



**The Comprehensive Five-Year Local Plan for Adults, Dislocated Workers, and Youth**

**Michigan Works! Berrien • Cass • Van Buren**

**Modification Number 07-03**

**June 25, 2009 / Policy Issuance 07-16c2**

**In compliance with the Americans with Disabilities Act (ADA), the information in this plan is available in alternative formats by calling (800)-533-5800 extension 1100.  
Michigan Relay Center: (800)-649-3777 for Voice and TDD.**

## LOCAL FIVE-YEAR PLANS

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#### **ATTACHMENTS**

Attachment A: PY 09 Adult, Dislocated Worker, and Youth Performance Measures and Renegotiated Levels of Performance

Attachment B: Michigan Works! Policy Memorandum 99-53, *Support Service Policy*

## APPROVAL REQUEST

1. Michigan Works! Agency (MWA) Michigan Works! Berrien-Cass-Van Buren	2. MWA No. 5
3. Plan Title(s) Comprehensive Five-Year Local Plan for Adults, Dislocated Workers, & Youth	
4. Plan/Modification Number 07-03	5. Program Period 7/1/2009 – 6/30/2010

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

Authorized Chief Elected Official (CEO)  <div style="text-align: right;">Robert Wagel</div>	Date
Authorized CEO	Date
Authorized CEO	Date
Workforce Development Board (WDB) Chairperson  <div style="text-align: right;">Arnie Redsicker</div>	Date

OWD-166 (3/03)

The Michigan Department of Labor & Economic Growth does not discriminate in employment or in the provision of services based on race, religion, color, national origin, sex, age, disability, political affiliation or belief, and for beneficiaries only, citizenship and participation in grant initiatives, as provided by state and federal law.

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Authorized Chief Elected Official (CEO)  <div style="text-align: right;">Don Hanson</div>	Date
Authorized CEO	Date
Authorized CEO	Date
Workforce Development Board (WDB) Chairperson  <div style="text-align: right;">Arnie Redsicker</div>	Date

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## Section I: Adults and Dislocated Workers

### I. Labor Market Analysis

- A. Identify the workforce investment needs of businesses, job seekers, and workers in your Michigan Works! Agency (MWA) area through Program Year (PY) 2009, and describe key trends expected to shape the economic environment during the same time period. Needs should be driven by past operational experience and from annual planning information reports.**

#### The Labor Market

Due to the current recession, the economic situation in Berrien, Cass, and Van Buren Counties is not favorable. As of March 2009, the overall unemployment rate is 12.0% and Service Center usage has risen 70% over the same period last year. The economic contraction is expected to continue for at least 6-9 months, resulting in additional unemployment and use of Service Center resources. When the national economy begins to recover, economic growth in Michigan is expected to lag due to the heavy concentration of manufacturing related to the automotive industry.

Over the mid-to-long term, a large portion of the region's skilled workforce is approaching retirement, which will significantly reduce the pool of skilled labor. Skilled labor will also be diminished by a general decline in the tri-county population, which is expected to lose .53% by the end of 2010. Replacing these workers represents a significant workforce challenge: it is estimated that the energy and skilled trades sectors will replace and recruit in excess of 700 tri-county jobs by 2019.

#### Workforce Investment: Strategic Planning Focus and Efforts

Strategic planning to enhance the competitive advantage of local businesses and improve workforce skills continue to drive workforce development efforts. To better serve jobseekers and employers in the service delivery area, Michigan Works has shifted from a job seeker model – where identifying a career path and training hinged on the desires of the job seeker – to an employer driven model, where employer needs are identified and then fulfilled through targeted training programs.

Workforce needs are identified through a number of methods; so far, the Michigan Works Business Services Division has surveyed more than 82% of area employers<sup>1</sup> in order to identify their needs, while the Michigan Works Youth Council / Education Advisory Group has worked to coordinate all tri-county secondary schools districts and post-secondary educational partners with the workforce development system and employers in Southwest Michigan. Enhancing the collaborative partnerships already established between Michigan Works, educators, community agencies and employers will be crucial to improving this effort.

As a result of this strategic outreach and coordination, four higher-growth industries have been identified by Michigan Works as a focus for job and career growth over the next ten years: advanced manufacturing, energy/skilled trades, healthcare and hospitality. These four major industry sectors show the greatest need for training and placement. Several Regional Skill Alliances (RSAs) have been established throughout the tri-county to address these four critical industries which comprise over 70% of the jobs in the tri-county area.

### Critical Workforce Needs

#### *Addressing Skill Deficiencies in the Emerging and Reentrant Workforce*

Global competition and new technology has necessitated the recruitment of high performance employees to meet increasing standards of quality assurance and productivity. Unfortunately, many of the emerging and dislocated workers in the area are entering the labor market with a lack of work readiness and/or academic skills. The workforce investment system must address the basic skill deficiencies of these individuals and prepare them for an economy where lifelong learning is a necessity.

#### *Augmenting Resources for Employee Training*

Area businesses are experiencing difficulty in providing skill upgrades and additional training for their current employees. In the current economic environment, operations are lean and training resources scarce. This situation will invariably damage the long-term competitiveness of both businesses and workers, resulting in further economic losses for the region. Enhanced incumbent worker training initiatives which provide dollars and flexible curricula to area employers are a critical workforce need.

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<sup>1</sup> Employers with 19 or more employees.

### *Training / Retraining for Emerging Industry Sectors: Green Energy*

Historically, the economy in this area of the state has been strongly rooted in the manufacturing industry, which has lost thousands of jobs over the last several years. In the near term, the demand for manufacturing jobs will continue to deteriorate at an accelerating pace. During this time, the energy industry has remained a vital part of our local economy, providing high wages and career security.

The majority of the energy industry employers have historically relied on the military and nuclear navy to train their workers; however, there has been significant reductions in military energy programming in the post cold war era. As a consequence, the number of qualified energy workers has been severely reduced. Until now, companies have been able to utilize existing staff for operations, but the current workforce is aging: it is projected that up to 35% of the workers could retire in the next five years, creating a significant labor shortage. According to the U.S. Bureau of Labor Statistics, the demand for entry-level line workers, power plant operators, crafts positions, pipe fitters, and other positions that require technical knowledge is expected to grow by 9 percent annually. By 2010, the energy industry will need to add 10,000 new skilled workers each year as baby-boomers begin retiring in record numbers.

The labor demand in the energy sector will be further amplified by recent developments: the need for increased energy independence, conservation, and environmentally sound energy production has become a national priority. These requirements are expected to drive innovation in the energy sector, expanding employment opportunities for decades to come.

The Berrien-Cass-Van Buren Workforce Development Board recognizes that southwest Michigan is more closely tied to the energy industry than many other areas: with two nuclear plants, 45% of the state's nuclear power generating capacity lies within the service delivery area. Southwest Michigan is also home to many other employers who represent the oil, natural gas, electric, green building, and alternative energy sectors. Providing these employers with a skilled workforce – which surveys indicate is their single greatest need – is critical to the economic well-being of our region.

### *Training / Retraining for In-Demand Industry Sectors: Construction / Green Construction*

As manufacturing jobs have disappeared, the construction trades have been increasingly recognized as offering high-demand, good-paying careers. The trades are an especially viable option for displaced or dislocated workers with work experience and motivation. Although residential construction has been significantly reduced in the current recessionary economy, it is anticipated that infrastructure and green-related construction will expand with significant increases in government investment.

Regardless of government spending, demand for construction labor in southwest Michigan is likely to remain strong on a relative basis. Proximity to Lake Michigan and the Chicago market will continue to drive the construction of homes, condominiums, rental units, and recreational venues. And demand will be sustained or augmented by the critical development projects already completed or underway: interest and investment in the \$500 million Harbor Shores mixed-use development in Benton Harbor has not abated, nor has the activity surrounding the recently completed Four Winds casino in south Berrien County. Subsequent to a special agreement with the state, the Pokagon Band, which owns and operates Four Winds, has tentative plans to build a satellite casino in Van Buren County. An additional satellite casino is also a possibility.

*Training for In-Demand Industry Sectors: Hospitality*

By 2012, the hospitality sector will account for at least 30% of all employees in the tri-county region. Demand in the Benton Harbor area is expected to be particularly high as new businesses begin operation and established businesses experience growth due to the Harbor Shores Development and associated growth in local tourism. Harbor Shores is a 530-acre mixed use development that will include a hotel/conference center, a Jack Nicklaus Signature golf course, an indoor water park and many related businesses. Development work is under way, and the golf course is expected to open in the summer of 2010. Partially located within the city of Benton Harbor, the development will generate an estimated 2000 new jobs. In addition, the Four Winds Casino, which opened in New Buffalo in 2007, has expanded hospitality opportunities significantly, offering approximately 2700 new positions.

When considering the wages of the six fastest-growing hospitality occupations in the region, the average weekly wage for hospitality employment is \$560. Local growth in this sector indicates that advancement opportunities exist for those hired into entry-level positions, providing workers viable career paths. Due to an expanding demand for entry-level positions, this sector is especially well-suited to entry-level training and internships for low-skilled individuals.

