

MICHIGAN WORKS! WEST CENTRAL

WORKFORCE INVESTMENT ACT

YOUTH and ADULT ACTIVITIES

July 1, 2000 through June 30, 2010

APPROVAL REQUEST

Hold for Revisions

1. Michigan Works! Agency (MWA) Michigan Works! West Central	2. MWA No. 16
3. Plan Title(s) 5 Yr Plan (Extended)	
4. Plan/Modification Number Adult Five Year Plan 00-12	5. Program Period 7-01-2000 to 06-30-2010

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

Authorized Chief Elected Official (CEO) Larry Emig, Chair	Date June 3, 2009
Authorized CEO	Date
Authorized CEO	Date
Workforce Development Board (WDB) Chairperson Sheri Thompson, Chair	Date June 3, 2009

OWD-166 (3/03)

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SECTION I: ADULT TRAINING PLAN

I. Labor Market Analysis

A. Workforce Needs Through 2012

The labor force is expected to grow by approximately .2 percent from 2003 to 2007 to 73,475, which is down from the 73,875 in 2005. Area employment is projected to grow by 1% in the same period to 67,625. Employment in the five county area was projected to be 56,950 in 2005, which results in a net number of 11,245 persons have jobs outside the five county Michigan Works! area. Employment in the region is projected to be 58,025 through 2014.

The area “exports” a substantial percentage of its workforce to jobs in adjacent labor markets. The actual number of residents of the region employed outside the area is higher than these figures indicate, as the net number “counts” those who drive into the area for employment as living here as well.

What this means to area employers, is the number of workers to select from, for employment opportunities, is expected to increase by several hundred through 2007.

At first glance, this means there are enough workers to fill the jobs projected in the area. However, another important trend is expected to continue, albeit at a reduced level.

While there are enough workers available in the labor force, there is a shortage of workers who meet the needs of area employers in basic skills areas.

There are not enough workers who have good work habits and skills, basic academic skills, and pass employer drug tests to meet the employment needs of employers.

While the ongoing changes in the high school graduation requirements are expected to result in a better-prepared workforce of area youth, a large majority of the available workforce has been in the labor force for some time. The expanded use of WorkKeys assessments and Career Readiness Certificates are expected to begin to provide a better base for employers and economic development professionals.

It is essential that workers acquire the basic skills necessary for employment and activities that will result in a better-informed and better-prepared workforce. Skill training in occupational areas is the second priority.

1. Current and Projected Employment Opportunities by Occupation

Information is provided by occupational area and is from the occupational forecast from 2004 (see top of next page) to 2014 (Annual Planning and Information Report), and shows the areas with the most demand on an annual basis.

This listing is intended to be indicative of demand occupations, not to restrict training in occupational areas with less demand.

Projections From 2004 to 2014	Growth	% Growth
All Occupations	4,900	9.2%
Construction and Repair	410	10.4%
Professional	1,165	11.4%
Health Care	690	21.0%
Service	1,400	15.5%

Updating projections through 2014 APIR information shows the highest percentage job growth rate is expected in health care. The highest growth rate does not necessarily correspond to the areas where the most jobs are projected to be. The West Central area is expected to have a higher growth rate than the statewide average, with similar growth patterns in some major occupational groups.

The highest percentage of growth is expected to be for Medical Assistants, Nurses, Accountants, Food Preparation workers, and several other occupations.

Job openings that result from replacement needs for workers that leave to take another job, retire or leave the labor force, will usually exceed the job openings resulting from employment growth.

2. Job Skills Necessary

All of these occupations require the worker to have basic work skills, and basic academic skills. Some occupations require higher skill level than others.

Job skill training, either in the classroom, on the job, or both, are helpful in machine trades, food service, and marketing. In addition, skill training from one to two years in classroom training or up to six months of on-the-job training is helpful in some machine trades, sales, food service and extraction and construction occupations, and required in most health occupations.

The actual courses and duration of training vary with the specific occupation, but most are covered by one and two year programs.

Training in many of these occupational areas is available from area colleges (West Shore Community College, Baker College and Ferris State University) in the area, as well as Community Colleges and other training sites in adjacent areas. Area Career-Tech Centers provide training to high school students and some out-of-school individuals in many of these occupational areas, and have linkages to apprenticeships in some skilled trades.

3. Occupations in Demand, including Green Jobs

Training will be provided in occupations for which there is an indication of demand. West Central defines demand as jobs where the anticipated openings, which may include replacement workers and/or growth rate is above average for the area, and includes adjacent labor market

areas in this definition. For occupations that may have a lower growth rate, the number of workers and openings is to be considered, as occupations that have relatively high numbers of workers may experience considerable demand, even though the growth rate is above average. West Central will use some discretion and knowledge of the local labor market in making these determinations.

These may include considerations such as, commitments by employers that is not yet recorded in are LMI. This is particularly applicable to Green Jobs and other jobs, that often qualify as emerging occupations, where growth is anticipated, but not yet documented. In these cases, information from the state, area media and other sources, will be considered so training in these occupations where there is believed to be job openings where post training job placements are believed likely to result in participants who meet the requirements of the performance measures.

Flexibility is needed to meet demand in occupational areas that are emerging or not yet well established in the general area, such as many of the Green Occupations. These include but are not limited to, occupations in alternative energy, including wind and solar, energy savings and improved efficiency, and recycling of materials.

II. Michigan Works! System

A. Description of Service Centers

Michigan Works! West Central has a Workforce Service Center in each of the five counties. A description of each center and plans follows. All Workforce Service Centers provide adult and youth services, public employment services, MDELEG-Rehabilitation Services (RS) and MDELEG-Employment Service Agency (ESA) that offers special employment services to veterans, and migrant seasonal farm workers.

Some services are available on an itinerant basis as staff rotates to assure services are available in each county. All Workforce Service Centers are open from 8:00 a.m. to 5:00 p.m. on all business days except those holidays recognized by the State of Michigan.

1. Lake County

The Workforce Service Center is located at 5252 M-37 in Baldwin. This is the newest center with an area of 5,000 square feet. Adult and Employment Services are available on a full time basis and other services including youth, MDELEG-RS and MPRI are available on an itinerant basis.

2. Mason County

The Workforce Service Center is located in a strip mall on the east side of Ludington at 5722 West U.S. 10. The Center is a 5,200 square foot facility which houses all Adult and Youth services, the Employment Service, MDELEG-RS, MDELEG-ESA Veterans Representative, MDELEG Migrant-Seasonal Farmworker representative, and MPRI staff on an itinerant basis.

3. Mecosta County

The Mecosta Workforce Service Center provides a 4,400 square foot facility that houses six partners. The Workforce Service Center is located on the north end of Big Rapids on the main business route through the city. The address is 826 North State Street, Suite B.

All Adult and Youth services, Employment Service and MI DELEG-RS services are available five days a week from this location. MI DELEG-ESA Veterans services are available on an itinerant basis.

4. Newaygo County

This 8,000 square foot, Workforce Service Center is located at 4747 West 48th Street on the east side of Fremont on the main East/West corridor. The Center is co-located with the Newaygo County Regional Educational Service Agency administrative office and adult training center on the campus of the Career-Tech Center. This Center houses all Adult and Youth programs, Baker College, MI DELEG-ESA Migrant Services, MI DELEG-RS, MI DELEG-ESA Veterans services and Muskegon Community College are available on an itinerant basis. Northern Staffing, a private for profit temp agency, is also co-located at this Center.

