the making of any Federal grant, the making of any Federal loan, the entering into of any cooperative agreement, and the extension, continuation, renewal, amendment, or modification of any Federal contract, grant, loan, or cooperative agreement.

(2) If any funds other than Federal appropriated funds have been paid or will be paid to any person for influencing or attempting to influence an officer or employee of any agency, a Member of Congress, an officer or employee of Congress, or an employee of a Member of Congress in connection with this Federal contract, grant, loan, or cooperative agreement, the undersigned shall complete and submit Standard Form-LLL, "Disclosure of Lobbying Activities," in accordance with its instructions.

(3) The undersigned shall require that the language of this certification be included in the award documents for all subawards at all tiers (including subcontracts, subgrants, and contracts under grants, loans, and cooperative agreements) and that all subrecipients shall certify and disclose accordingly. This certification is a material representation of fact upon which reliance was placed when this transaction was made or entered into. Submission of this certification is a prerequisite for making or entering into this transaction imposed by section 1352, title 31, U.S. Code. Any person who fails to file the required certification shall be subject to a civil penalty of not less than $10,000 and not more than $100,000 for each such failure.

Statement for Loan Guarantees and Loan Insurance (General)

The undersigned states, to the best of his or her knowledge and belief, that:
If any funds have been paid or will be paid to any person for influencing or attempting to influence an officer or employee of any agency, a Member of Congress, an officer or employee of Congress, or an employee of a Member of Congress in connection with this commitment providing for the United States to insure or guarantee a loan, the undersigned shall complete and submit Standard Form-LLL, "Disclosure of Lobbying Activities," in accordance with its instructions. Submission of this statement is a prerequisite for making or entering into this transaction imposed by section 1352, title 31, U.S. Code. Any person who fails to file the required statement shall be subject to a civil penalty of not less than $10,000 and not more than $100,000 for each such failure.

Applicant's Organization: **Michigan Department of Health and Human Services**

Full Name of Authorized Representative: **Janie Soliz**

Title of Authorized Representative: **Centralized Grants Management Analyst**

SF LLL Form – Disclosure of Lobbying Activities (only if applicable). If applicable, please print, sign, and email to MAT_OCTAE@ed.gov.

Certification Regarding Lobbying — Supported Employment (General)
Certification for Contracts, Grants, Loans, and Cooperative Agreements. The undersigned certifies, to the best of his or her knowledge and belief, that:

(1) No Federal appropriated funds have been paid or will be paid, by or on behalf of the undersigned, to any person for influencing or attempting to influence an officer or employee of an agency, a Member of Congress, an officer or employee of Congress, or an employee of a Member of Congress in connection with the awarding of any Federal contract, the making of any Federal grant, the making of any Federal loan, the entering into of any cooperative agreement, and the extension, continuation, renewal, amendment, or modification of any Federal contract, grant, loan, or cooperative agreement.

(2) If any funds other than Federal appropriated funds have been paid or will be paid to any person for influencing or attempting to influence an officer or employee of any agency, a Member of Congress, an officer or employee of Congress, or an employee of a Member of Congress in connection with this Federal contract, grant, loan, or cooperative agreement, the undersigned shall complete and submit Standard Form-LLL, "Disclosure of Lobbying Activities," in accordance with its instructions.

(3) The undersigned shall require that the language of this certification be included in the award documents for all subawards at all tiers (including subcontracts, subgrants, and contracts under grants, loans, and cooperative agreements) and that all subrecipients shall certify and disclose accordingly. This certification is a material representation of fact upon which reliance was placed when this transaction was made or entered into. Submission of this certification is a prerequisite for making or entering into this transaction imposed by section 1352, title 31, U.S. Code. Any person who fails to file the required certification shall be subject to a civil penalty of not less than $10,000 and not more than $100,000 for each such failure.

Statement for Loan Guarantees and Loan Insurance (General)
The undersigned states, to the best of his or her knowledge and belief, that:
If any funds have been paid or will be paid to any person for influencing or attempting to influence an officer or employee of any agency, a Member of Congress, an officer or employee of Congress, or an employee of a Member of Congress in connection with this commitment providing for the United States to insure or guarantee a loan, the undersigned shall complete and submit Standard Form-LLL, "Disclosure of Lobbying Activities," in accordance with its instructions. Submission of this statement is a prerequisite for making or entering into this transaction imposed by section 1352, title 31, U.S. Code. Any person who fails to file the required statement shall be subject to a civil penalty of not less than $10,000 and not more than $100,000 for each such failure.

Applicant's Organization: **Michigan Department of Health and Human Services**

Full Name of Authorized Representative: **Janie Soliz**

Title of Authorized Representative: **Centralized Grants Management Analyst**

SF LLL Form – Disclosure of Lobbying Activities (only if applicable).