**Top Noted/Fastest Growing Hospitality Occupations  
In Southwest Michigan**

<u>Title</u>	<u>Avg. Weekly Wage</u>
Waiter/Waitress	\$280
Retail Sales/Counter Attendants	\$360
Cooks-Restaurant	\$400
Chefs and Head Cooks	\$680
Lodging Managers	\$800
Food Service Managers	\$840
<b>Avg. Among These Occupations</b>	<b>\$560</b>

*Training / Retraining for In-Demand Industry Sectors: Healthcare*

When the US Bureau of Labor Statistics forecast the region's top ten occupations by growth through 2014, Registered Nurse was number one. In general, there is expected to be an increase of 16.9% in demand for occupations related to the healthcare industry through 2012. This average is inclusive of the predicted growth for such occupations as Registered Nurse (18.9%) and Emergency Medical Technician / Paramedic (12.7% combined). Local employers report an 11-14% current vacancy rate for Registered Nurses, which is a critical concern.

Data collected by the WDB indicates that current wages related to the healthcare industry represent 6.1% of the total annual income for Berrien, Cass, and Van Buren counties. This is a significant portion of the local economy and does *not* include the wages earned by the employees of the 4 regional hospitals. If the hospital staff wages were included, this figure soars to approximately 10% of the aggregate tri-county earnings. It is estimated that by 2012 the healthcare sector will employ approximately 11.3% of the active labor pool in the region.

Training is integral to the development of more nurses and healthcare professionals, and the creation of a training continuum and a practical career ladder/lattice in the healthcare field is essential to meeting the area's workforce needs. Practical career pathways will promote education and skill enhancement as a means of attaining greater occupational stability and higher wages, while providing feasible points-of-entry for dislocated workers interested in healthcare careers.

**1. Identify the overall availability of current and projected employment opportunities by occupation:**

Description	2006	2016	New	Repl	Total	09 Earnings
<b>Advanced Manufacturing</b>						
Mechanical engineers	763	764	1	167	168	\$33.19
Industrial engineers	404	463	59	97	156	\$26.90
Team assemblers	1,579	1,604	25	315	340	\$12.23
Laborers and freight, stock, and material movers, hand	1,341	1,329	(12)	415	403	\$10.24
Mechanical engineering technicians	247	275	28	52	80	\$23.29
Industrial machinery mechanics	300	328	28	50	78	\$23.26
Machinists	841	806	(35)	144	109	\$16.46
Cutting, punching, and press machine setters, operators, and tenders, metal and plastic	518	464	(54)	182	128	\$10.84
Industrial truck and tractor operators	734	666	(68)	187	119	\$11.45
Welders, cutters, solderers, and brazers	406	402	(4)	81	77	\$14.28
<b>Health Care</b>						
Registered nurses	1,644	2,023	379	289	668	\$24.30
Nursing aides, orderlies, and attendants	1,124	1,366	242	109	351	\$10.84
Licensed practical and licensed vocational nurses	539	596	57	154	211	\$16.36
Home health aides	380	542	162	40	202	\$8.42
Dental hygienists	140	162	22	28	50	\$28.35
Medical assistants	257	337	80	35	115	\$11.75
Pharmacy technicians	160	215	55	55	110	\$11.79
Dental assistants	189	218	29	34	63	\$15.04
Radiologic technologists and technicians	128	150	22	18	40	\$22.82
Medical and clinical laboratory technologists	98	108	10	15	25	\$31.38
<b>Hospitality</b>						
Cashiers, except gaming	2,645	2,515	(130)	1330	1,200	\$8.76
Waiters and waitresses	1,771	2,160	389	1041	1,430	\$7.01
Retail salespersons	3,485	3,524	39	1020	1,059	\$9.38
Janitors and cleaners, except maids and housekeeping cleaners	1,881	1,916	35	361	396	\$11.28
Maids and housekeeping cleaners	1,474	1,674	200	281	481	\$7.68
First-line supervisors/managers of retail sales workers	1,799	1,713	(86)	353	267	\$12.45
Food preparation workers	794	903	109	288	397	\$8.18
Bartenders	699	788	89	271	360	\$7.82
Cooks, restaurant	405	508	103	120	223	\$10.10
Combined food preparation and serving workers, including fast food	2,301	2,144	(157)	405	248	\$7.36
<b>Energy &amp; Skilled Trades</b>						
Chemical technicians	162	219	57	63	120	\$15.58
Electricians	619	552	(67)	135	68	\$24.05
Construction laborers	1,045	882	(163)	64	(99)	\$14.03
Plumbers, pipefitters, and steamfitters	540	498	(42)	93	51	\$17.74
Electrical engineers	72	79	7	17	24	\$29.09
Brickmasons and blockmasons	126	72	(54)	17	(37)	\$17.90
Power plant operators	49	51	2	17	19	\$31.96
Telecommunications equipment installers and repairers, except line installers	113	108	(5)	26	21	\$22.47
Cement masons and concrete finishers	91	51	(40)	17	(23)	\$14.85
Sheet metal workers	96	92	(4)	20	16	\$19.64

## 2. The job skills necessary to obtain such opportunities:

According to our Strategic Advantage Information System, the following key skills for high growth, in demand, high wage jobs are: active listening, reading comprehension, critical thinking, speaking, monitoring, writing, active learning, science, and learning strategies.

## II. Michigan Works! System

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

### Michigan Works! Service Centers

Customer visits were recorded by our scan-card system during a 10 month period from 7/1/08 to 5/7/09. As our scan-in procedure is self-served and not mandatory, visits are probably underestimated by several percentage points.

Benton Harbor Service Center, 499 W. Main St., Benton Harbor, MI 49022.  
(269) 927-1799. Square footage: 30,000. Customer Visits: 54,151 / Annualized: 64,980

Buchanan Satellite Service Center, 400 East Front St., Buchanan, MI 49107.  
(269) 697-8736. Square footage: 1,046. Customer Visits: 8,421 / Annualized: 10,104

Dowagiac Service Center, 601-D Front St., Dowagiac, MI 49047.  
(269) 782-9864. Square footage: 3,250. Customer Visits: 17,163 / Annualized: 20,595

South Haven Satellite Service Center, 125 Veterans Blvd., South Haven, MI 49090.  
(269) 637-4020. Square footage: 1,050. Customer Visits: 7,585 / Annualized: 9,102

Paw Paw Service Center, 32849 Red Arrow Hwy., Paw Paw, MI 49079.  
(269) 657-7014. Square footage: 10,346. Customer Visits: 19,448 / Annualized: 23,337

### Service Center Hours –

Satellite Centers:	M–F	8:00 a.m.-5:00 p.m.
Full Service Centers:	M–T–Th–F	8:00 a.m.-5:00 p.m.
	Wednesday	8:00 a.m.-8:00 p.m.

### Service Center Expansion and Improvement

Since 2002, the expansion and improvement of Service Centers to provide enhanced services has been a priority. The Benton Harbor Service Center at 499 W. Main Street opened in 2004, the Paw Paw Service Center at 32849 Red Arrow Hwy opened in 2006, and the Dowagiac Service Center was remodeled in 2009. The new Benton Harbor and Paw Paw facilities represented a significant increase in floor space and service capability, while the Dowagiac remodel provided a substantial improvement in space utilization, customer access, and customer flow. All Service Centers now feature a common interior décor, which provides customers a unified experience from center to center and a strong branding identity.

With the completion of the Dowagiac remodel, no significant expansion or improvement of full service centers is anticipated within the next few years. Improvements in customer access and service will now focus on satellite service centers, which may be improved or relocated to better meet customer demand.

### Co-Located Program Services

- Wagner-Peyser Employment Services, including both facilitated and mediated employment services and Michigan Talent Bank access, are provided at each Service Center.
- WIA Program Services are provided at each Service Center.
- Welfare Reform Program Services (JET, Non-Custodial Parent, Non-Cash Recipient, and Food Assistance Employment & Training) are offered at every Full Service Center.
- Trade Adjustment Assistance (TAA) Services are provided at each Service Center.
- Senior Community Service Employment Program Services are provided at each Service Center or via referral to coordinating agencies, such as the Region IV Area Agency on Aging and AARP.
- Veterans Employment Services are available at each Service Center.
- Migrant Seasonal Farm Worker representatives are presently located in the Service Centers to ensure the Migrant population receives services in an equitable manner.
- Vocational Rehabilitation Services are provided at each Service Center or via referral to vocational rehabilitation agencies. The Michigan Rehabilitation Services (MRS) district office is co-located at the MW Benton Harbor Service Center.
- Vocational Education is either provided at the Service Centers or via referral to vocational educational institutions.
- Adult Education in the form of GED Preparation is available at the Benton Harbor Service Center. Customers are also referred to community adult education institutions and programs as appropriate.

### Oversight of Training Providers and Coordination of Training with Local Needs

The WDB ensures that eligible providers of training services meet the employment needs of local employers and participants. Through its Workforce Intelligence Committee, the WDB reviews labor market intelligence and identifies key in-demand employment sectors. With this information, the Workforce Improvement Committee of the WDB sets the training priorities for the organization and communicates those priorities to training providers.