5. Osceola County

This Workforce Service Center is 6,700 square feet and houses all Adult and Youth programs, Employment Services, MDELEG-ESA Veterans, MDELEG-RS, and Mid-Michigan Community Action Agency. This Center is located at 240 East Church Street in Reed City (Business Route US 10).

B. Memorandums of Understanding

These have been submitted.

C. Additional Linkages with Community Resources

In addition to MOUs, Agency Partners, and co-location in Workforce Service Centers, (One Stops), Michigan Works! West Central and its Service Providers may hold memberships in various organizations with the purposes of promoting a positive image for the system, linkages with employers and other Service Providers and Community Partners, and opportunities to refer individuals to appropriate opportunities. This refers to organizations such as Chamber's of Commerce, Human Resource Associations, Manufacturers Associations, Economic Development entities and other appropriate organizations.

III. Local Performance Measures

The MWA uses the federal performance measures and given by DELEG in Policy Issuances, and to transition to the federal Common Measures when these are implemented. These are shown at the end of the plan.

IV. Levels of Service

There are three levels of service authorized by WIA. Core Services and Intensive Services are described in the regulations and DELEG Policy. The local area may determine the funding for each level of services from the amount available.

Note that adult services are available to persons age 18 and above, while youth services are available to youth age 14 to 21. Younger youth (14 and/or 15) may have limited services based on needs, funding, various rules governing employment of persons in this age range, and state and federal goals and program emphasis.

A. Core Services

These are available to all job seekers and customers, and may be registered or unregistered with WIA. Much of the information is available on a self-service or minimal staff assistance basis at area Workforce Service Centers. Examples include information about labor market demand and training institutions, community resources, reviewing job orders, job seeking information and skill level testing, electronic interviewing and workshops.

B. Intensive Services

These are less self-service and include items such as individual counseling, career planning, group counseling, assessment, basic skills training including reading, math and basic computer skills, and other services. Intensive Services are available to unemployed Adults and Dislocated Workers who are unable to obtain employment through Core Services and require these services to obtain or retain employment. Services may also be provided for employed workers who need services to obtain or retain employment that leads to self-sufficiency.

C. Training Services

Training Services are designed to equip individuals to enter the workforce and retain employment. WIA funding may be used to purchase vocational training using an Individual Training Account (ITA) or On-the-Job Training (OJT) where the employer is reimbursed for training a new worker.

WIA funding may only be used to pay the cost of training for those who are unable to obtain grant assistance from other sources or those who require assistance beyond that available under grant assistance from other sources.

For On-the-Job Training, other sources of funding are generally not available. For classroom training, WIA funding must be coordinated with other funding sources.

WIA requires that priority for Training Services must be given to recipients of public assistance and other low-income individuals in the local area. If sufficient funds are available, training may be provided to other individuals who meet the following definition. "Training may be provided to unemployed workers, dislocated workers, and employed adults whose income is not adequate for self-sufficiency."

WIA funding for Dislocated Workers is separate and specific to this group of customers.

V. Adult and Dislocated Worker Employment & Training Activities

A. Participant Selection and Priorities

When funding is not adequate to meet the needs of all customers who may seek Intensive or Training Services, WIA requires priority be given for the selection of persons receiving Public Assistance and other low income individuals. This priority applies to programs in the West Central MWA. The third priority group for selection to receive WIA Intensive and Training Services is persons who do not meet the Economic Self-Sufficiency income levels in relation to family size.

The definition of Economic Self-Sufficiency for priority for selection is based on a study, which indicated a living wage for various family size groupings. The amounts from the study were correlated to the poverty level guidelines and Lower Living Standard Income Level (LLSIL) used for WIA programs, and the percentage applied to the different family size units. For a family size of one, two or three, the self-sufficiency level is 205% of the LLSIL. For family sizes of four, five, six, and more, the percentage applied is 192%. By using the percentage correlation, the amounts are indexed to follow adjustments in the LLSIL. The income amount established applies to the appropriate family size for all income levels, without regard to the number of individuals working in the family.

Displaced Homemaker for the Dislocated Worker program is defined as: An individual who has been providing unpaid services to family member(s) in the home and who have been dependent on the income of another family member but is no longer supported by that income, and is unemployed or under-employed and is experiencing difficulty in obtaining or upgrading employment. The period of unemployment and/or under-employment is three years, and the criteria may be combined during the three-year period. The Economic Self-Sufficiency guide will be used to determine underemployed.

For No Worker Left Behind Initiative, the area will follow state directives.

Adult, Dislocated Worker and Youth Programs, including those funded by the Recovery Act will continue to provide priority for veterans and eligible spouses of veterans as required.

B. Assessment

Assessment for Adult and Dislocated Workers may begin as a Core Service, with some self-services. Persons who receive one or more Core Services may request Intensive Services, which may include a comprehensive assessment of skill levels and service needs of the Adult or Dislocated Worker.

Assessment may include testing and use of other assessment tools and in-depth interviewing and evaluation to identify employment barriers and appropriate employment goals.

Adults and Dislocated Workers interested in Training Services will have the results of an assessment included in an Individual Service Strategy (ISS) or employment plan. The plan will identify employment goals, appropriate achievement objectives, and an appropriate combinations of services to attain the employment goals. Testing may be done using the Valpar Pro 6000 system. Appropriate reading and math tests are also used, and the ES approved TABE test, and other tests may be used to meet the needs of participants. The previously approved Wonderlic Personnel Tests will be phased out as supplies are used. WorkKeys, skill level testing will be used in all counties. KeyTrain one of two on-line remediation software curriculums approved for use with WorkKeys by ACT will also be used in all counties. These examples are when testing and skill improvement may assist the customers. An assessment of basic skill levels done with minimal staff assistance is considered to be a Core Service.

The plan will be reviewed/updated for Adult and Dislocated Workers for whom training is available, and a case manager will be assigned under Training Services. The update/review will specify the WIA Training Services to be provided and how these integrate with other funding.

C. Supportive Services and Needs Related Payments

Michigan Works! West Central is not authorizing Needs Related Payments at this time.

The following is for Supportive Services:

Michigan Works! Workforce Service Center Coordinating Agencies and Service Providers are familiar with the Supportive Services available from Agency Partners and the basic eligibility guidelines for these services. This information is used to coordinate services and assist customers in being aware and applying for needed services.

Supportive Services needed by WIA participants in order to participate in WIA activities are to be arranged and coordinated with Agency Partners and other agencies and resources, to assure services are not duplicated and that WIA funding is used when other funding is not available or sufficient to meet the needs of participants.

In addition to coordinating Supportive Services, there are several types of Supportive Services available to participants. Supportive Services may only be provided to individuals who are participating in Core, Intensive or Training Services and are unable to obtain Supportive Services through other programs. Participants who are active in more than one program, such as Jobs, Education & Training (JET), may develop a “package” of Supportive Services, which is described in the ISS in order to coordinate the provision of these services. Limitations on Supportive Services are not to be exceeded because of “packaging.” Funding in excess of the limitations must be approved by Michigan Works! West Central. Supportive Services may only be provided when they are necessary to enable individuals to participate in WIA Title I (Adult and Dislocated Worker) activities.

Workforce Service Center customers will have access to information and may refer themselves or speak with a representative and receive a referral to Agency Partners and other resources as appropriate.

Participants in WIA programs may receive Supportive Services to enable them to participate in WIA activities, including assistance with obtaining information that documents their priority for selection for Intensive or Training Services. Participants must be registered for WIA to receive Supportive Services.