Assurances (General)
The designated State agency or designated state unit, as appropriate and identified in the State certifications included with this vocational rehabilitation services portion of the Unified or Combined State Plan and its supplement, through signature of the authorized individual, assures the Commissioner of the Rehabilitation Services Administration, that it will comply with all of the requirements of the vocational rehabilitation services portion of the Unified or Combined State Plan and its supplement, as set forth in sections 101(a) and 606 of the Rehabilitation Act. The individual authorized to submit the vocational rehabilitation services portion of the Unified or Combined State Plan and its supplement makes the following assurances:

STATEMENT		Michigan Rehabilitation Services
	The State Plan must provide assurances that:	
1.	**Public Comment on Policies and Procedures:** The designated State agency assures it will comply with all statutory and regulatory requirements for public participation in the vocational rehabilitation Services Portion of the Unified or Combined State Plan, as required by section 101(a)(16)(A) of the Rehabilitation Act.	X

STATEMENT		Michigan Rehabilitation Services
2.	**Submission of the vocational rehabilitation services portion of the Unified or Combined State Plan and Its Supplement:** The designated state unit assures it will comply with all requirements pertaining to the submission and revisions of the vocational rehabilitation services portion of the Unified or Combined State Plan and its supplement for the State supported employment services program, as required by sections 101(a)(1), (22), (23), and 606(a) of the Rehabilitation Act; section 102 of the WIOA in the case of the submission of a Unified Plan; section 103 of the WIOA in the case of a submission of a Combined State Plan; 34 CFR 76.140.	X
3.	**Administration of the vocational rehabilitation services portion of the Unified or Combined State Plan:** The designated State agency or designated state unit, as appropriate, assures it will comply with the requirements related to:	
	(a) the establishment of the designated State agency and designated state unit, as required by section 101(a)(2) of the Rehabilitation Act...	X
	(b) the establishment of either a State independent commission or State Rehabilitation Council, as required by section 101(a)(21) of the Rehabilitation Act. The designated State agency or designated state unit, as applicable (Option A or B must be selected): (A) is an independent State commission. (B) has established a State Rehabilitation Council	B
	(c) Consultations regarding the administration of the vocational rehabilitation services portion of the Unified or Combined State Plan, in accordance with section 101(a)(16)(B) of the Rehabilitation Act and the nonfederal share, as described in 34 CFR 361.60.	X
	(d) the financial participation by the State, or if the State so elects, by the State and local agencies, to provide the amount of the non-Federal share of the cost of carrying out the vocational rehabilitation program in accordance with section 101(a)(3).	X
	(e) The local administration of the vocational rehabilitation services portion of the Unified or Combined State Plan, in accordance with section 101(a)(2)(A) of the Rehabilitation Act. Select yes or no, as appropriate, to identify if the designated State agency allows for the local administration of vocational rehabilitation funds.	No

STATEMENT		Michigan Rehabilitation Services
	(f) The shared funding and administration of joint programs, in accordance with section 101(a)(2)(A)(ii) of the Rehabilitation Act. Select yes or no, as appropriate, to identify if the designated State agency allows for the shared funding and administration of joint programs.	No
	(g) State-wideness and waivers of state-wideness requirements, as set forth in section 101(a)(4) of the Rehabilitation Act. Is the designated State agency requesting or maintaining a waiver of state-wideness for one or more services provided under the vocational rehabilitation services portion of the Unified or Combined State Plan? (Yes/No) See Section 2 of this vocational rehabilitation services portion of the Unified or Combined State Plan	Yes
	(h) The descriptions for cooperation, collaboration, and coordination, as required by sections 101(a)(11), (24)(B), and 606(b) of the Rehabilitation Act.	X
	(i) All required methods of administration, as required by section 101(a)(6) of the Rehabilitation Act.	X
	(j) The requirements for the comprehensive system of personnel development, as set forth in section 101(a)(7) of the Rehabilitation Act.	X
	(k) The compilation and submission to the Commissioner of statewide assessments, estimates, State goals and priorities, strategies, and progress reports, as appropriate, and as required by sections 101(a)(15), 105(c)(2), and 606(b)(8) of the Rehabilitation Act.	X
	(l) The reservation and use of a portion of the funds allotted to the State under Section 110 of the Rehabilitation Act for the development and implementation of innovative approaches to expand and improve the provision of vocational rehabilitation services to individuals with disabilities, particularly individuals with the most significant disabilities.	X
	(m) The submission of reports as required by section 101(a)(10) of the Rehabilitation Act.	X
4.	**Administration of the Provision of vocational rehabilitation Services:** The designated State agency, or designated state unit, as appropriate, assures that it will: (a) Comply with all requirements regarding information and referral services in accordance with sections 101(a)(5)(D) and (20) of the Rehabilitation Act.	X