The Workforce Improvement Committee of the WDB is also responsible for the continuous improvement of training service providers. The Committee meets bi-monthly to review the numbers and types of training offered, as well as training outcomes; review any proposed training services in order to make a recommendation to the full board; and verify that services are consistent with employer needs and meet or exceed contractual standards of performance. In addition to this oversight, MW administrative staff monitor all activities, contractors, and work sites at least once a year; more frequent monitoring of a contractor is conducted if material deficiencies in performance, programmatic compliance, or internal controls are discovered. Service and program performance is typically reported to administrative staff on a monthly basis.

### Coordination of Program Services

The WDB created a Business Services Division (BSD) in PY 03 to meet the needs of local employers and improve the coordination of services. The goals of the BSD include:

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

The labor market intelligence generated by the BSD is used by the Workforce Intelligence Committee and the Workforce Improvement Committee of the WDB to determine job-seeker training priorities and guide the development of relevant curriculum at local training providers. The information is also used to facilitate the establishment of Regional Skills Alliances (RSAs). Currently, BSD staff coordinate Health Care, Hospitality, and Advanced Manufacturing RSAs for the service delivery area.

To further enhance the coordination of services, the WDB approved the selection of a single contractor for all core program services in PY 06. A single contractor facilitates service delivery integration and cross-program enrollment, avoiding duplication of services while achieving cost-saving economies of scale.

Since PY 06, several MW administrative staff are charged with the identification and development of training-related grant proposals. Federal and State opportunities for training dollars are aggressively pursued, with the goal of leveraging existing WIA, TAA, and Welfare Reform resources for area job seekers and employers.

#### **B. Memorandum of Understanding (MOU)**

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

Copies of all MOUs are currently on file at the Department of Energy, Labor, and Economic Growth (DELEG) / Bureau of Workforce Transformation (BWT).

### **III. Local Performance Measures**

The DELEG / BWT local performance measures for PY 09 will be maintained at PY 08 levels.

Michigan Works! Berrien-Cass-Van Buren will implement WIA performance measures for PY 09 as attached to DELEG / BWT Policy Issuance (PI) 07-16 change 2 and this document, and as revised by a letter dated April 29, 2008 from Liza Estlund Olson, Director of BWT, which modifies performance levels for PY 07 and 08. A copy of the letter is also attached to this document.

MW currently implements all required performance measures by the State and has employed additional local performance measures as approved by the Workforce Improvement Committee of the WDB.

#### **IV. Adult and Dislocated Worker Employment and Training Activities**

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

##### Core Services

A full range of self-assisted core services are available at each Service Center. Additionally, full service centers offer a variety of workshops designed to enhance job-search skills and outcomes. Core Services are facilitated by Career Navigator staff, while workshops are led by Training and Education Coordinator staff. All customers are encouraged to register in the local MW customer databases, which enables MW to track usage along with the number and type of core services provided.

Core Services may include the following components:

1. Program Information and Basic Assessment
2. General Information, which may include employment statistics, training provider performance, one-stop system performance, available support services, unemployment compensation claims filing, and resource room usage.
3. Group Activities, which may include workshop referral or attendance and job club referral or attendance.
4. Job Search, which may include Michigan Talent Bank (MTB) browsing, MTB use training, talent referrals, job referrals, and individual job development.

##### Intensive Services

Intensive Services are provided when eligible individuals seek more than minimal assistance in taking the next step toward self-sufficient employment. Intensive Services are intended to identify and overcome obstacles to employment through a comprehensive assessment and Individual Employment Plan (IEP). Program eligibility determination and enrollment will precede the rendering of intensive services. Intensive and training services are provided by Career Developer staff.

Intensive services include the following components:

1. Comprehensive and specialized assessments of the skill levels and service needs of the participant, which may include diagnostic testing and the use of other assessment tools, such as the Test of Adult Basic Education (TABE), and in-depth interviewing and evaluation to identify employment barriers and appropriate employment goals.
2. Development of an Individual Employment Plan which identifies employment goals, appropriate achievement objectives, and the appropriate combination of services needed to achieve the goals.
3. Individual or group counseling / career planning.
4. Case management for participants seeking training services.
5. Short-term prevocational services, including development of learning skills, communication, interviewing skills, punctuality, personal maintenance skills, and professional conduct, to prepare individuals for unsubsidized employment or training.
6. Literacy activities.
7. Out of area job search and /or relocation assistance.
8. Internship and work experience activities.

### Training Services

Participants who have received at least one intensive service, and who are determined by their Career Developer to be unable to obtain or retain employment through such services, are candidates for training services.

Before engaging a participant in a training program, Career Developers will . . .

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

Training Services may include the following:

1. Occupational skills training, skill upgrading and retraining, or entrepreneurial training utilizing individual training accounts (ITAs) through a wide variety of public and private occupational / technical training vendors and educational institutions.
2. On-the-Job Training with area employers.

3. Job Readiness / Work Experience training activities.
4. Community programs which combine workplace training with related instruction.
5. Adult education and literacy activities provided in combination with the services described above.
6. Customized training conducted with a commitment by an employer or group of employers to employ an individual upon successful completion of the training.

#### Area Vocational / Occupational Training Resources

Currently, our SDA has three formal vocational technical training facilities, including the Van Buren County Vocational Technical Center, the Lake Michigan College MTEC (Berrien County) and the Southwestern Michigan College MTEC (Cass County). These technical educational centers offer specific training to meet the needs of high-demand industry sectors; customized training for area employers is also available.

In addition to the technical training facilities, Lake Michigan College, Southwestern Michigan College Western Michigan University Southwest Extension and Ferris State University at Dowagiac/Niles offer a multitude of Career Education Consumer Report registered certificate and degree programs in high demand occupations.

#### Area Adult Education and Literacy Resources

Adult Education and Literacy Activities in the SDA are available through Michigan Works! Berrien-Cass-Van Buren, The Opportunity Center in Benton Harbor, Niles Community Schools, Pathfinders Adult Education and Learning, and the Michigan Avenue Academy.

Adult education, high school completion, and GED instruction are crucial components in preparing a skilled workforce for area employers. Improving the levels of basic and secondary education is especially critical in Benton Harbor, where area schools feature a high school graduation rate of only 62%<sup>2</sup> and students score significantly below standard on Michigan Educational Assessment Program (MEAP) tests. In 2007, only 10% of tested Benton Harbor High School students met MEAP math standards, 40% met MEAP reading standards, and 25% met MEAP writing standards.

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<sup>2</sup> 2007 four-year cohort.

To better serve north Berrien County jobseekers and employers, Michigan Works became a year-around provider of adult basic education (4<sup>th</sup> grade level and above), high school completion, and GED prep services in 2008 using WIA Title II funding from Niles Community Schools and Section 107 funding from Benton Harbor Area Schools. These services are delivered at the Benton Harbor Service Center and at various program sites. Prior to the Michigan Works program, year-around GED classes were not offered in north Berrien County.

In addition to offering structured classroom instruction, Michigan Works will provide participants flexible learning opportunities using self-paced online courseware. Online learning will be employed in a proctored open classroom / learning lab designed for convenient drop-in participation.

As a matter of service policy, Michigan Works will aggressively seek additional funding to expand adult education opportunities in the SDA. WIA funds may also be allocated to Service Providers to provide adult education instructors or tutors for WIA participants, as substandard literacy and academic skills directly impact a participant's suitability for training and employment.

#### Individual Training Accounts (ITAs)

Individual Training Accounts are available to those eligible for training services. The ITA is established on behalf of a participant, who purchases training services from eligible providers selected in consultation with the Career Developer.

The maximum voucher amount is determined by the WDB (subject to the No Worker Left Behind initiative limits) based on the funding available for Adult / Dislocated Worker services and the specific training and skill enhancement needed to meet local employer needs. Dollar limits may be waived for specific participants if sufficient merit exists.

The selection of training programs will be linked to the four industry sectors identified as high demand in our SDA. For training related to these high-demand occupations, MW will actively encourage prospective training vendors to register programs on Michigan's eligible provider list, the Career Education Consumer Report (CECR). MW will also facilitate a vendor's CECR registration for these programs.

Apart from the permitted use of On-The-Job training contracts or customized training contracts, MW anticipates no exceptions to the use of ITAs during the current planning period. If circumstances develop which require contractual exceptions to ITAs, the WDB will adhere to the policy articulated in 20 CFR 663.430 and the current MW procurement policy.

### Assuring that No Worker is Left Behind

To ensure that Michigan workers are equipped with the right set of skills and credentials to seize new opportunities in the emerging economy, the WDB revised local WIA program policy in the fall of 2007 to enable additional workers to participate in WIA-funded training services. Policy changes include:

- Raising the training expenditure cap to \$10,000 for Adults and Dislocated Workers.
- Increasing the annual family income level which represents self-sufficiency to \$40,000; this will permit a greater number of underemployed adults to enroll in WIA services.
- Liberalizing the standards for proving “attachment to the workforce” by Dislocated Workers; this included eliminating a requirement to enroll in the program within six months of a layoff or separation.