Participants may receive Supportive Services when they are necessary to participate in WIA activities (Youth, Adult, or Dislocated Worker on a coordinated basis) that include but are not limited to: transportation assistance, tools, work/interview clothing etc. In cases where an individual may be participating in more than one WIA program, Supportive Services are to be coordinated among the programs to best meet program objectives and customer needs. In general, the JET guidelines will be used for Supportive Service limitations. However, car purchase with WIA funding is not permitted. Any payment that exceeds these limitations requires approval of Michigan Works! West Central.

Transportation assistance includes but is not limited to: payment of public transportation, gas certificates, and payment of mileage not to exceed the volunteer driver rate established by Department of Human Services (DHS) (used for JET) or the going rate by county (such as

county government for volunteer drivers), payments may not exceed the higher of the two. Car repair may be provided to a limited extent up to the JET maximum.

Clothing, such as interview clothing, work clothing, or uniforms may be purchased when such items are not provided by the employer. This may include protective/special clothing such as steel-toed shoes when appropriate to the job or training.

Tools and equipment for training or employment that are not provided by the training site or the employer may be provided. This includes tools appropriate to the job.

The costs of tests, licensing and fees required for an occupation may be provided. Some occupations require testing, licensing and fees, such as a CDL license for a job as a truck driver, or test fees for a job as a mechanic. The costs of a pre-employment physical and drug testing may be paid by the program when required for employment and not provided by the employer. Drug testing or physicals may also be provided when they are a prerequisite to employment in the field. Participants must be registered to receive these and other Supportive Services. These costs are often not paid by the employer for employees, but are a prerequisite for employment. GED testing may be a Supportive Service when the job or groups of jobs require a High School diploma or equivalent.

Fixed rate payments may be made to participants in a similar situation. For example, transportation assistance may be defined by a range of miles, and classroom training participation payments may be based on a range of miles and number of days of attendance. An example of a fixed payment is \$5 a day not to exceed \$25 per week for transportation and other costs of attending training. Supportive Services must still be based on the needs of the participant. Maximum amounts may be adjusted to meet program needs and available funding.

Needs Based Payments are not planned at this time, but may be implemented in the future. Payments would be provided as part of Supportive Services and would not replace or supplant other funding available to participants.

D. Individual Training Account

Individual Training Accounts (ITA) will be used for occupational training, which may include remedial training on an integrated basis when appropriate to the training and needs of the participant. For example, shop math or using micrometers may be included in machine trade programs.

After consultation with a case manager as to the training occupation and training provider, and who's ISS shows the training will assist the participant in attaining self-sufficiency, the participant will receive an ITA Certificate. The Certificate may be in the form of a voucher and will be made out for the institution and program of Training Services selected by the participant in consultation with their case-manager. ITAs will only be issued for occupations where demand is identified.

The duration and amount for the ITA will be based on funds available and participant needs when coordinated with other funding available to the participant. The local area may determine levels or a maximum for an ITA as permitted in the regulations. Participants are expected to apply for other types of financial aid as applicable to the training sites they are considering.

This will allow WIA funding to be coordinated with other funding and serve additional participants. Exceptions to the ITA maximum amounts must be approved by the MWA, unless delegated. Waivers may be approved on an individual basis or for pilot activities. ITAs will continue to be renewable within the requirements of NWLB.

Training providers must be selected from those on the approved state list (Career Education Consumer Report) which is used by all MWAs. There will be a program of training services, which include one or more structured courses or classes and a structured regimen. This includes but is not limited to degree and certificate programs, or portions of programs that build on or complete the participants training needs, or refresher and customized courses of study to meet the needs of individual participants.

Exceptions to the use of ITAs will be limited to: when services provided are OJT and/or customized training; when the WDB determines there are an insufficient number of eligible providers in the local area to accomplish the purpose of a system of ITAs; and when the WDB determines there is a training services program of demonstrated effectiveness offered by a CBO or another private organization. For example, the MWA has assisted in funding a three credit hour class in computers. Classes have been provided through Baker College, West Shore Community College or Ferris State University. ITAs may not be practical when most of the students are funded in a class-size group, or the training is for one class.

E. On-the-Job Training

On-the-Job Training Agreements will be written with employers as a training activity. These will include a summary of the skills to be learned and an appropriate training time considering the participant's skill level and difficulty of the job. OJT Training Agreements will be developed by Service Provider staff and employers reimbursed for their training costs by the program.

Michigan Works! West Central has worked with MDCD prior to the name change, and USDOL on allowing OJT Agreements where Employee Leasing Agencies are involved. Per USDOL, WIA allows this activity as it is not prohibited in the regulations.

Third Party OJT

An OJT Agreement involving Employee Leasing Agencies is allowable so long as the entity that incurs the extraordinary costs involved in training the participant receives the reimbursement. Extraordinary training costs are calculated as a percentage of the wages paid to the participant.

The term "Employee Leasing Agency," applies to the employer that provides regular ongoing employment, not probationary, temporary, or intermittent employment, in a specific occupation. In many cases, the Employee Leasing Agency may offer all four types of services to other employers, but for OJT, only the employee leasing function is appropriate. Very few Employee Leasing Agencies in a rural area would only provide employee leasing services and not the others. The interpretation from USDOL is that federal intent is to exclude the temporary, probationary or intermittent jobs as being eligible for OJT.

The term "probationary," is a period where the new employee is "tried out" on the job. OJT participants are to have the same probationary period as any other new hire, however, Training

Employers who have their probationary period occur through an Employee Leasing Agency, without continued employment through that agency, (the definition of employee leasing) would not be appropriate for an OJT.

OJT Agreements involving Employee Leasing Agencies are allowable if the following terms are present:

1. The OJT Agreement is signed by all three parties, (Training Employer, Employee Leasing Agency, and the program.)
2. The OJT Agreement Specifies:
 - a. Reimbursement will be made to the Training Employer, and will be based on not more than 50% of the wages paid the participant while the participant is in training (fringe benefits, leasing agency or other fees and wages for time not worked may not be included). (See Waiver H)
 - b. The position being trained for is an Employee Leasing position, which is expected to be permanent or for which there is a reasonable expectation will continue. The training position may not be temporary, or intermittent. The training position may be probationary, as a part of the expectation of permanence or the expectation the position will continue. Positions where only the probationary period occurs with the leasing agency do not qualify for OJT.
 - c. The services provided by each party, with or without costs to the program, in the training of participants are described.
 - d. Verification of Training Hours and Wages Paid will be used to authorize payment.
 - e. All other OJT requirements apply.

Customized Training

Customized Training is training that is designed to meet the special requirements of an employer or group of employers. The training is conducted with a commitment by the employer(s) to employ, or for incumbent workers, continue to employ , an individual on successful completion of training and for which the employer pays for not less than 50% of the cost of the training according to federal requirements. (See Waiver D)

Customized training of an eligible employed individual may be provided for an employer or a group of employers when:

- T The employee is not earning a self-sufficient wage as determined by the WDB;
- T The requirements of the Federal Regulations, Section 663.700 are met;
- T The customized training relates to the purposes described for OJT (663.705 in the WIA regulations)

No funds provided to employers for OJT or Customized Training may be used to directly or indirectly assist, promote, or deter union organizing.

F. Waiver to allow Dislocated Worker, Adult and Youth funding to Incumbent Worker

Waiver to allow the use of up to 10% of the WIA Dislocated Worker, Adult and Youth allocations for Incumbent Worker training.