STATEMENT		Michigan Rehabilitation Services
	(b) Impose no duration of residence requirement as part of determining an individual's eligibility for vocational rehabilitation services or that excludes from services under the plan any individual who is present in the State in accordance with section 101(a)(12) of the Rehabilitation Act.	X
	(c) Provide the full range of services listed in section 103(a) of the Rehabilitation Act as appropriate, to all eligible individuals with disabilities in the State who apply for services in accordance with section 101(a)(5) of the Rehabilitation Act? (Yes/No)	No
	(d) Comply with all required available comparable services and benefits, determined to be available to the individual in accordance with section 101(a)(8) of the Rehabilitation Act and	X
	(e) Comply with the requirements for the development of an individualized plan for employment in accordance with section 102(b) of the Rehabilitation Act.	X
	(f) Comply with requirements regarding the provisions of informed choice for all applicants and eligible individuals in accordance with section 102(d) of the Rehabilitation Act.	X
	(g) Provide vocational rehabilitation services to American Indians who are individuals with disabilities residing in the State, in accordance with section 101(a)(13) of the Rehabilitation Act.	X
	(h) Comply with the requirements for the conduct of semiannual or annual review, as appropriate, for individuals employed either in an extended employment setting in a community rehabilitation program or any other employment under section 14(c) of the Fair Labor Standards Act, as required by section 101(a)(14) of the Rehabilitation Act.	X
	(i) Meet the requirements in sections 101(a)(17) and 103(b)(2) of the Rehabilitation Act if the State elects to construct, under special circumstances, facilities for community rehabilitation programs.	X

	STATEMENT	Michigan Rehabilitation Services
	(j) with respect to students with disabilities, the State, (A) has developed and will implement, (i) strategies to address the needs identified in the assessments; and (ii) strategies to achieve the goals and priorities identified by the State, to improve and expand vocational rehabilitation services for students with disabilities on a statewide basis; and (B) Has developed and will implement strategies to provide pre-employment transition services (sections 101(a)(15) and 101(a)(25)).	X
5.	**Program Administration for the Supported Employment Title VI Supplement:** **(a)** The designated state unit assures that it will include in the vocational rehabilitation services portion of the Unified or Combined State Plan all information required by section 606 of	X
	(a) The designated State agency assures that it will submit reports in such form and in accordance with such procedures as the Commissioner may require and collects the information required by section 101(a)(10) of the Rehabilitation Act separately for individuals receiving supported employment services under title I and individuals receiving supported employment services under title VI of the Rehabilitation Act.	X
	(b) The designated state unit will coordinate activities with any other State agency that is functioning as an employment network under the Ticket to Work and Self-Sufficiency program under Section 1148 of the Social Security Act.	X
6.	**Financial Administration:** (a) The designated State agency assures that it will expend no more than 2.5 percent of the state's allotment under title VI for administrative costs of carrying out this program; and the designated State agency or agencies will provide, directly or indirectly through public or private entities, non-Federal contributions in an amount that is not less than 10 percent of the costs of carrying out supported employment services provided to youth with the most significant disabilities with the funds reserved for such purpose under section 603(d) of the Rehabilitation Act, in accordance with section 606(b)(7)(G) and (H) of the Rehabilitation Act.	X

STATEMENT		Michigan Rehabilitation Services
	(b) The designated State agency assures that it will use funds made available under title VI of the Rehabilitation Act only to provide supported employment services to individuals with the most significant disabilities, including extended services to youth with the most significant disabilities, who are eligible to receive such services; and, that such funds are used only to supplement and not supplant the funds provided under Title I of the Rehabilitation Act, when providing supported employment services specified in the individualized plan for employment, in accordance with section 606(b)(7)(A) and (D), of the Rehabilitation Act.	X
7.	**Program Administration for the Supported Employment Title VI Supplement:** (a) The designated State agency assures that it will provide supported employment services as defined in Section 7(39) of the Rehabilitation Act.	X
	(b) The designated State agency assures that: i. The comprehensive assessment of individuals with significant disabilities conducted under section 102(b)(1) of the Rehabilitation Act and funded under title I of the Rehabilitation Act includes consideration of supported employment as an appropriate employment outcome, in accordance with the requirements of section 606(b)(7)(B) of the Rehabilitation Act. ii. An individualized plan for employment that meets the requirements of section 102(b) of the Rehabilitation Act, which is developed and updated with title I funds, in accordance with section 102(b)(3)(F) and 606(b)(6)(C) and (E) of the Rehabilitation Act.	X