### Priority of Service for Veterans and Eligible Spouses

Michigan Works will comply with the priority of service provisions of the Jobs for Veterans Act (Title 38 of the U.S. Code 4215(a)) and 20 CFR 1010. In all situations where services and resources are limited or subject to a significant wait, veterans and eligible spouses meeting programmatic eligibility requirements will receive services before other customers. For programs or services which have statutory targets (mandatory spending or target-group priorities, such as the WIA “limited funding” service priority), veterans meeting the mandatory priorities will receive preference over all other individuals; veterans not meeting the mandatory priorities will receive preference over other individuals not meeting the mandatory priorities.

MW ensures that all veterans and eligible spouses using Service Center resources are aware of (1) their entitlement to priority of service, (2) the full array of services available under priority of service, and (3) the applicable eligibility requirements for programs and services.

To implement priority of service, it is necessary to identify and inform veterans and eligible spouses when one-stop resources are first accessed. This is accomplished by: (1) posting a notice advising veterans and eligible spouses that a Local Veterans Employment Representative (LVER) or a Disabled Veterans Outreach Representative (DVOR) is available to specifically assist veterans; (2) asking all one-stop customers if they are a veteran or a spouse of a veteran; if so, veterans and eligible spouses are informed of their priority rights and the availability of the LVER or DVOR for additional assistance; and (3) including a check-box on all intake forms which asks, “Are you a veteran?” An affirmative response will trigger appropriate follow-up with the customer.

## Activities Using American Recovery and Reinvestment Act (ARRA) Funding

The American Recovery and Reinvestment Act of 2009 provides a significant increase in Adult and Dislocated Worker funding from February 17, 2009 through PY 09. ARRA Adult funds of \$701,973 and DW funds of \$1,247,868 represent 58% and 62% increases in the respective PY 08 local formula allocations (though indications are that non-ARRA DW funding for Michigan will decrease by 40% or more in PY 09). ARRA funds are intended to supplement existing WIA activities in order to substantially increase the number of customers served and the number of those customers who receive training.

Michigan Works! Berrien-Cass-Van Buren enjoys tremendous success in providing individuals with No Worker Left Behind (NWLB) training, recently garnering 14.6% of the available incentive award funding for NWLB performance, despite receiving – on average – *only 2.5%* of the local formula WIA funding awarded to MWAs. This performance is due to a multiplicity of factors working in concert:

- Accurate workforce intelligence / labor market analysis by the MW Business Service Division and the Workforce Intelligence Committee of the WDB is key to identifying the SDA's occupational demand and training needs.
- Unparalleled alignment and cooperation with educational institutions permits relevant training to be introduced and promoted in a timely fashion. Career Education Consumer Report registration – a not insignificant consideration – is facilitated by MW for desired courses of study.
- Integrated (single contractor) service delivery within all one-stops ensures alignment of NWLB training goals and consistent procedures throughout all funding streams.
- Outstanding outreach and public relations efforts gets the word out to prospective participants.

To serve as many eligible individuals as possible, effective outreach is crucial. MW has been extremely successful “packaging” and promoting training for in-demand occupations, producing brochures and press releases that are disseminated throughout the SDA. This type of marketing represents an appealing timesaver and “decision point” for customers who may be bewildered or discouraged by the multitude of career options available. The brochure or media article communicates something clear and concise: here is a potentially free training for an occupation that's in demand. Does it sound interesting to you? If so, come to Michigan Works! To individuals uncertain about the next steps they should take, a clear choice and a well-defined path represents a powerful “nudge” or call to action. Recent promotional efforts include fast-track training in energy production technologies, pharmacy technician training, green-construction training, and culinary arts training.

ARRA funds will be used to increase the number of NWLB individuals trained using MW's existing techniques. Information technology, HVAC, welding, CNA, and various hospitality trainings are being considered for special emphasis. Direct training contracts with educational institutions, allowable under ARRA, may also be used if they facilitate increased training capacity or stimulate the implementation of new curricula for demand occupations.

Consistent with the principles of ARRA, there will be an increased emphasis on qualifying and enrolling low-income individuals, especially older youth participating in ARRA-funded summer employment opportunities, and Jobs, Education, and Training program participants. One difficulty with these populations is that remediation is often necessary before advanced training can be attempted; ARRA funds may be used to support additional basic education / workplace literacy activities for these participants. This may take the form of personal tutoring and/or enhanced opportunities for online remediation.

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

Please refer to Attachment B: MW Policy Memorandum 99-53, *Support Service Policy*

## **V. Rapid Response Activities**

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

The WDB will coordinate the activities of MW Service Providers with the rapid response activities as described below; key Service Provider staff will be dedicated to a local Rapid Response Team that will coordinate with the State's Rapid Response Section.

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

Rapid response activities are the primary responsibility of the RRS. Each RRS workforce consultant is responsible for a major geographical area of the state. Workforce consultants are supported with dislocated worker funds and are responsible for rapid response activities and program planning. The RRS's intervention in plant closings and mass layoffs is typically triggered by a Worker Adjustment Retraining Notification (WARN) Act notice. The WARN Act requires employers with more than 100 employees to provide at least 60 days advance notice of a covered plant closing or mass layoff at a site where the plant closing/mass layoff will affect at least one-third of the workforce and a minimum of 50 employees.

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

## **VI. Funding**

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

Since eligibility for adult services is not contingent on income, there may not be sufficient funding available to provide intensive and training services to all adults who could benefit from such services. In accordance with Section 134(d)(4)(E) of the WIA, in the event that a local area determines that the funds allocated for adult employment and training activities are limited, priority will be given to recipients of public assistance, low-income individuals, and other No Worker Left Behind eligible individuals for intensive and training services in occupations that are considered in demand. Individuals of those groups who are Veterans will receive the highest priority of service.

Priority will be applied to both new enrollments and service requests for existing participants. Within the entire service population, a form of triage will help determine an equitable funding allocation: those with the greatest need or immediate opportunity, and/or those who can benefit most with the least amount of resources, will get preference.

Prioritization will not be applied if funding in the local area is determined not to be limited. Fund levels are reviewed by MW management staff on a monthly basis; immediate oversight of WIA intensive and training service funds lies with the contractor responsible for the funds.

Determining whether funds are limited is a process which involves an ongoing assessment of service demand. Of those job seekers who express a desire or need for intensive and training services, those who are assessed as suitable candidates (that is, demonstrate positive indicators for program success) constitute the service demand. Contractor staff responsible for WIA service delivery gauge demand on a daily basis, which is reflected in service (enrollment and training) requests. Significant over-budget spending, or a reported excess of demand in the face of on-budget spending, will trigger a joint review of funding by the Michigan Works! Executive Director and service contractor management. A determination of limited funding will be made at that time.

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

Requirements as issued by both the federal and state government funding streams will be adhered to as minimum procurement standards. In general, the following formal process will be followed: A Request for Proposal (RFP) notice will be issued to all prospective bidders on the bidder's list, which is comprised of organizations that have expressed interest and requested to be included on the list, including minority and woman-owned businesses. After the RFP notice is issued, Michigan Works will publish a legal notice, which describes specifically the details, objectives, and total funds available for the contract. A bidder's conference may be held to allow bidders to ask MW representatives questions regarding the RFP. Shortly after the proposal submission deadline, MW administrative staff will review and rate submitted proposals. The staff will make a recommendation of contractor selection to the Workforce Improvement Committee of the WDB. The Committee will review the recommendation and vote to accept or reject the recommendation, then submit a proposed action item to the local WDB. The WDB will then vote on the action item. After approval by the WDB, a contract will be negotiated between MW and the approved service provider.

Grants and contracts for activities under WIA are awarded using a competitive process conducted in a manner which provides open and free competition. All procurement utilizing WIA funding sources follow guidelines set forth in DLEG / OWD PI 04-03 and OMB Circular A-110 (2 CFR 215).

Apart from the permitted use of On-The-Job training contracts or customized training contracts, MW anticipates no exceptions to the use of ITAs during the current planning period. If circumstances develop which require contractual exceptions to ITAs, the WDB will adhere to the policy articulated in 20 CFR 663.430 and the MW procurement process as described above.

**C. Identify the Chief Elected Official designated as the Grant Recipient for the Workforce Development Board (WDB) Area:**

Mr. Don Hanson, Commissioner  
Van Buren County  
75406 56th Street  
Decatur, Michigan 49045  
Phone Number: 269/ 674-8780  
Fax Number: 269/ 674-8780  
Email Address: dshanson@btc-bci.com

**Also identify the Fiscal Agent if different from the local Grant Recipient/Chief Elected Official for the WDB area:**

Mr. Douglas Cultra, County Administrator  
Van Buren County  
219 Paw Paw Street #201  
Paw Paw, Michigan 49079  
Phone Number: 269/ 657-8253  
Fax Number: 269/ 657-2547

**D. Meeting Local Area Needs through Work-Flex Waiver Funding Flexibility**

The WDB believes the ability to flexibly reallocate funding to meet critical service needs is indispensable in the current economic environment. As standing policy, the following two Work-Flex Waivers will be requested from the State of Michigan whenever they are available<sup>3</sup>:

1. Waiver to Utilize Local Formula Funding for an Incumbent Worker Training (IWT) Program

This waiver would permit Michigan Works to use up to 10% of the agency's Adult, Dislocated Worker, and Youth formula allocations for IWT programs. This discretionary funding gives MW the flexibility to augment, where needed, the IWT Rapid Response Reserve funding ordinarily allocated by the State.