1. Requirements to be waived:
To permit the use of up to 10 percent in Program Year 2008 of Dislocated Worker, Adult, and Youth funding allocated under the WIA Sections 129(c)(1), 133(b)(1) (A) & (B), to operate an Incumbent Worker program as described under 134(a)(3)(A)(iv)(l) and consistent with 20 CFR Sections 665.210 and 665.220
2. Outcomes to be achieved by obtaining the waiver:
Approval of the waiver would allow for the expansion of the Incumbent Worker program. Funding would be used for layoff prevention, and primarily targeted to the manufacturing sector, with priority given to proposals in the health care area with the West Michigan RSA.

The expansion is an attempt at earlier intervention, as indicated in the 21st Century Jobs initiative to reduce layoffs, and the number of worker dislocation events or to limit their severity.

The outcomes could be measured using the same criteria and reporting as is used in the Statewide Incumbent Worker program.

Recent LMI reports show declining employment in manufacturing, assisting companies to be competitive in terms of a skilled workforce, will help retain jobs in the area and prevent or reduce the severity of dislocation events.

In addition, some Incumbent Worker training may be authorized to be provided by Service Providers for participants to expand their training opportunities and skill acquisition.

The intent of expanding the waiver request to Adult and Youth funding is to allow for flexibility in grant management and to permit Service Providers to include Incumbent Worker training as a direct option for participants who need additional training after employment.

3. Accountability for Federal Funds
The MWA will use the same application, approval and delivery process as is used for the Statewide Incumbent Worker program. An application by the employer and educational institution, a peer review of WDB members, training provided and costs reimbursed on a tuition or class basis, and monthly reporting. Some flexibility on local match requirements may occur in some cases, tied to the 21st Century Jobs initiative, and early intervention. All federal and state rules for Statewide Incumbent Worker funding will be followed.
4. Public Comment
The request is being published on the MWA website for a thirty day comment period, and local Economic Development, Training institutions, and Service Providers will be advised it is being requested. A copy of the waiver request has been provided to them.
5. Reform Principles
An increased focus on layoff prevention, to reduce the number of dislocated workers and retain employment opportunities in the area is a key improvement to the area and state

workforce system. Keeping jobs is as important as creating jobs. This is a focus of early intervention and the 21st Century Jobs initiative. Applications from companies known to be in distress will be seriously considered.

The request is for up to 10% of the WIA Dislocated Worker, Adult and Youth funding to be used. The actual percentage will be based on demand and a balance with the needs of the participants in these programs.

G. Waiver to allow the unrestricted transfer of funding between Dislocated Worker and Adult programs.

1. Requirements to be waived:

WIA Section 133 within State Allocations (b) within a state allocation (4) Transfer Authority (A) adult employment and training activity and (B) dislocated worker employment and training activities. The request is to waive the 20% transfer limitation to up to 100% between these programs.

2. Outcomes to be achieved by obtaining waiver:

Approval of the waiver will enable the MWA to request modifications to meet customer demand between the Dislocated Worker and Adult program. The number of applicants for each program, particularly with NWLB is not always consistent with the program the funding has been allocated in. The waiver will allow flexibility in transferring funding when needed, without regard to the 20% limitation.

3. Accountability for Federal Funds

Approval of the waiver would not affect the way Federal Funds are managed. Participants would continue to meet program requirements and expenditures would continue to be used for allowable activities. All safeguards, allowable activities and reporting requirements would remain in place. Only the ability to transfer additional funding between the Dislocated Worker and Adult programs would be revised.

4. Public Comment

The request is being published on the MWA website for a thirty day comment period, and Service Providers are being informed.

5. Reform Principles

The Waiver would make the MWA more responsive to customer demand as or shortly after it occurs. We do not anticipate all of the funding being moved, but request the flexibility to exceed the current limitation if necessary.

Allocations at the federal and state level are based on previous data, and may not always reflect current demand at area centers. This waiver allows the programs to have more options to meet need and flow of applicants.

H Waiver for On-the-Job Training Reimbursement

A waiver to allow training employer reimbursement for On-the-Job Training of up to 90%.

1. Requirements to be waived:

To permit employer reimbursement under WIA Section 101(31)(B) to be up to 90%.

2. Outcomes to be achieved by obtaining the waiver:

Approval of the waiver will allow the program to provide additional assistance to area employers in creating jobs for WIA participants. The area is experiencing significant layoffs and job creation is at a minimum. Approval of the waiver would provide assistance to employers in creating jobs and move the cusp of job creation to sooner rather than later by reimbursing more of the costs of training new workers.

The anticipated outcomes include sustaining the rate of job placement and job creation in a struggling economic situation. Outcomes would be measured by job placements and retentions.

The MWA would explore and allow alternate payment methods, including but not limited to a modified payment schedule, with a portion of the payment made at job retention, and other methods such as a sliding scale of reimbursement that moves from a higher percentage to a lower percentage over time.

Beneficiaries would be small and medium sized companies and employers.

The Waiver is approved to permit employer reimbursement on a graduated scale based on the size of the business. Under the waiver, the following reimbursement amounts are permitted: (1) up to 90% for employers with 100 or fewer employees, and (2) up to 75% for employers with 101 but fewer than 150 employees. For employers with 151 or more employees, the current reimbursement of 50% continues.

3. Accountability for Federal Funds

The MWA will continue to use proven methods of accountability for funds expended under this waiver, as for the current programs. These practices assure appropriate accountability will continue.

4. Public Comment

The request is being published on the MWA website for a thirty day comment period. Service Providers are being advised and a copy of the request has been provided to them.

5. Reform Principles

The area continues to experience an unemployment rate in double digits and extensive layoffs in the manufacturing industries in particular. Employers who may need additional workers are taking much longer to hire new workers, in part because of the costs of training as the number of employees providing training and supervision have decreased.

The modification of reimbursement is intended to provide assistance and encouragement to have the job creation decision happen sooner rather than later.

I. Waiver of Customized Training Required Match

A Waiver of the required 50 percent employer match for customized training.

1. Requirement to be waived:

A waiver of the requirement for 50 percent employer match for customized training in WIA Section 101(8)(C) for 10% match to be required.

2. Outcomes to be achieved by obtaining the waiver

Customized Training is a little used activity. The waiver is intended to increase worker training and employers using this activity.

Increased training is intended to assist companies to be more competitive and workers to be more skilled, which is intended to result in more retentions of employment.

As part of the Michigan No Worker Left Behind program, increased use of customized training will assist in the development of a workforce with higher skills. Guidelines for the NWLB program would be used.

The activity would be targeted to small and medium sized businesses. Again there are only two large business in the MWA at present and they both have workers laid off. There had been several in prior years, but these have had significant worker lay offs.

We ask to not exclude these businesses in order to avoid having two standards.

Alternate payment schedules, including steps for completion of training, and final payment at retention will be examined to determine what works best.

The waiver is approved to permit customized training employer match on a sliding scale based on the size of the business. Under the waiver, the following employer match will be permitted: (1) no less than 10% for employers with 100 or fewer employees, and (2) no less than 25 % for employers with 101 but fewer than 150 employees. For employers with more than 151 or more employees, the current requirement of 50% continues.

3. Accountability for federal funds

The MWA will continue to use proven methods of accountability for funds expended under this waiver, as for the current programs. These practices assure appropriate accountability will continue.

4. Public Comment

The request is being published on the MWA website for a thirty day comment period. Service Providers are being advised and a copy of the request has been provided to them.