BUREAU OF SERVICES FOR BLIND PERSONS

	Michigan Department of Licensing and Regulatory Affairs – Bureau of Services for Blind Persons -- Certification Statements	Yes	No
1.	The ***Bureau Director*** is authorized to submit the vocational rehabilitation services portion of the Unified or Combined State Plan under title I of the Rehabilitation Act of 1973 (Rehabilitation Act), as amended by the WIOA,[12] and its supplement under title VI of the Rehabilitation Act[13];	X	
2.	As a condition for the receipt of federal funds under title I of the Rehabilitation Act for the provision of vocational rehabilitation services, the ***Bureau Director***[14] agrees to operate and administer the State vocational rehabilitation Services Program in accordance with the vocational rehabilitation services portion of the Unified or Combined State Plan[15], the Rehabilitation Act, and all applicable regulations[16], policies, and procedures established by the Secretary of Education. Funds made available under section 111 of the Rehabilitation Act are used solely for the provision of vocational rehabilitation services and the administration of the vocational rehabilitation services portion of the Unified or Combined State Plan;	X	
3.	As a condition for the receipt of Federal funds under title VI of the Rehabilitation Act for supported employment services, the designated State agency agrees to operate and administer the State Supported Employment Services Program in accordance with the supplement to the vocational rehabilitation services portion of the Unified or Combined State Plan[17], the Rehabilitation Act, and all applicable regulations[18], policies, and procedures established by the Secretary of Education. Funds made available under title VI are used solely for the provision of supported employment services and the administration of the supplement to the vocational rehabilitation services portion of the Unified or Combined State Plan;	X	
4.	The designated State agency and/or the designated state unit has the authority under State law to perform the functions of the State regarding the vocational rehabilitation services portion of the Unified or Combined State Plan and its supplement;	X	
5.	The State legally may carry out each provision of the vocational rehabilitation services portion of the Unified or Combined State Plan and its supplement.	X	

[12] Public Law 113-128.
[13] Unless otherwise stated, "Rehabilitation Act" means the Rehabilitation Act of 1973, as amended by the WIOA, signed into law on July 22, 2014.
[14] All references in this plan to "designated State agency" or to "the State agency" relate to the agency identified in this paragraph.
[15] No funds under title I of the Rehabilitation Act may be awarded without an approved vocational rehabilitation services portion of the Unified or Combined State Plan in accordance with section 101(a) of the Rehabilitation Act
[16] Applicable regulations, in part, include the Education Department General Administrative Regulations (EDGAR) in 34 CFR parts 76, 77, 79, 81, and 82; 2 CFR part 200 as adopted by 2 CFR part 3485; and the State vocational rehabilitation Services Program regulations.
[17] No funds under title VI of the Rehabilitation Act may be awarded without an approved supplement to the vocational rehabilitation services portion of the Unified or Combined State Plan in accordance with section 606(a) of the Rehabilitation Act.
[18] Applicable regulations, in part, include the citations in footnote 5.

	Michigan Department of Licensing and Regulatory Affairs – Certification Statements continued	Yes	No
6.	All provisions of the vocational rehabilitation services portion of the Unified or Combined State Plan and its supplement are consistent with State law.	X	
7.	The ***Treasurer State of Michigan*** has the authority under State law to receive hold, and disburse Federal funds made available under the vocational rehabilitation services portion of the Unified or Combined State Plan and its supplement;	X	
8.	The ***Bureau Director*** has the authority to submit the vocational rehabilitation services portion of the Unified or Combined State Plan and the supplement for supported employment services;	X	
9.	The agency that submits the vocational rehabilitation services portion of the Unified or Combined State Plan and its supplement has adopted or otherwise formally approved the Plan and its supplement.	X	

Certification Regarding Lobbying – Vocational Rehabilitation

Certification for Contracts, Grants, Loans, and Cooperative Agreements
The undersigned certifies, to the best of his or her knowledge and belief, that:

(1) No Federal appropriated funds have been paid or will be paid, by or on behalf of the undersigned, to any person for influencing or attempting to influence an officer or employee of an agency, a Member of Congress, an officer or employee of Congress, or an employee of a Member of Congress in connection with the awarding of any Federal contract, the making of any Federal grant, the making of any Federal loan, the entering into of any cooperative agreement, and the extension, continuation, renewal, amendment, or modification of any Federal contract, grant, loan, or cooperative agreement.

(2) If any funds other than Federal appropriated funds have been paid or will be paid to any person for influencing or attempting to influence an officer or employee of any agency, a Member of Congress, an officer or employee of Congress, or an employee of a Member of Congress in connection with this Federal contract, grant, loan, or cooperative agreement, the undersigned shall complete and submit Standard Form-LLL, "Disclosure of Lobbying Activities," in accordance with its instructions.

(3) The undersigned shall require that the language of this certification be included in the award documents for all subawards at all tiers (including subcontracts, subgrants, and contracts under grants, loans, and cooperative agreements) and that all subrecipients shall certify and disclose accordingly. This certification is a material representation of fact upon which reliance was placed when this transaction was made or entered into. Submission of this certification is a prerequisite for making or entering into this transaction imposed by section 1352, title 31, U.S. Code. Any person who fails to file the required certification shall be subject to a civil penalty of not less than $10,000 and not more than $100,000 for each such failure.

Statement for Loan Guarantees and Loan Insurance (Blind)
The undersigned states, to the best of his or her knowledge and belief, that:
If any funds have been paid or will be paid to any person for influencing or attempting to influence an officer or employee of any agency, a Member of Congress, an officer or employee of Congress, or an employee of a Member of Congress in connection with this commitment

providing for the United States to insure or guarantee a loan, the undersigned shall complete and submit Standard Form-LLL, "Disclosure of Lobbying Activities," in accordance with its instructions. Submission of this statement is a prerequisite for making or entering into this transaction imposed by section 1352, title 31, U.S. Code. Any person who fails to file the required statement shall be subject to a civil penalty of not less than $10,000 and not more than $100,000 for each such failure.