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<sup>3</sup> As of May 2009, the State of Michigan had not been granted Work-Flex authority by the Department of Labor for PY 09 and beyond.

Obtaining this waiver will allow Michigan Works the flexibility to meet the critical training needs of area employers as they are identified. Opportunities may arise quickly, and the ability to rapidly allocate funding to IWT is indispensable to supporting the area's economic activity. IWT will:

- a. Improve the competitiveness and viability of businesses in our service delivery area, which will not only avert layoffs or closures, but facilitate business expansion and employment;
- b. Upgrade incumbent workers' skills and/or job classifications;
- c. Increase incumbent worker wages;
- d. Increase employer exposure to MW services and the workforce development system.

Michigan Works will operate the IWT program in compliance with DELEG / BWT incumbent worker training program policy, and with the Michigan Works IWT program plan as submitted to DELEG / BWT. Michigan Works will also comply with any changes, updates, and follow-on IWT policy issued by DELEG / BWT during the waiver period.

## 2. Waiver to Transfer Up to 100% of Funding Between the Adult and Dislocated Worker Funding Streams<sup>4</sup>

This waiver would permit Michigan Works to transfer up to 100% of the annual Adult and Dislocated Worker local formula allocations between the respective funding sources. Standard DELEG / BWT policy allows Michigan Works agencies to transfer up to 30% of funding between the Adult and Dislocated Worker funding streams.

The waiver will provide Michigan Works the flexibility to provide WIA services where they are most needed, maximizing the impact of WIA dollars in our service area, streamlining service delivery, and aligning those services as much as possible with the goals of the No Worker Left Behind initiative.

Administering the waiver will not involve new or additional operational requirements. Michigan Works complies with all applicable cost principles, uniform administrative requirements, audit requirements, and WIA regulations. However, since waiver administration specifically involves issues of budget oversight and fiscal reporting, a brief description of this process follows.

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<sup>4</sup> Michigan Works was granted this waiver by DELEG for the period of March 11, 2009 through June 30, 2009. As of May 2009, the State of Michigan had not been granted Work-Flex authority by the Department of Labor for PY 09 and beyond.

The Chief Financial Officer of Michigan Works reports to the Executive Director and is responsible for all fiscal reporting and budgetary oversight. WIA expenditures are compared to budgets on a monthly basis and material variances result in budget modifications or corrective actions as required. If relative demand indicates a transfer of funding between Adult and Dislocated Worker is warranted, the transfer will be evaluated and approved by the Michigan Works Executive Director and the Chief Financial Officer. Programmatic budgets will be adjusted accordingly, and new budget information summaries will be submitted to DELEG.

## **VII. Review, Comment, and Publication Documentation**

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

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

- A. Members of the local board and members of the public, including representatives of business and labor organizations; and
- B. The public through such means as public hearings and local news media.

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

The local board will make information about the plan available to the public on a regular basis through open meetings.

The local plan will be available in PDF format on the Berrien-Cass-Van Buren Michigan Works website; printed copies of the plan may be obtained by writing the Chief Financial Officer, Michigan Works!, 499 W. Main Street, Benton Harbor, MI 49022.

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

## **SECTION II: Youth**

### **I. Local Vision and Goals**

#### **A. Describe your broad strategic, economic, and workforce development goals for youth.**

The WDB's strategic, economic, and workforce development goal for youth is to increase the skills, employability, and employment of tri-county individuals between the ages of 14-21 (ARRA funds can serve youth through age 24). The Youth Council /Education Advisory Group (EAG), a WDB sub-committee, will steer the services provided to youth through outreach, information sharing and recruitment of tri-county partners. The local WDB expects to achieve success through positive outcomes, individually and programmatically, for youth in job placement and retention, high school completion, and post-secondary enrollment. The WDB plans to achieve these goals through new and existing partnerships with local educational agencies, the private sector, post-secondary institutions, community-based organizations, foundations, and other grant-funded programs administered by Michigan Works. These goals will have tri-county-wide impacts on emerging workforce employment rates, high school completion rates, and post secondary enrollment rates. Retaining talented youth in the region will continue to be a major priority for MW and the private sector as planning moves forward.

#### **B. Describe your youth vision and how the WIA workforce investment system will help to attain these goals.**

The WDB's vision focuses on a tripartite approach towards serving youth. In-school youth will be served by Youth (Career) Developers on a one-to-one basis that is not specifically tied to services or programming within a school or school district. In-school youth will also be served on a one-to-many basis by the Jobs for America's Graduates (JAG) program, a national school-to-career transition and dropout prevention curriculum that will be conducted within designated schools by WIA / JAG Specialists. Ideally, participation in JAG classes will count towards a participant's graduation requirements. The final piece of the youth vision involves serving out-of-school youth using the resources and activities available at Michigan Works Service Centers, including co-enrollment in associated grant-funded programs administered by Michigan Works, such as YouthBuild, adult education / GED prep, and WIA Adult.

The resources of the workforce investment system makes this multi-faceted approach to serving youth possible. Being able to respond to the needs of youth in a variety of locations and circumstances is crucial to providing effective service and the best possible outcomes. The goal of all youth programming is to minimize the barriers to academic and occupational success, providing our young people a future of economic self-sufficiency and area employers a competent and skilled workforce.

**In five years, how will services for youth be further streamlined?**

In five years, services for youth will be further streamlined by improving existing services and community collaborations, enhancing academic and workplace literacy programs, and implementing innovative services and activities for youth. With appropriate support from area school systems, the JAG program promises to leverage WIA Youth services substantially, reaching hundreds of in-school youth on a daily basis.

**Typically, what information and services for youth will be provided and how will customers access them?**

All youth will have access to the information and services provided at Michigan Works Service Centers. In-school youth served in local secondary school districts will receive services in the Service Centers and at their respective schools.

Universal services provided for youth include objective assessment, career navigation, career development, and the implementation of an individual service strategy. Services will also include preparing for post-secondary educational opportunities; developing strong linkages between academic and occupational learning; preparing for unsubsidized employment opportunities; engaging intermediaries with strong employer connections; and participating in alternative secondary school services, summer employment opportunities, paid and unpaid work experience, occupational skill training, and leadership development opportunities. Supportive and follow-up services will also be provided.

Youth will also have access to all self-directed services which include a multiplicity of online resources (the Michigan Career Portal, O\*Net Online, the Michigan Talent Bank, etc.) as well as community service directories, which provide a listing of other service providers in the area, including their locations and which services they provide.

Youth involved in JAG classes at their local school will be provided the resources of the JAG curriculum on a day-to-day basis. The JAG curriculum provides activities consistent with the ten program elements of WIA Youth programming; JAG activities will also be coordinated with the work-readiness and career-prep resources available at Service Centers.

**How will youth programs be enhanced and expanded so young people have resources and skills needed to succeed in the state’s economy?**

Youth services will be enhanced by continuous performance accountability, program assessments, community collaboration, and outreach. Michigan Works will also facilitate the dialogue between employers and educators regarding the knowledge, skills, and abilities needed for a globally competitive workforce. New partnerships and initiatives – such as implementing the JAG curriculum at various schools and seeking grant-funding for additional services, like YouthBuild and adult education / GED prep – will be sought to improve and extend services for area youth.

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

The youth customers of the workforce investment system in our area are individuals from Berrien, Cass, and Van Buren counties who are between 14-21 years of age (ARRA funds can serve youth through age 24); and are low income, as defined in the WIA Section 101 (25); and are either deficient in basic literacy skills; a school dropout; a homeless, runaway, or foster child; pregnant or parenting; an offender; or an individual (including a youth with a disability) who requires additional assistance to complete an educational program, or to secure and hold employment.

**Tri-County Youth Population**

2005-2007 American Community Survey 3-Year Estimates

	In-School Youth Grades 9-12	Youth Ages 18-24 Not in Postsecondary Education
Berrien County	10,227 (Error: +/- 510)	9655
Cass County	3136 (Error: +/- 190)	3133
Van Buren County	4887 (Error: +/- 302)	5226

**Totals: 18,250 (Error: +/- 1002) 18,014**

At minimum, 30% of WIA Youth funds will be used to serve out-of-school youths.