5. Reform Principles

The area continues to experience an unemployment rate in double digits and extensive layoffs in the manufacturing industries in particular. Employers who may need additional workers or whose workers need training for the company to remain competitive are taking much longer to hire and train new and existing workers. Training is put off or delayed, in part because of the costs of training.

The modification of reimbursement by elimination of match is intended to provide assistance and encouragement to have the training decision

J. WDB Approved Credentials

These Credentials are intended for Youth, Adults and Dislocated Workers as given for each Credential.

1. Credential: OSHA Safety

Recognized Skill: Basic Safety in the Workplace

Intended for: Youth and participants at or near entry level skills or experience

Training: This is a 10 hour program, taken on line. There are 10 modules:

- 8 Start Safe, Stay Safe
- 8 Preventing Falls
- 8 Personal Protective Equipment
- 8 Bloodborne Pathogens
- 8 Electrical Safety
- 8 Machine Guarding
- 8 Hazard Communication (Chemicals)
- 8 Ergonomics
- 8 Preventing Workplace Violence
- 8 Emergency Action (and planning)

Standard: The participant must complete all modules

WDB Approval: The training for this credential has been reviewed by private business and educational representatives on the WDB and is recommended for approval for inclusion in the 5 year plan.

The skills acquired by meeting the standard are recognized as preparing individuals to enter, retain or advance in employment.

2. Credential: ServSafe Food Safety Certification

Recognized Skill: Food Safety in the Food Service Industry

Intended for: Youth and entry level and above participants interested or employed in Food Service industries, including processing.

Training: Training consists of four units:

- 8 The Food Safety Challenge
 - § Providing Safe Food (Food borne Illness)
 - § The Microworld (pathogens, viruses, bacteria, etc.)
 - § Contamination and Food Allergens
 - § Safe Food Handling
- 8 The Flow of Food through the Operation
 - § The flow of Food, an introduction
 - § Purchasing, Receiving and Storage
 - § Preparation
 - § Service
- 8 Food Safety Management Systems, Facilities, and Pest Management
 - § Food Safety Management Systems
 - § Sanitary Facilities and Equipment
 - § Cleaning and Sanitizing
 - § Integrated Pest Management
- 8 Food Safety Regulations and Employee Training
 - § Food Safety Regulation Standards
 - § Employee Food Safety Training

Standard: Completion of Course Requirements.

WDB Approval: The training has been reviewed by private business representatives in food processing industries on the WDB, and several school representatives. Approval is recommended for the 5 year plan.

The skills acquired by meeting the standard are recognized as preparing individuals to enter, retain or advance in employment.

3. Credential: Work Readiness Certificate

Recognized Skill: Basic Skill Level, required for multiple jobs.

Intended for: Youth and Entry Level and above workers

Pre-Assessment: The participant demonstrates on a KeyTrain or WorkKeys test that they do not possess the skill level necessary for the credential.

Training: Training would be using KeyTrain, attending classes, including GED or remedial class, or other available training such as Adult Education or courses at a recognized educational institution, or receiving tutoring.

Standard: The standard is an advancement of at least one level. For someone below a Bronze level it is the attainment of a Bronze Certificate, for someone at Bronze, it is the attainment of Silver, and for Silver, the attainment of a Gold Level Certificate. Higher levels of certification relate to the ability to learn to do more jobs. Employers are increasingly requiring a level appropriate to the position when hiring workers.

WDB Approval: The training has been reviewed by private business representatives on the WDB, and several school representatives. Approval is recommended for the 5 year plan.

The skills acquired by meeting the standard are recognized as preparing individuals to enter, retain or advance in employment.

K. Employment Service

1. Basic Labor Exchange

Note that all Wagner-Peyser Employment Services are available at no cost to job seekers and employers.

Administrative costs for Wagner-Peyser funding is limited to 15% of the total allocation plus carry-in funding.

The Employment Service will continue to provide the three tiers of services to job seeking customers, employers, and the general public.

- " Self-service: Using both the resume and job listing components of the Michigan Talent Bank Internet-Based System and Resource Centers.

Self-service registration and review of job orders will continue to be available at each Michigan Works! Workforce Service Center, and at all times the center is open.

- " Facilitated Service: Staff-assisted self-service to help job seekers and employers who cannot use Michigan Talent Bank or Resource Centers unaided.

Staff assisted service will be available at all Workforce Service Centers. This will be available on a full-time or near full-time basis in the centers that receive the highest traffic, and in other locations on an itinerant basis. Centers that have less than full-time staff assistance available will have staff available on a regularly scheduled basis.

- " Mediated services for those who need more intensive staff assistance to obtain jobs or employees.

Mediated services will be available on the same basis as staff assisted services.

- " Veterans Employment Services

In addition to the three tiers of service offered to the general public, veterans may receive additional services from MDLEG Veterans Representatives.

Job orders on the Michigan Talent Bank automatically give veterans preference in a separate section of the system. This portion of the system may be accessed by Veterans Representatives and ES representatives using a special password. There are signs at each station and staff notify job seekers/employers using the self-service and staff assisted service computers that a Veterans Representative is available to work with them in addition to other

resources. Mediated staff also make referrals to Veterans Representatives and assure that customers are aware that additional services are available.

" MIOPS

The Michigan Works! West Central Service Provider will actively participate in the MIOPS program for job seekers and employers, sponsored by DLEG.

2. UI Work Test

" Employment Service Registration of Unemployment Insurance Claimants

Self-service and facilitated access to register for the Michigan Talent Bank/Job Bank is co-located with the Unemployment Agency in each of the three locations where services are provided. These Workforce Service Centers have ES staff available each day and scheduled times UA is taking claims. In addition, customers may register and obtain verification of registration to document the requirement for unemployment insurance. The ES Service Provider provides these services.

" Reporting Claimant Non-Compliance with the "Available and Seeking Work" Requirement. The MWA Service Provider must complete a form and report to the UA any specific evidence of a claimant's unavailability for, or lack of seeking work, which may come to the attention of an individual assigned to deliver Employment Services.

3. Participate in a System for Clearing Labor Between States

The MWA through the ES Service Provider participates in the Michigan component of the national labor exchange system by providing access to the Michigan Talent Bank and receiving and forwarding certain interstate and intrastate job orders to designated ESA staff for processing.

4. Administer the TAA and NAFTA-TAA Programs

The Employment Services Provider provides the full range of mandated re-employment services to workers adversely affected by foreign competition in accordance with the TAA and NAFTA-TAA Implementation Act. Services are provided to workers who are certified as covered by this act and operated under the direction of the MDLEG-ESA in accordance with the ESA Manual. The Service Provider may be the Employment Services Provider or another Service Provider(s).

The re-employment services include: Employment Registration; Employment Counseling; Vocational Testing; Job Development; Supportive Services; On-the-Job Training; Classroom Training; Self-Directed Job Search; Job Search Allowances; and, Relocation Allowances.

5. Operate the Local Component of the Employment Services Complaint System

The MWA and Employment Services provider will operate the local component of the Employment Service complaint system in accordance with the Employment Services Manual as mandated by Federal Regulations. The system offers a formal mechanism for processing complaints from a customer who believes that their employment-related rights have been denied or that they have been unjustly treated in an employment-related instance.

6. Operate the Local Component of the Fidelity Bonding Program

The MWA Service Provider for the Employment Service will operate the federal bonding program to assist job seekers and employers in instances where employment is conditioned on the job applicant maintaining a fidelity bond and job seekers needing assistance in obtaining a fidelity bond. This program will be operated in accordance with the Employment Services Manual.