Applicant's Organization: **Michigan Bureau of Services for Blind Persons**

Full Name of Authorized Representative: **Edward F. Rodgers, II**

Title of Authorized Representative: **Bureau Director**

SF LLL Form – Disclosure of Lobbying Activities (only if applicable) (http://www2.ed.gov/fund/grant/apply/appforms/appforms.html). If applicable, please print, sign, and email to MAT_OCTAE@ed.gov

Certification Regarding Lobbying — Supported Employment
Certification for Contracts, Grants, Loans, and Cooperative Agreements
The undersigned certifies, to the best of his or her knowledge and belief, that:

(1) No Federal appropriated funds have been paid or will be paid, by or on behalf of the undersigned, to any person for influencing or attempting to influence an officer or employee of an agency, a Member of Congress, an officer or employee of Congress, or an employee of a Member of Congress in connection with the awarding of any Federal contract, the making of any Federal grant, the making of any Federal loan, the entering into of any cooperative agreement, and the extension, continuation, renewal, amendment, or modification of any Federal contract, grant, loan, or cooperative agreement.

(2) If any funds other than Federal appropriated funds have been paid or will be paid to any person for influencing or attempting to influence an officer or employee of any agency, a Member of Congress, an officer or employee of Congress, or an employee of a Member of Congress in connection with this Federal contract, grant, loan, or cooperative agreement, the undersigned shall complete and submit Standard Form-LLL, "Disclosure of Lobbying Activities," in accordance with its instructions.

(3) The undersigned shall require that the language of this certification be included in the award documents for all subawards at all tiers (including subcontracts, subgrants, and contracts under grants, loans, and cooperative agreements) and that all subrecipients shall certify and disclose accordingly. This certification is a material representation of fact upon which reliance was placed when this transaction was made or entered into. Submission of this certification is a prerequisite for making or entering into this transaction imposed by section 1352, title 31, U.S. Code. Any person who fails to file the required certification shall be subject to a civil penalty of not less than $10,000 and not more than $100,000 for each such failure.

Statement for Loan Guarantees and Loan Insurance (Blind)
The undersigned states, to the best of his or her knowledge and belief, that:
If any funds have been paid or will be paid to any person for influencing or attempting to influence an officer or employee of any agency, a Member of Congress, an officer or employee of Congress, or an employee of a Member of Congress in connection with this commitment providing for the United States to insure or guarantee a loan, the undersigned shall complete

and submit Standard Form-LLL, "Disclosure of Lobbying Activities," in accordance with its instructions. Submission of this statement is a prerequisite for making or entering into this transaction imposed by section 1352, title 31, U.S. Code. Any person who fails to file the required statement shall be subject to a civil penalty of not less than $10,000 and not more than $100,000 for each such failure.

Applicant's Organization: **Bureau of Services for Blind Persons**

Full Name of Authorized Representative: **Edward F. Rodgers, II**

Title of Authorized Representative: **Bureau Director**

SF LLL Form – Disclosure of Lobbying Activities (only if applicable) (http://www2.ed.gov/fund/grant/apply/appforms/appforms.html)

Assurances (Blind)
The designated State agency or designated state unit, as appropriate and identified in the State certifications included with this vocational rehabilitation services portion of the Unified or Combined State Plan and its supplement, through signature of the authorized individual, assures the Commissioner of the Rehabilitation Services Administration, that it will comply with all of the requirements of the vocational rehabilitation services portion of the Unified or Combined State Plan and its supplement, as set forth in sections 101(a) and 606 of the Rehabilitation Act. The individual authorized to submit the vocational rehabilitation services portion of the Unified or Combined State Plan and its supplement makes the following assurances:

	STATEMENT	Bureau of Services for Blind Persons
	The State Plan must provide assurances that:	
1.	**Public Comment on Policies and Procedures:** The designated State agency assures it will comply with all statutory and regulatory requirements for public participation in the vocational rehabilitation Services Portion of the Unified or Combined State Plan, as required by section 101(a)(16)(A) of the Rehabilitation Act.	X
2.	**Submission of the** vocational rehabilitation **services portion of the Unified or Combined State Plan and Its Supplement:** The designated state unit assures it will comply with all requirements pertaining to the submission and revisions of the vocational rehabilitation services portion of the Unified or Combined State Plan and its supplement for the State Supported Employment Services program, as required by sections 101(a)(1), (22), (23), and 606(a) of the Rehabilitation Act; section 102 of the WIOA in the case of the submission of a Unified Plan; section 103 of the WIOA in the case of a submission of a Combined State Plan; 34 CFR 76.140.	X