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

A Request for Proposal (RFP) notice will be issued to all prospective bidders on the bidder's list, which is comprised of organizations that have expressed interest and requested to be included on the list, including minority and woman-owned businesses. After the RFP notice is issued, Michigan Works will publish a legal notice, which describes specifically the details, objectives, and total funds available for the contract. A bidder's conference may be held to allow bidders to ask MW representatives questions regarding the RFP. Shortly after the proposal submission deadline, MW administrative staff will review and rate submitted proposals. The staff will make a recommendation of contractor selection to the Workforce Improvement Committee of the WDB. The Committee will review the recommendation and vote to accept or reject the recommendation, then submit a proposed action item to the local WDB. The WDB will then vote on the action item. After approval by the WDB, a contract will be negotiated between MW and the approved service provider.

Grants and contracts for activities under WIA are awarded using a competitive process conducted in a manner which provides open and free competition. All procurement utilizing WIA funding sources follow guidelines set forth in DLEG (OWD) Policy Issuance 04-03 and OMB Circular A-110 (2 CFR 215).

**The state has delegated responsibility to local boards to provide the definition regarding a sixth youth eligibility criterion at Section 101(13)(C)(vi).**

In addition to youth eligibility criterion at Section 101 (13) (C) (vi), the WDB has defined a sixth eligibility criterion which includes all special education and alternative education students, youth with test scores below age appropriate grade level, youth identified as having significant behavioral and social barriers to employment, and youth living in high poverty or rural areas lacking adequate transportation to employment.

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

Currently, One-Stop Service Centers are located in Benton Harbor, Dowagiac, Buchanan, Paw Paw, and South Haven. These centers house the year-round WIA Youth program, which is offered to eligible in-school and out-of-school youth. The community resources and services provided to youth are defined by the needs of local employers; services to youth focus on the four high growth industries in the area (Healthcare, Energy/Construction Trades, Hospitality and Advanced Manufacturing), providing key entry points for the development of career lattices within those industries. The One-Stop service delivery system uses the MW Business Services division, employer contacts, and RSAs to ensure that employers are extensively involved in setting job and skill requirements for youth career development.

The One-Stop system is also intimately tied to youth services which are primarily delivered within schools, such as the JAG curriculum. As part of their classroom experience, JAG participants become familiar with One-Stop resources through workshops, field trips, and work-experience opportunities. JAG students become as familiar with their One-Stop as their school library. In turn, One-Stop staff support JAG activities by providing or coordinating career-prep and work-readiness activities, including guest speakers, job shadowing, employer presentations, resume assistance, interviewing practice, and so on.

#### Youth Activities Using American Recovery and Reinvestment Act (ARRA) Funding

The American Recovery and Reinvestment Act of 2009 provides a significant increase in Youth funding from February 17, 2009 through PY 09. ARRA Youth funds of \$1,617,540 represent a staggering 123% increase in the PY 08 local formula Youth allocation, and are intended to supplement existing WIA activities in order to substantially increase the number of Youths served.

To spur a national economic recovery, ARRA emphasizes the provision of summer employment opportunities (SEOs) to eligible Youth. Concomitantly, the Act also specifies that youths up to 24 years of age can be served with ARRA funds, and One-Stops have the option of exiting ARRA funded participants at the end of their SEO without incurring a WIA statutory performance penalty.

Consistent with the principles of ARRA, MW will expend the bulk of the funding providing SEOs for eligible Youth. Approximately one million dollars, or 62% of the ARRA allocation, will be expended on SEOs in 2009. As the current WIA Youth contractor, Lake Michigan College (LMC), has the experience and capacity to administer an expanded SEO program, no additional procurement of Youth services was necessary. LMC expects to add 15 temporary staff to help conduct the 2009 program.

A minimum of 600 Youths (and a maximum of 792) will be served with SEOs: 400 in the Benton Harbor area (north Berrien County), 75-100 in the Niles area (south Berrien County), 75 in Cass County and 100 in Van Buren County. This represents an increase of 435 participants, or 363%, over the levels achieved in 2008. Approximately 240 employers have been recruited to host worksites.

ARRA provides sufficient dollars to fund a high level of support services for these participants, the most critical of these being transportation to work-site and instructional locations, work clothing, and tools.

The general 2009 SEO program design involves six weeks of activities: six hours a day of paid work experience Monday through Thursday, with a half day of compensated work-readiness and life skills instruction on Friday. Youth will undergo a pre-test and post-test – most likely the JAG national assessment of 39 core competencies – to measure gains in work-readiness skills during their participation. Results will determine whether a participant successfully completed their work-readiness activity.

The general SEO program design will be articulated to take advantage of special opportunities as they are developed. For example, the program will provide up to 100 participants at Benton Harbor High School (BHHS) with funds to enroll in credit recovery (summer school) during the SEO period. In addition to their academic learning, students will devote part of the day to paid work-experience activities at the school, with their summer school teachers acting as work-site supervisors.

Participant recruitment is being driven by press releases, media stories, and outreach to area schools. In certain counties, the WIA Youth income eligibility standard is limiting factor on enrollment. Generally, enrollment in youth SEO is a four step process: (1) application is made, (2) a subset of applicants – determined by random lottery – is invited to informational sessions, (3) those who appear at informational sessions are invited to bring qualifying documentation to eligibility sessions, and (4) eligibility is determined and enrollment in WIA Youth services is completed. Additional applicants are invited to informational sessions by random lottery as necessary to fill available slots.

Generating the necessary employer support for such an expansive SEO program was the biggest challenge faced by staff. The problems were exacerbated by the severe economic contraction: many firms have ceased operations and organizations of every stripe have cut staffing levels, negatively impacting their ability to supervise work-experience participants.

Efforts to recruit employer worksites began in April, with the Business Service Division and Director of Community Relations direct-mailing 2000 employers with information regarding SEOs. This was followed by press releases, e-mail blitzes, and the cold-calling of prospects. Employers with the capacity to host large worksites – larger firms, municipalities, schools, community based organizations, and various units of government – were met personally by Business Service staff and MW Staffing Coordinators. The business relationships developed over the years proved invaluable in this endeavor.

The retention of suitable participants after the 2009 SEO component ends, and the dual-enrollment of older youth into the adult WIA funding streams, will be a key focus of youth services for the remainder of PY 09 and into PY 10; ARRA funding will assist in providing additional staff to serve these individuals.

## **II. Strategies for Improvement**

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

The local board and youth council will be responsible for coordinating youth activities, developing portions of the local plan related to eligible youth, recommending eligible youth service providers, conducting oversight with respect to eligible providers of youth activities, and carrying out other duties as authorized by the chairperson of the local board, such as establishing linkages with education agencies and other youth entities. The local board and youth council will also utilize representatives from the community with expertise in youth related issues. Representatives will include: (1) educators, employers and representatives of human service agencies who have special interest or expertise in youth policy; some of these partners include Lake Michigan College, Southwestern Michigan College, intermediate school districts / regional education service agencies, local high schools, the Michigan Department of Human Services (DHS), the Link Crisis Center, Child and Family Services, Capstone, and the Boys and Girls Clubs of America; (2) representatives of service agencies, such as juvenile justice and local law enforcement agencies; several of these partners include the Southwest Michigan Community Action Agency, the YMCA, community mental health agencies, and the United Way of Southwest Michigan; (3) representatives of public housing authorities; some of these partners include the Benton Township Housing Authority, the Benton Harbor Housing Authority, and other public housing agencies; and (4) individuals including parents, former youth participants, and people representing organizations that have experience with youth activities; these representatives will be invited to become members of a working committee which provides advice and information to the local board and youth council.

The Educational Advisory Group (EAG) committee mission is to produce K-14 students who are prepared for academic growth and personal success. The EAG will work with youth through several initiatives, including:

- The Professional Development Committee – Focuses on training professionals in the Tri-County region on education, economic and workforce issues.
- The Program Performance Committee - Produce outcomes on a yearly basis on all grant programs as it relates to the mission, i.e. Perkins, Tech Prep.
- The Advancement Committee - Fund Development working with the six separate career pathways to identify and utilize resources for career initiatives.

**Coordination with Strategic Plan:**

The WIA Youth program relates and supports the Berrien-Cass-Van Buren local strategic plan by:

- The development of a joint professional development institute to meet the needs of business and education.
- Marketing the career preparation system to employers, educators, parents and students.
- Continuing to foster business-school partnerships to ensure that K-14 curriculum is integrated with occupational trends.
- Establishing benchmarks to ensure that career preparation and adult education system goals are being met and dropout rates are decreasing.
- Developing and conducting on-site educational presentations that spotlight a local employer's best practices.
- Identifying career path educators and employers, and informing them of the existing skill and occupational gaps which need to be addressed.
- Using the expanded Workforce Intelligence System to help tri-county employers conduct targeted recruiting.

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

The strategy for providing comprehensive services to eligible youth involves soliciting cooperation between all community agencies. Strong linkages will be established so that youth programs and activities are in place without duplicating services; every linked agency will be able to refer youth to appropriate services. The Youth Council / EAG will develop ongoing partnerships to ensure that services are coordinated throughout the tri-county area.

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

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

Linkages are in place with the Michigan Department of Human Services (DHS) and other groups which provide **foster care services** to identify and refer youths to Michigan Works.