L. Employer Services

1. Comprehensive Employer Services

Several of the items covered in this plan are combined to provide more comprehensive services to employers to enable the employer to create and retain jobs for program participants and other workers. This narrative is to explain the linkages to a unified whole range of services.

The Waivers for On the Job Training and Customized training are designed to encourage employers to create jobs more quickly, and meet the training needs of the employers and participants.

The Waiver for expanded use of program funding for Incumbent Worker training is intended to assist participants to benefit from additional training during the retention period and to assist in job creation, by assisting the promotion of incumbent workers and create jobs for participants. This is expanded to allow formula funding as well as state funding, under the waiver to benefit incumbent workers on an individual or small group basis, to receive individual training to preserve jobs. This is already a part of the general incumbent worker program, but Service Providers may provide this training to companies they are working with through the West Central delivery system, separate from the more formal application and training procedure used for larger trainings. The MWA may also experiment with individual awards for companies using the model from other states.

The “package” of expanded OJT and Customized Training reimbursement and individual incumbent worker training is intended to be flexible in meeting the needs of employers for job creation and retention and thereby also meet the employment and training needs of participants and workers. These are intended to be integrated in delivery. Participants refer to a participant in a Michigan Works! program including incumbent workers who may not have received other program services.

VI Rapid Response Activities

A. Coordination with DELEG Workforce Transition Unit

The MWA and Service Provider for the Employment Service will coordinate with the DLEG Workforce Transition Unit on company closings and permanent worker layoff situations. The Rapid Response will include the Workforce Transition Unit, the MWA, and the Service Provider for Dislocated Worker funding and the Employment Service Provider.

Following discussion of the specific situation with the Workforce Transition Unit, and the company/workers, additional resources will be made available to allow worker choice in looking at job and training choices. The full range of choices will be made available in a coordinated manner. This includes working with a Joint Adjustment Committee where these are appointed.

Services will also be coordinated with other MWAs as appropriate.

B. Re-Training

Re-training may include TA, TAA, TAA-NAFTA, or NEG for workers from a location with an approved application and the Dislocated Worker programs.

Choices will be made available and explained to affected workers.

VII. Funding

A. Priorities for Funding

WIA allows the three levels of service described in section V. These are Core Services, Intensive Services and Training Services. Core Services are available to the general public and in many cases do not require registration.

Since eligibility is not contingent on income and Core Services are mandated, it may be that sufficient funding is not available to provide Intensive Services or Training Services to all adults who could benefit from such services. Given the added tasks and proposed reduction on funding for WIA activities, this area expects funding will not be able to provide Intensive Services or Training Services to all adults who would benefit.

In this situation WIA requires the WDB to allocate resources for Intensive and Training Services and further requires that priority be given to public assistance recipients, other low income individuals, and person's who are not economically self-sufficient.

Many of the Core Services are also part of the structure of the Employment Service activities currently in operation. Employment Service and other WIA funding will be used to assure Core Services are available from all five locations on a partnership basis with Employment Service and Workforce Service Center coordinating agencies, if different.

Priority for Intensive and Training Services will be given to Public Assistance Recipients low-income persons, and those who are not economically self-sufficient **using the NWLB guidelines.**

B. Competitive Process to Award Contracts

Michigan Works! West Central will act as the Center Operator and there will be a Center Coordinating Agency for each Workforce Service Center.

Per MDELEG, the Employment Service activities were awarded on a three-year basis, ending June 30, 2009. The Coordination of Workforce Service Centers will be on a competitive basis and will include all three levels of service. The Center Coordinating Agencies will be required to coordinate with the Employment Services Service Provider to assure responsibilities for Core Services are met.

The following process will be used for the competitive process in selecting Workforce Service Center Coordinating Agencies. These will be in addition to the plan review process, which assist the public, agencies, potential operators, and customers in being aware of the WIA system.

1. Notification of Potential Bidders

Potential bidders are notified that the RFP process has started by an advertisement in one local newspaper in each county. A mailing is made to current Service Providers and those who have indicated an interest to be placed on our “Bidder’s List” per a letter received by the MWA.

2. Public Meeting

A public meeting is held with potential bidders. The program vision and funding is described and questions are answered. This involves a review of the plan and requirements where several funding sources are used. The information provided and questions answered at the public meeting are intended to give potential bidding agencies the information necessary to make an informed decision about bidding to coordinate the Workforce Service Centers.

A description of the bidding process and proposed time-line are also provided.

3. Letters of Intent to Submit a Proposal

A Letter of Intent to Submit a Proposal is due within a short time after the meeting.

A Request for Qualifications (RFQ) and the Request for Proposal (RFP) are released to agencies that have provided a Letter of Intent to Submit a Proposal.

4. Request for Qualifications

The Request for Qualifications provides information about the proposing agency. The RFQ asks about Conflict of Interest with the WDB/LEO and for a cost projection of three years of agency costs on operating similar programs or equivalent staff/management positions. This information from all potential bidders projected forward over a three-year period for major RFPs, is used along with historical information to conduct a cost-price analysis. In some cases, the RFQ may be released with the RFP, or at the public meeting.

5. Request for Proposal

The RFP is released to all bidders at the same time. The RFP provides information and instructions for preparing a proposal and the factors considered in reviewing proposals.

All bidders who have submitted a Letter of Intent receive an RFQ and an RFP, unless they withdraw prior to these issuances.

6. Bidders Meeting

All bidders attend a mandatory bidders meeting. The RFP is reviewed and questions are answered.

7. Proposal Review

Proposals are reviewed by staff and a cost-price analysis is done. Comments are provided to the WDB/LEO Review Committee. The Review Committee reviews the proposals and has a meeting to discuss the proposals. Bidders may be invited to this meeting to individually explain their proposals and answer questions.

The Review Committee rates the proposals, using a consensus method, and completes a rating sheet for the proposals.

8. Selection

The Review Committee makes a recommendation to the WDB/LEO on the selection of Service Provider(s). The WDB/LEO may ask questions and makes the final selection.

C. Wagner-Peyser Employment Service, TAA, and NAFTA-TAA Service Providers

1. Employment Service Funding

Michigan Works! West Central receives funding from MDELEG based on the federal allocation for the Employment Service, and has participated in the Reemployment program.

2. TAA Reform Act of 2002

These programs for Dislocated Workers whose job loss is attributed to imports is a reimbursement of the training costs plus a negotiated percentage of the 10% allowable. This is currently part of the Employment Service contract.

Training funds are on a cost-reimbursement basis.

3. Direct State Agency Payroll for State Employees and Their Support

One Veterans Representative works full time in the region and a Migrant Specialist works some of the time in the region. These state employees are stationed at Workforce Service Centers and provide service to Veterans and Migrant workers.

They have a Center as “home base” and often work in other centers or occasionally other sites to meet the needs of their customers. While part of the Employment Service system, these are state employees of a partner agency.

VIII. Review, Comment and Publication Documentation

A. Publication

A notification of the proposed plan modification will be published on the MWA web site. The notice will give a general description of the scope of the local plan and advise readers of how and where a copy may be obtained for review and comment.

A copy of the notice will also be available at each Workforce Service Center

Notices will state where and how copies of the complete plan may be obtained. Persons with disabilities may request the information in an alternate format.

B. Available for Review and Comment

Copies of the plan will be available for review and comment from each Workforce Service Center, at the administrative office, and via mail and e-mail.

Copies or access will be available to other agencies and the public at the Workforce Service Center in each county and the administrative office in Big Rapids.