STATEMENT		Bureau of Services for Blind Persons
3.	**Administration of the vocational rehabilitation services portion of the Unified or Combined State Plan:** The designated State agency or designated state unit, as appropriate, assures it will comply with the requirements related to:	
	(a) the establishment of the designated State agency and designated state unit, as required by section 101(a)(2) of the Rehabilitation Act.	X
	a) the establishment of either a State independent commission or State Rehabilitation Council, as required by section 101(a)(21) of the Rehabilitation Act. The designated State agency or designated state unit, as applicable (Option A or B must be selected): (A) is an independent State commission. (B) has established a State Rehabilitation Council.	B
	b) (c) Consultations regarding the administration of the vocational rehabilitation services portion of the Unified or Combined State Plan, in accordance with section 101(a)(16)(B) of the Rehabilitation Act.	X
	d) the financial participation by the State, or if the State so elects, by the State and local agencies, to provide the amount of the non-Federal share of the cost of carrying out the vocational rehabilitation program in accordance with section 101(a)(3).	X
	(e) The local administration of the vocational rehabilitation services portion of the Unified or Combined State Plan, in accordance with section 101(a)(2)(A) of the Rehabilitation Act. Select yes or no, as appropriate, to identify if the designated State agency allows for the local administration of vocational rehabilitation funds.	No
	(f) The shared funding and administration of joint programs, in accordance with section 101(a)(2)(A)(ii) of the Rehabilitation Act. Select yes or no, as appropriate, to identify if the designated State agency allows for the shared funding and administration of joint programs.	No
	(g) State-wideness and waivers of state-wideness requirements, as set forth in section 101(a)(4) of the Rehabilitation Act. Is the designated State agency requesting or maintaining a waiver of state-wideness for one or more services provided under the vocational rehabilitation services portion of the Unified or Combined State Plan? (Yes/No) See Section 2 of this vocational rehabilitation services portion of the Unified or Combined State Plan.	Yes

	STATEMENT	Bureau of Services for Blind Persons
	(h) The descriptions for cooperation, collaboration, and coordination, as required by sections 101(a)(11), (24)(B), and 606(b) of the Rehabilitation Act.	X
	(i) All required methods of administration, as required by section 101(a)(6) of the Rehabilitation Act.	X
	(j) The requirements for the comprehensive system of personnel development, as set forth in section 101(a)(7) of the Rehabilitation Act.	X
	(k) The compilation and submission to the Commissioner of statewide assessments, estimates, State goals and priorities, strategies, and progress reports, as appropriate, and as required by sections 101(a)(15), 105(c)(2), and 606(b)(8) of the Rehabilitation Act.	X
	(l) The reservation and use of a portion of the funds allotted to the State under Section 110 of the Rehabilitation Act for the development and implementation of innovative approaches to expand and improve the provision of vocational rehabilitation services to individuals with disabilities, particularly individuals with the most significant disabilities.	X
	(m) The submission of reports as required by section 101(a)(10) of the Rehabilitation Act.	X
4.	**Administration of the Provision of vocational rehabilitation Services:** The designated State agency, or designated state unit, as appropriate, assures that it will: (a) Comply with all requirements regarding information and referral services in accordance with sections 101(a)(5)(D) and (20) of the Rehabilitation Act.	X
	(b) Impose no duration of residence requirement as part of determining an individual's eligibility for vocational rehabilitation services or that excludes from services under the plan any individual who is present in the State in accordance with section 101(a)(12) of the Rehabilitation Act.	X
	(c) Provide the full range of services listed in section 103(a) of the Rehabilitation Act as appropriate, to all eligible individuals with disabilities in the State who apply for services in accordance with section 101(a)(5) of the Rehabilitation Act? (Yes/No)	Yes
	(c) Comply with all required available comparable services and benefits, determined to be available to the individual in accordance with section 101(a)(8) of the Rehabilitation Act and	X

	STATEMENT	Bureau of Services for Blind Persons
	(e) Comply with the requirements for the development of an individualized plan for employment in accordance with section 102(b) of the Rehabilitation Act.	X
	(f) Comply with requirements regarding the provisions of informed choice for all applicants and eligible individuals in accordance with section 102(d) of the Rehabilitation	X
	(g) Provide vocational rehabilitation services to American Indians who are individuals with disabilities residing in the State, in accordance with section 101(a)(13) of the Rehabilitation Act.	X
	(h) Comply with the requirements for the conduct of semiannual or annual review, as appropriate, for individuals employed either in an extended employment setting in a community rehabilitation program or any other employment under section 14(c) of the Fair Labor Standards Act, as required by section 101(a)(14) of the Rehabilitation Act.	X
	(i) Meet the requirements in sections 101(a)(17) and 103(b)(2) of the Rehabilitation Act if the State elects to construct, under special circumstances, facilities for community rehabilitation programs.	X
	(j) with respect to students with disabilities, the State, (A) has developed and will implement, (i) strategies to address the needs identified in the assessments; and (ii) strategies to achieve the goals and priorities identified by the State, to improve and expand vocational rehabilitation services for students with disabilities on a statewide basis; and (C) Has developed and will implement strategies to provide pre-employment transition services (sections 101(a)(15) and 101(a)(25)).	X
5.	**Program Administration for the Supported Employment Title VI Supplement:** **(b)** The designated state unit assures that it will include in the vocational rehabilitation services portion of the Unified or Combined State Plan all information required by section 606 of the Rehabilitation Act.	X