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

**Social service** linkages with DHS and the Job, Education, and Training (JET) program will refer youths from JET families into programs that will give them employability skills, work experience, and information and guidance on completing the next level of education (GED, high school completion, or post-secondary studies).

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

Currently, there is no **Job Corps** program located in the area; however, a Job Corps representative from the Grand Rapids office visits the Benton Harbor Service Center once a week to conduct outreach, intake, and orientation.

There is no **Youth Opportunity Grant** provider near the SDA to provide services.

**Describe how your local program design includes each element criteria:**

**1. Tutoring, study skills training, and instruction leading to secondary school completion, including dropout prevention strategies;**

Tutoring and basic skills enhancement (i.e. workplace literacy) will be provided to participants whose assessments indicate a need to improve basic skills; participants will have access, where available, to after school study programs that offer additional academic support. Dropout prevention will be a primary responsibility of the Youth Developers who work one-on-one with individual participants; Youth Developers will coordinate the resources and assistance needed to resolve issues that may lead a participant to consider dropping out. The creation of an Individual Service Strategy (ISS) will assist in identifying barriers, goals, and activities, as goals keep youth focused and in school.

The primary goal of the in-school JAG program is dropout prevention. Getting kids involved in their school, their community, and their future is a key strategy of JAG. Arranging tutoring and study skills training is also a primary responsibility of WIA / JAG Specialists.

**2. Alternative secondary school offerings;**

Ongoing relationships with alternative schools are well established. The WIA Youth service provider has the ability to provide all participants in need of alternative secondary school services with access to alternative school enrollment throughout the tri-county service area. Alternative schools will also serve as recruitment sources for the youth program.

Alternative school youth will be offered curriculum and courses which provide career interest / career exploration opportunities, and which also enhance work readiness skills. Ideally, high school credit will be earned for these courses.

### **3. Summer employment opportunities directly linked to academic and occupational learning;**

The WIA Youth Program provider will develop a wide variety of summer employment opportunities, which may include paid and unpaid work experience, internships, and job shadowing. Participating youth will be individually matched with an employment opportunity based on his/her academic emphasis, occupational training, career path, and/or post-secondary educational goals and objectives. Summer employment will be designed to reinforce, enhance, and extend academic and occupational learning.

Until recently, providing a large number of summer employment opportunities (SEO) was never a priority of the Berrien-Cass-Van Buren WIA Youth program; instead, paid work experience linked to academic and occupational learning was conducted year-round. However, from 2004-2007, MW received WIA statewide activities funding to conduct a summer program specifically for youths residing in the Benton Harbor Area School District. Funding for this program was allocated at the behest of the Governor's office in response to the civil disturbance which rocked Benton Harbor in 2003. The Benton Harbor Youth Works (BHYW) program served between 220-240 kids with six weeks of work experience coupled to work-readiness and life skills instruction.

In 2008, the allocation which supported BHYW was directed towards other priorities (in this instance, implementing the JAG curriculum at Benton Harbor High School). From the BHYW experience, however, the Youth Council / EAG and WDB recognized the value of providing a significant number of SEOs to tri-county youth. In 2008, SEOs were provided to 100 youth in Berrien County, 30 in Cass County, and 35 in Van Buren County.

In the summer of 2009, ARRA funding will allow MW to increase the number of SEOs by almost a factor of four. Details of ARRA funded SEO activities are provided on page 31.

### **4. Paid and unpaid work experiences, including internships and job shadowing;**

Paid and unpaid work experience, including job shadowing and internships, will be available to participants during the school year if academic or occupational schoolwork permits, as well as during the summer. Work experience will enhance education and training activities and contribute to the achievement of ISS goals and objectives. Work experience will be a key component of the out-of-school program and will be designed to provide participants with both job-maintenance skills and occupation-specific skills. Each participant's involvement in work experience will be based on his/her education, training and career plan.

#### **5. Occupational skills training;**

Occupational skill training will be an option available to youth participants based on their ISS goals, objectives, and service plan. It will be available as identified by the participants' career pathway.

#### **6. Leadership development opportunities, which include community service and peer-centered activities encouraging responsibility and other positive social behaviors;**

Youth Developers working one-on-one with program participants will identify leadership development opportunities which encourage responsibility and positive behaviors. Many in-school youth are required to complete community service projects for graduation; Youth Developers will assist youth in developing these opportunities.

Leadership development opportunities are an integral part of the in-school JAG curriculum, which engages students in the JAG Career Association: the association features elected officers, installation and initiation ceremonies, monthly association meetings, committee meetings, speakers, and community service projects.

#### **7. Supportive services;**

Supportive service needs will be identified in the ISS and may be provided if no other community resources are available. The youth program may provide transportation, work clothes, tools and equipment, testing or licensing exam fees, pre-employment physicals, and so forth – anything a participant may need to engage in allowable employment and training activities.

**8. Adult mentoring for a duration of at least 12 months that may occur both during and after program participation;**

Youth will be referred to community resources to fulfill most mentoring needs; however, Youth Developers may mentor youth as well. Successful mentoring engages youth with positive role models in the community; to accomplish this, Youth Developers will partner with community organizations that provide mentoring services and facilitate the matching of participants with adult mentors.

To better provide adult mentoring to youth participants, Michigan Works is aggressively seeking grants to augment existing mentoring programs, which are typically limited in scope and location.

**9. Follow-up services; and**

Youth staff will follow-up with each participant for a minimum duration of twelve months. Contacts will be made monthly to identify employment status, training progress, or any issues which might require additional program services or referral to community resources. A record of such follow-up will be maintained in each participant's file in the form of case notes and maintained on the MIS on a quarterly basis.

**10. Comprehensive guidance and counseling, including drug and alcohol abuse counseling, as well as referrals to counseling, as appropriate to the needs of the individual youth.**

Comprehensive guidance and counseling – including career, academic, mental health, teen pregnancy, and alcohol/drug abuse counseling – will be made available to youth through counseling staff at the schools where they are enrolled. Youth Developers will follow-up to assure needed counseling is received by participants and to provide support where needed. Employment and career counseling for out-of-school youth will be provided by Youth Developers. Referral relationships exist with human service agencies in the tri-county area, and participants in need of such non-employment related counseling will be referred to such agencies, with regular follow-up conducted by their Youth Developers.

### **III. Review, Comment, and Publication Documentation**

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

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

- A. Members of the local board and members of the public, including representatives of business and labor organizations; and
- B. The public through such means as public hearings and local news media.

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

The local board will make information about the plan available to the public on a regular basis through open meetings.

The local plan will be available in PDF format on the Berrien-Cass-Van Buren Michigan Works website; printed copies of the plan may be obtained by writing the Chief Financial Officer, Michigan Works!, 499 W. Main Street, Benton Harbor, MI 49022.

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

**ATTACHMENT A**

**PI 07-16 CHANGE 2 PERFORMANCE LEVELS FOR PY 09**

**and**

**RENEGOTIATED LEVELS OF PERFORMANCE**

Table 1

WIA Title I - Adult Performance Levels

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

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

Table 2

WIA Title I - Dislocated Worker Performance Levels

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

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

Table 3

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

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

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

Table 4

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

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

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

Table 5

## Customer Satisfaction Performance Levels

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

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



STATE OF MICHIGAN  
DEPARTMENT OF LABOR & ECONOMIC GROWTH  
LANSING

JENNIFER M. GRANHOLM  
GOVERNOR

KEITH W. COOLEY  
DIRECTOR

April 29, 2008

Emailed 5/6/08/jl

Mr. Todd Gustafson, Executive Director  
Michigan Works! – Berrien/Cass/Van Buren  
499 West Main Street  
Benton Harbor, Michigan 49022

Dear Mr. Gustafson:

Thank you for your letter of March 17, 2008. Your request to re-negotiate performance levels for the Workforce Investment Act during Program Years (PY) 2007 and 2008 was reviewed by staff.

The economic factors outlined in your letter, the demographic data provided, and service strategies adopted for the No Worker Left Behind initiative combined to warrant a revision in your performance levels.

**Adult Performance Measures:**

Your request to reduce your employment rate from 87% to 80%, retention rate from 82% to 78%, and your credential rate from 70% to 60% for PY 2007 is approved. A modest increase of two percentage points is requested for PY 2008. Based on actual performance of \$9,300 (adjusted by removing your statewide funded contractor) through the second quarter of PY 2007, a reduction to your average earnings measure from \$9,800 to \$9,000 is approved for PY 2007 and 2008.

**Dislocated Worker Performance Measures:**

The employment rate is reduced from 94% to the statewide level of 93% for PY 2007 and 2008 based on actual performance of 92.9% for the second quarter of PY 2007. Since current performance exceeds plan performance for both the retention rate and the average earnings measures, your request for an adjustment is denied. A reduction in the credential rate from 83% to 75% is approved for PY 2007 and 2008 based on actual performance of 75% through the second quarter of PY 2007.