C. Submission of Comments

All written comments will be submitted to MDLEG. Comments received after the plan is submitted will also be provided to MDLEG.

SECTION II: YOUTH TRAINING PLAN

I. Local Vision and Goals

A. Broad Strategic, Economic, and Workforce Development Goals for Youth

1. Local Goals

Youth will be prepared to enter the workforce.

Young people will have the resources and skills needed to succeed in the state's economy.

The goal is for all youth to have the basic and specific job skills necessary to enter the workforce, during high school, after graduation and after post secondary training.

Youth will be familiar with employer expectations, job seeking skills, and the area labor market. Youth will have the Career Awareness to make informed decisions about career choices and occupational training.

B. Vision of How the Workforce Investment System will Help Attain these Goals

The Workforce Investment System, in partnership with area schools, and agency partners will assist youth in attaining these objectives. While WIA programs will provide services to eligible youth, other partners will be encouraged to increase the services available to all students, including WIA participants. WIA funds will serve both in-school and out-of-school participants.

1. In Five Years

T Most school training in basic academic skills will have a workplace context.

T WIA In-School Participants will have at least one Work Based Learning opportunity (WIA Work Experience which includes job shadowing, unpaid work experience, paid work experience, and internships).

T Most WIA Participants will have a Work Based Learning opportunity in the Private Sector.

T Youth will have the information and skills necessary to make informed decisions about training in a career area.

T WIA Participants will have the Basic Skills necessary for Employment.

T Basic Skills will be expanded to include, academic skills, work ethic skills (like being on time), and "soft" skills like decision making and teamwork (WIA).

T WIA Youth Programs will meet goals for youth entered employment, retention, earnings, entered further training and attained credentials, as appropriate.

These items will be attained by a combination of partnerships with area school districts and operations of the WIA youth program. The streamlining will be accomplished by coordination and linking (articulating) of available services. Participants may enter the system by receiving activities appropriate to their needs and continue for the duration of their ISS.

The specifics will be developed with school districts individually, the Service Provider and the Michigan Works! Agency.

2. Information and Services Provided and Customers Access

In addition to the information provided by area schools, WIA will provide information about careers and improve career awareness, practical demonstration (shadowing) and application (work experience) will be provided to participants. Information available will include a summary of the WIA activities and services.

Youth customers may access information through local schools, at area Workforce Service Centers, by referral, or self-initiated contact.

3. How will youth Programs be Enhanced and Expanded

Beginning with WIA activities of Work Experience, including the sub-divisions under this heading, and occupational training, a system will develop that shares the provision of services among partners to meet the needs of participants. The following examples occur after assessment.

For example, for an in-school participant, training may start with job shadowing under the auspices of the school partner, move to paid work experience for basic skills, followed by an internship in the private sector over the summer. The participant may continue a private sector occupational training to job placement or retention, or proceed to training at an appropriate institution using financial aid.

An out-of-school participant may begin with a training session on basic skills, a short term paid work experience in the private sector followed by a work experience in the private sector that includes occupational skill training. The participant may continue the private sector experience to job placement and retention, but could also proceed to institutional training.

Institutional training and work experience may be combined.

Expansion of the training available will largely be through coordination and articulation with existing resources so WIA funding is primarily used for activities that cannot be provided with other funding.

The division of responsibilities in partnership will evolve over the five year period so more services become available as the level of partnership increases.

C. Who are Youth Customers of the Workforce Investment System

In one respect, we hope that all youth will be customers of the Workforce Service Center System, by using WIA youth programs, the Employment Service, or benefiting from other public activities.

The youth customers for WIA services will be those youth who meet the eligibility requirements for WIA. These include being economically disadvantaged and having one or more of the recognized barriers, with a possible exception allowing 5% of the participants who are not economically disadvantaged.

At last count (PY'08 APIR), there are approximately 2,636 potential participants who are economically disadvantaged: 395 of these have a disability. For the area population 5,815 area youth (including those who are economically disadvantaged) are in the labor force. Earlier demographics show 725 high school dropouts, 306 of which are also economically disadvantaged.

Only a portion of this eligible population can be served each year with the available funding. WIA requires that a minimum of 30 percent of the funding must be used for youth activities to out-of-school youth.

Referring agencies and the youth Service Provider have the tasks of selecting individuals from the eligible population at a point where WIA and combined services can be of benefit to their preparation for the labor market.

Individuals can also refer themselves to the program, and older youth may visit or contact a Michigan Works! Workforce Service Center for Employment Services and Adult Services. A part of the operational responsibility for these programs is to work with agency and school partners to assure adequate information is available to potential candidates to make an informed choice on applying for services.

D. Description of the Competitive and Non-Competitive Process to Award Funding

WIA funding will be awarded on a competitive basis to one or more Youth Service Providers. The process is the same as is used for the Adult and other programs.

1. Notification of Potential Bidders

Potential bidders are notified that the RFP process has started by an advertisement in one local newspaper in each county. A mailing is also made to current Service Providers and those who have indicated an interest in bidding.

2. Public Meeting

In most cases, there is a public meeting with potential bidders. At the public meeting, the program, vision, and funding is described. This often involves a review of the appropriate plan or summary of the requirements where several funding sources are used. The information provided at the public meeting is intended to give potential bidding agencies the information necessary to make an informed decision about bidding.

The bid process, including the time line, are also provided at this meeting.

3. Letters of Intent to Bid

A Letter of Intent to Bid is due a few days after the Public Meeting. Request for Qualifications (RFQ) and the Request for Proposal (RFP) are released to agencies that have provided a letter of Intent to Bid.

4. Request for Qualifications

The Request for Qualifications provides information about the bidding agency. In addition to standard information like name and legal structure of the bidder, the RFQ asks about

Conflict of Interest and for a cost projection of three years of agency cost on operating similar programs or equivalent staff/management positions. This information from all potential bidders, identified over a three year period for all major RFPs is used along with historical information to conduct a cost-price analysis. In some cases, the RFQ may be released with the RFP. The RFQ may also be released at the public meeting.

5. Request for Proposal

The RFP is released to all bidders at the same time. The RFP provides information and instructions for preparing a bid and the factors considered in reviewing proposals.

All bidders who have submitted a Letter of Intent to Bid receive an RFQ and an RFP, unless they withdraw prior to these issuances.

6. Bidders Meeting

All bidders attend a mandatory bidder's meeting. The RFP is reviewed and questions are answered.

7. Proposal Review

Proposals are reviewed by staff and a cost-price analysis is done. Comments are provided to the WDB/LEO Review Committee. The Review Committee reviews the proposals, and has a meeting to discuss the proposals. Bidders may be invited to this meeting to individually explain their proposals and answer questions.

The Review Committee rates the proposals, using a consensus model and completes a rating sheet for each proposal.

8. Selection

The Review Committee makes a recommendation to the WDB/LEO on the selection of Service Provider(s). The WDB/LEO may ask questions and makes the final selection.

E. One-Stop Service Centers

All youth activities are operated from the five Workforce Service Centers in the West Central MWA. The Service Provider(s) are located in the Service Centers, some on an itinerant basis, and all youth services are provided from the Centers. Youth Program staff also travel to visit worksites, develop training and employment opportunities, on outreach for youth and for other tasks, but their home office is at the Workforce Service Center.

There are direct connections to the Adult and other programs, also housed at the Centers, and all public services are available to youth at the Centers. It is common for youth to be dual enrolled and benefit from the Youth and Adult programs. Job orders and opportunities that cannot be filled by one program may be shared with the others, and of course the Talent Bank opportunities are available to all customers with or without staff assistance.