	STATEMENT	Bureau of Services for Blind Persons
	(a) The designated State agency assures that it will submit reports in such form and in accordance with such procedures as the Commissioner may require and collects the information required by section 101(a)(10) of the Rehabilitation Act separately for individuals receiving supported employment services under title I and individuals receiving supported employment services under title VI of the Rehabilitation Act.	X
	(b) The designated state unit will coordinate activities with any other State agency that is functioning as an employment network under the Ticket to Work and Self-Sufficiency program under Section 1148 of the Social Security Act.	X
6.	**Financial Administration of the Supported Employment Program:** (a) The designated State agency assures that it will expend no more than 2.5 percent of the state's allotment under title VI for administrative costs of carrying out this program; and the designated State agency or agencies will provide, directly or indirectly through public or private entities, non-Federal contributions in an amount that is not less than 10 percent of the costs of carrying out supported employment services provided to youth with the most significant disabilities with the funds reserved for such purpose under section 603(d) of the Rehabilitation Act, in accordance with section 606(b)(7)(G) and (H) of the	X
	(b) The designated State agency assures that it will use funds made available under title VI of the Rehabilitation Act only to provide supported employment services to individuals with the most significant disabilities, including extended services to youth with the most significant disabilities, who are eligible to receive such services; and, that such funds are used only to supplement and not supplant the funds provided under Title I of the Rehabilitation Act, when providing supported employment services specified in the individualized plan for employment, in accordance with section 606(b)(7)(A) and (D), of the Rehabilitation Act.	X
7.	**Program Administration for the Supported Employment Title VI Supplement:** (a) The designated State agency assures that it will provide supported employment services as defined in section 7(39) of the Rehabilitation Act.	X

STATEMENT		Bureau of Services for Blind Persons
	(b) The designated State agency assures that: (i) the comprehensive assessment of individuals with significant disabilities conducted under section 102(b)(1) of the Rehabilitation Act includes consideration of supported employment as an appropriate employment outcome, in accordance with the requirements of section 606(b)(7)(B) of the Rehabilitation Act. (ii) an individualized plan for employment that meets the requirements of section 102(b) of the Rehabilitation Act, which is developed and updated with title I funds, in accordance with sections 102(b)(3)(F) and 606(b)(6)(C) and (E) of the Rehabilitation Act.	X

VII. Appendix I: Performance Goals for the Core Programs

Include the state's expected levels of performance relating to the performance accountability measures based on primary indicators of performance described in section 116(b)(2)(A) of the WIOA.

Each State submitting a Unified Plan is required to identify expected levels of performance for each of the primary indicators of performance for the first two years covered by the Plan. The State is required to reach agreement with the Secretary of Labor, in conjunction with the Secretary of Education on state adjusted levels of performance for the indicators for each of the first two years of the program.

Appendix I: Performance Goals for the Core Programs
Include the State's expected levels of performance relating to the performance accountability indicators based on primary indicators of performance described in section 116(b)(2)(A) of the WIOA.

	Year: 2016	Year: 2017		
	Proposed/Expected Level	Negotiated/ Adjusted Level	Proposed/Expected Level	Negotiated/ Adjusted Level
Employment (Second Quarter after Exit)				
Adults	**67%**	80%	**67%**	80%
Dislocated Workers	**78%**	85%	**78%**	85%
Youth*	**61%**	64%	**61%**	64%
Adult Education				
Wagner-Peyser	**44%**	64%	**44%**	64%
Vocational Rehabilitation				
Employment (Fourth Quarter after Exit)				
Adults	**67%**	**73%**	**67%**	**73%**
Dislocated Workers	**69%**	**80%**	**69%**	**80%**
Youth*	**58%**	**70%**	**58%**	**70%**
Adult Education				
Wagner-Peyser	**53%**	**64%**	**53%**	**64%**
Vocational Rehabilitation				
Median Earnings (Second Quarter after Exit				
Adults	**$6,108**	**$6,108**	**$6,108**	**$6,108**
Dislocated Workers	**$6,532**	**$7,000**	**$6,532**	**$7,000**
Youth				
Adult Education				
Wagner-Peyser	**$4,441**	**$5,000**	**$4,441**	**$5,000**
Vocational Rehabilitation				

	Year: 2016	Year: 2017		
	Proposed/Expected Level	Negotiated/ Adjusted Level	Proposed/Expected Level	Negotiated/ Adjusted Level
Credential Attainment Rate				
Adults	45%	50%	45%	50%
Dislocated Workers	44%	58%	44%	58%
Youth	50%	50%	50%	50%
Adult Education				
Wagner-Peyser				
Vocational Rehabilitation				
Measurable Skill Gains				
Adults				
Dislocated Workers				
Youth				
Adult Education	30%	40%	30%	40%
Wagner-Peyser				
Vocational Rehabilitation				
Effectiveness in Serving Employers				
Adults				
Dislocated Workers				
Youth				
Adult Education				
Wagner-Peyser				
Vocational Rehabilitation				

Additional Indicators of Performance
1.
2.
3.
4.
5.