BUREAU OF WORKFORCE TRANSFORMATION  
VICTOR OFFICE CENTER • 201 N. WASHINGTON SQUARE, 5<sup>th</sup> FLOOR • LANSING, MICHIGAN 48913  
[www.michigan.gov](http://www.michigan.gov) • (517) 335-5858 • TTY 1-888-605-6722

Mr. Todd Gustafson  
April 29, 2008  
Page 2

**Older Youth Performance Measures:**

Your request to reduce your employment rate from 83% to 75% for PY 2007 is approved. A modest increase of two percentage points is requested for PY 2008. Since current performance exceeds plan performance for both the retention rate and the average earnings measures, your request for an adjustment is denied. A reduction in the credential rate from 79% to 65% is approved for PY 2007 and 2008. This level represents the lowest credential rate in the state.

**Younger Youth Performance Measures:**

The skill attainment rate is reduced from 94% to 90% and the retention rate is reduced from 79% to 65% per your request for PY 2007. A modest increase of two percentage points is requested for PY 2008. Based on actual performance of 83% for the second quarter of PY 2007, the diploma rate is reduced from 89% to 82% for PY 2007 and 2008.

**Customer Satisfaction Performance Measures:**

Your request to lower the participant and employer customer satisfaction measures is denied. These measures rate the satisfaction of participants and employers to the services provided by the one-stop centers. Economic factors, demographic characteristics, and service strategies should not negatively impact the quality of service provided.

A summary of the revised performance measure levels is enclosed. If you have any questions, please contact Mr. John Waller at (517) 335-5939 or by e-mail at [wallerj@michigan.gov](mailto:wallerj@michigan.gov).

Sincerely,

Signed

Liza Estlund Olson, Director  
Bureau of Workforce Transformation

LEO:JW:jl  
Enclosure

cc: Gary Clark  
Ryan Doll  
Andrew S. Levin

## Attachment

<b>Performance Measures</b>	<u>PY 2007</u>	<u>PY 2008</u>
<b>Adult:</b>		
Employment Rate	80%	82%
Retention Rate	78%	80%
Average Earnings	\$9,000	\$9,000
Employment & Credential Rate	60%	62%
<b>Dislocated Worker:</b>		
Employment Rate	93%	93%
Retention Rate	90%	92%
Average Earnings	\$12,500	\$12,800
Employment & Credential Rate	75%	75%
<b>Older Youth:</b>		
Employment Rate	75%	77%
Retention Rate	85%	86%
Average Earnings Change	\$3,500	\$3,800
Credential Rate	65%	65%
<b>Younger Youth:</b>		
Skill Attainment Rate	90%	92%
Diploma Attainment Rate	82%	82%
Retention Rate	65%	67%
<b>Customer Satisfaction:</b>		
Participant Score	91.0	91.0
Employer Score	86.0	86.0

**ATTACHMENT B**

**MICHIGAN WORKS POLICY MEMORANDUM 99-53**  
**SUPPORT SERVICE POLICY**

Date: February 6, 2009

To: Michigan Works Service Providers

Purpose: DLEG Bureau of Workforce Programs (BWP) PI 04-04 requires MWAs which provide supportive services to establish a written supportive service policy.

Rescissions: None

References: BWP PI 04-04, *WIA Supportive Services and Needs Related Payments*;  
WIA Sections 101(46), 134(e)(2) and (3)  
WIA Final Rules, 20 CFR 663.800 to 663.840  
MW Policy Memorandum 99-37, *Workforce Development Board Local Program Policy*

Background: WIA allows for the provision of supportive services and needs-related payments (NRPs). Supportive services and NRPs for adults and dislocated workers are defined at WIA Sections 101(46) and 134(e)(2) and (3). The WIA Final Rules and Regulations provide for supportive services and NRPs in Subpart H, Sections 663.800 to 663.840.

Supportive services include, but are not limited to, assistance such as transportation, childcare, dependent care, housing, and NRPs. The NRPs are a stipend-form of assistance to an adult or dislocated worker in training.

The decision to provide WIA supportive services and NRPs, as well as the method to determine the level and the duration of assistance, rests with local Workforce Development Boards.

PI 04-04 mandates that Michigan Works agencies which provide supportive services to participants in training activities shall:

1. Establish a written procedure to provide supportive services. The procedure shall set forth the conditions, amounts, duration, and documentation requirements for the provision of supportive services.
2. Ensure that the written supportive services procedure becomes a part of the WIA Adult and Dislocated Worker Five-Year Plan.
3. Ensure that the provision of supportive services is documented in the participant's Individual Service Strategy (ISS) or Individual Employment Plan (IEP).
4. Ensure that acceptable accounting procedures are used in the provision of supportive services.

Workforce development boards, in consultation with the one-stop partners and other community service providers, must develop a policy of supportive services that ensures resource and service coordination in the local area, in accordance with Section 663.800 of the WIA Final Rules and Regulations. Part of the reason for such an approach is to prevent the duplication of supportive services.

**Policy:** At the discretion of the Service Provider, supportive services including but not limited to employment or training-related clothing, tools, equipment, supplies, and transportation may be provided to program participants when . . .

1. they are an allowable (authorized) program expense;
2. they are necessary to enable an individual to participate in program (employment and training) activities; and
3. participants are unable to obtain supportive services through other community programs and resources.

### **Supportive Service Limits and Conditions**

#### 1. WDB Local Program Policy Limits

In the provision of supportive services, Service Providers will abide by whatever Workforce Development Board (WDB) local program policy is in effect for their respective program. WDB local program policy governs the limits and conditions of supportive service expenditures, and can be found in MW Policy Memorandum 99-37, Workforce Development Board Program Policy Summary.

The supportive service dollar limits specified in PM 99-37 may be waived for an individual if sufficient merit exists. Waivers may be granted only by authorized MW Administrative staff; please refer to PM 99-41, *WIA Waiver Process*, for details.

#### 2. DLEG and other Regulatory Limits

If WDB local program policy does not address supportive services for a specific program or funding stream (one example being the Jobs, Education, and Training program), the Service Provider will abide by the limits and conditions set forth in DLEG policy or applicable regulation.

#### 3. Limits and Conditions Developed by the Service Provider

Michigan Works encourages Service Providers to develop supportive service limits and conditions as necessary to advance program goals. This may include setting per-participant limits due to budget restrictions, implementing conditions and procedures designed to prevent abuse, or setting conditions which serve as incentives to participants, such as making supportive services contingent on work participation, training enrollment, or classroom achievement.

All supportive service policies (including changes) developed by a Service Provider must be presented to the Michigan Works Chief Operating Officer for approval.

### **Supportive Service Procurement and Documentation**

1. Service Providers will attempt to make all supportive service purchases using recognized low-cost providers, such as discount stores or discount vendors.
2. When specific goods or services cost more than \$100.00 and are available from multiple sources, at least three bids, or estimates of cost, must be obtained before providing a supportive service. Goods or services *cannot* be purchased on the basis of "brand-name" or model; bids or cost estimates must be solicited on the basis of required features, performance, or specifications.

- a. The requirement for cost estimates can be waived if acquiring the estimates will result in excessive costs or burdens. For example, towing a vehicle to multiple service centers for repair estimates. The Service Provider must *always* document in case notes or other case file documentation the reasons why multiple cost estimates were not obtained.
3. A cost or "value" analysis will be performed for any vehicle purchase; this includes a mandatory mechanic's inspection (allowable as a supportive service) and documented research from Kelly's Blue Book or Edmund's Used Car web sites.
4. When public transportation vendors are selected for use, Service Providers must justify the selection by documenting the *selection criteria*. The selection criteria must include . . .
  - The service requirements (needed service area, routes, times, responsiveness, customer service, etc.)
  - An evaluation / ranking of available transportation vendors with respect to the service requirements and transportation cost.
5. Supportive services rendered must be fully documented in a participant's case file. This includes a determination of need and expected outcome in the IEP / ISS and case notes, as well as supporting fiscal documentation, such as cost estimates / bids, check requests, receipts, and invoices.

### **Supportive Service Coordination**

Service Providers will develop and implement processes to avoid duplication of supportive services. This may include referencing OSMIS supportive service data and case notes, conferencing with referring or partner agencies, and so on. Service Providers will also develop lists of community resources which provide supportive services, and make referrals when appropriate.

### **Supportive Service Accounting and Internal Controls**

Service Providers will adhere to generally accepted accounting principles and sound internal-control practices when procuring and disbursing supportive services. All procedures must safeguard against waste, fraud, and abuse.

### **Needs Related Payments / Transitional Supportive Services**

No direct supportive service payments to participants based on an individual assessment of need is authorized by Michigan Works.

Incentive payments (stipends) used to encourage participation in educational or training activities may be authorized by Michigan Works for specific programs or training initiatives. Any use of incentives requires the prior approval of the MW Chief Operating Officer.

### **Supportive Service Expenditures Subject to Disallowance**

Supportive service disbursements not adhering to the limits and practices presented in this Policy Memorandum will be disallowed by Michigan Works.

Action: This policy is on going and effective immediately.

Inquiries: Any questions regarding this policy memorandum should be directed to the Michigan Works Chief Operating Officer.

This policy is authorized by Todd Gustafson, Executive Director, Michigan Works! Berrien-Cass-Van Buren