Appendix II: Stakeholder Engagement

Per Section 616.130(c), the State has provided an opportunity to the following stakeholders for public comment on, and input into, the development of the Unified State Plan:

- Local Workforce Development Boards
- Chief Elected Officials
- Businesses
- Labor Organizations
- Community Based Organizations
- Adult Education Providers
- Institutions of Higher Education
- Workforce Development Providers
- Youth Education Providers
- Disability Service Entities Youth Serving Programs
- The General Public including individuals with Disabilities
- Other Stakeholders with an interest in the services provided under the core programs including:
    - Interagency Migrant Resource Council
    - Other State Departments including the Departments of Agriculture, Corrections, Education, Health and Human Services, Licensing and Regulatory Affairs, and the Unemployment Insurance Agency.

The Plan is posted on the following websites:

- The Workforce Development Agency's Website
- Michigan Rehabilitation Services Website

In an effort to make the process as inclusive as possible, we requested that stakeholders share the availability of the public comment opportunity with other key stakeholders within their local referral networks.

Appendix III Governor’s Talent Investment Board

Mark Alyea, Chair
Alro Steel Corporation
(*Business*)

Dennis Argyle, Vice Chair
Vice President and Chief Financial Officer
Knight Facilities Management, Inc.
(*Business*)

Paul Arsenault, President
Concepts Consulting
(*Business*)

Stephanie Beckhorn, Director
Workforce Development Agency
(*State Agency- core programs*)

Thomas Begin
Consumers Energy
(*Business*)

Kenyatta Brame, Executive Vice President
Cascade Engineering
(*Business*)

Michael Brownfield, Deputy Director of Strategy
Office of Governor Rick Snyder
(*Governor Snyder Designee*)

Jamie Clover Adams, Director of Dept. of Agriculture
Department of Agriculture and Rural Development
(*State Agency- ex-officio*)

Tony Day, Council Sergeant at Arms
Nottawaseppi Huron Band of the Potawatomi's Pine Creek Reservation
(*Business*)

Helen Dietrich
Ridgeview Orchards, LLC
(*Business*)

Shelly Edgerton, Director
Department of Licensing and Regulatory Affairs
(*State Agency- ex-officio*)

Abdul Haidous, Wayne County Commissioner
Wayne County District 11
(*Chief Elected Official*)

Mike Hansen, President
Michigan Community College Association
(Advisor)

Senator Ken Horn, State Senator (R-Frankenmuth)
Michigan State Senate, 32nd District
(*State Senator*)

Suzanne Howell, Director
Michigan Rehabilitation Services
(*State Agency-core programs*)

Representative Brandt Iden, State Representative (R-Portage)
Michigan House of Representatives, District 61
(*Michigan House of Representatives*)

Marcus James, Owner
StableInc, LLC
(*Business*)

Darcy Kerr
Accident Fund Holdings, Inc.
(*Business*)

Nick Lyon, Director
Department of Health and Human Services
(*State Agency- ex-officio*)

Sharon Moffett-Massey, Director
Unemployment Insurance Agency
State of Michigan
(*Advisor*)

John Moll, CEO
Gemini Group
(*Business*)

Donald O'Connell, Executive Director
Operating Engineers Local 324
(*Labor/Apprenticeships*)

Jason Palmer, Bureau Director
Bureau of Labor Market Information and Strategic Initiatives, Department of Technology, Management, and Budget
(Advisor)

Douglas Parkes
Kellie's Hallmark Shop
(*Business*)

William Peterson
United Auto Workers
(*Labor/Apprenticeships*)

Tony Retaskie, Executive Director
Upper Peninsula Construction Council
(*Labor/Apprenticeships*)

Brad Rusthoven, Human Resources Manager
Franchino Mold and Engineering
(*Business*)

Conan Smith, Washtenaw County Commissioner
Washtenaw County District 9
(*Chief Elected Official*)

Wanda M. Stokes, Director
Talent Investment Agency
(*State Agency- ex-officio*)

Zane Walker, President
Michigan State Building and Construction Trades Council
(*Labor Organization*)

Brian Whiston, State Superintendent
Michigan Department of Education
(*State Agency- ex-officio*)

Gregory Winter, President
Omni Metalcraft Corporation
(*Business*)

Elaine Wood, Chief Executive Officer
Networks Northwest
(*Community Based Organization*)

Vacant:
(*Youth organizations*)
(Business)