IX. Strategies for Improvement

A. Developing and Managing Effective Youth Programs

Youth Council

The WDB serves as the Youth Council. The WDB receives advice from the Educational Advisory Group on matters pertaining to educational activities and career preparation. The majority of the activities reviewed by the EAG are provided to persons who are in the age range of youth in WIA.

The broader representation of sectors required in WIA for the Youth Council have been added to the EAG. The EAG with these members will work with the WDB to assure the requirements for the Youth Council are met. The EAG will advise the WDB on youth employment issues as well as educational issues.

The Workforce Development Board including the Youth Council will have the leadership role in developing and managing effective youth programs. The Youth Council will take the lead in planning for the local area, including this plan.

The program design used, is to review the ten WIA required services summarized later in this plan, to determine which services partner agencies such as public schools, can be asked to provide, and concentrate on services that meet the needs of eligible youth that are only available, and/or largely available with WIA funding.

The services requested of partner agencies would not only be for WIA eligible persons, but would build on recent initiatives and aligning with the Career Preparation system to improve activities available to all students.

This is part of the Youth Council and WDB's task of connecting youth and program design with the full range of community resources and services that contribute to the academic and employment success of area youth, both in and out of school.

B. Strategy for Providing Comprehensive Services

Comprehensive services will be provided to eligible youth via a combination of services and activities provided by WIA and agency partners.

Coordination will continue to occur with agencies that serve specific youth from the planning instructions for this section: public schools and post-secondary institutions for education; DHS for youth receiving welfare; family court and foster care agencies for youth in foster care, special education, Michigan Rehabilitation, and other agencies for youth with disabilities, and area programs for youth who are pregnant or parenting, including those mentioned above.

The Youth Council will oversee coordination of WIA and other activities as described in subsequent plans. The council will receive regular reports on services in these areas in terms of customer numbers and coordination and make suggestions or changes to plans and programs that improve services.

Youth will be made aware of Job Corps opportunities and other youth related programs and agencies by the Service Provider. There will be referral and information sharing with these partners.

C. Youth Program Design

The youth program will be designed to assure the ten activities required by WIA are provided in a manner which will address the listed items. Basic design will be to work with agency partners to assure the full-range of services are available to eligible youth and use WIA funding to provide services that would otherwise not be available.

The plan providing a more complete description of specific WIA youth activities will be in the Operational Plan.

" Preparation for Post-secondary Educational Opportunities

Youth will be assisted to prepare for post-secondary educational opportunities in several activities. School completion activities, provided largely through partnerships with local school districts, include tutoring, study skills training, and instruction leading to secondary school completion will assist students to prepare and have the pre-requisites for post-secondary educational opportunities.

In addition, activities such as job shadowing, work experience and internships will assist youth in determining their areas of occupational interest, and making informed decisions about post-secondary educational opportunities that will assist them in attaining employment in their selected career area. Labor market information and career counseling will also assist youth in preparing for post-secondary education by having the information necessary to make informed decisions.

WIA funding may be used on a limited basis to assist youth in paying for post-secondary training in demand occupations.

" Linkages between Academic and Occupational Learning

Agreements with local school districts will request that academic instruction be given with a work based context. The other activities provided by agreement, such as tutoring, study skills training, etc., will also be done with a work based context to prepare students for employment after High School or after further training. All training sponsored with WIA funding will link academic and occupational learning.

Examples would include: remedial training of youth up to entry level workforce standards; leadership, social behavior, and occupational skill training with a direct application to the workplace; and activities such as work experience, internships, job shadowing, etc. that connect academic learning with the workplace.

" Preparation for Unsubsidized Employment Opportunities

Preparation for employment and placement into employment will be the primary focus of WIA funding. Preparation for employment will include all of the activities listed in this section.

Preparation will include occupational training at a school, and in the workplace. Activities include classroom training, customized training, work experience, private sector work experience referred to as internships to avoid confusion, and direct placement with services.

" Linkages with Intermediaries with Strong Employer Connections

Linkages with programs that are a part of the Workforce Service Center System will be a requirement. These include the Employment Service, MDELEG-RS, MDELEG-ESA, and Welfare Reform programs that may also meet the needs of job seeking participants. In addition, participants will have access to the linkages of public school systems, including training and placement opportunities.

Participants who receive training from post-secondary institutions and programs will have access to the employer connections for training and job placement as students of the institution.

The Michigan Talent Bank are expected to be the connection used most frequently.

" Alternative Secondary School Services

These services are provided by area school districts, and will continue to be available to participants on a referral basis. Alternative School students are considered to be in-school youth and do not apply to the out-of-school service requirement under WIA.

The MWA and Service Providers have close linkages with alternative school programs, and will continue to work with eligible youth in these programs for training in preparation for employment.

" Summer Employment Opportunities Directly Linked to Academic and Occupational Learning

Summer Employment opportunities are required. Activities with WIA funding will consist of paid work experience in the public and private non-profit sites and internships (paid work experience) in the private sector.

The training will be linked to academic learning provided by area public schools for in-school youth. Youth will have an opportunity to obtain some basic "world of work" skills and relate academic training to the workplace. The individual ISS may indicate that the academic instruction may occur in sequence or concurrent with the work experience. Youth may also have the opportunity to obtain leadership development and related activities during the summer.

Occupational learning will occur at many public and private non profit worksites, and at private sector worksites as well. This training may be linked to occupational training provided prior to the work experience or in sequence with the work experience.

" Paid and Unpaid Work Experiences

WIA allows several types of work experience activities. Work experiences may be paid or unpaid. They may be in the private, for-profit sector, the non-profit sector, or the public sector. Work experience may include opportunities for career exploration and skill development, internships and job shadowing.

Work experiences are designed to enable youth to gain exposure to the working world and its requirements. Job Shadowing, unpaid work experience, and paid work experience may be used for this.

Work experiences are also designed to assist youth to acquire personal attributes, knowledge, and skills needed to obtain a job and advance in employment. Unpaid work experience, paid work experience in the private sector, referred to as internships, and in the public sector, will be used for these. The private sector internships will also be used to provide skill training in occupations and job placement for participants.

Michigan Works! West Central plans to have agreements with area school districts to provide a range of work experience activities to participants. School partners will be asked to continue or increase career exploration through job shadowing and unpaid work experience. WIA funds will be used for paid experiences with an emphasis on those involving the private sector.

" Occupational Skill Training

Occupational Skill Training will occur at area colleges including Ferris State University, West Shore Community College, and Baker College, and other appropriate training sites, including K-12 sites. Training may also be customized on an individual basis to meet the needs of participants

Occupational training will also occur in conjunction with private sector work experience and internships.

" Leadership Development Opportunities

This type of training may include activities such as positive social behavior, soft skills, decision making, team work, and other activities. Exposure to post secondary educational opportunities, community service learning projects, peer-centered activities, including peer mentoring and tutoring, organizational training including team work, decision making, life skills, and work behavior training may also be included.

These activities may be provided via agreement with area school districts, or by Service Providers to provide workshops and training linked to work opportunities.

" Comprehensive Guidance and Counseling

Career Pathways is the most common comprehensive guidance and counseling system used in many area school districts. The MWA, in partnership with ISDs and Ferris State University has sponsored training for area counselors and purchased the books for area school districts under previous programs. Comprehensive Guidance and Counseling is provided via this system in most area school districts. Most in-school participants will receive comprehensive guidance and counseling in their home school, and WIA activities will be coordinated with school-based personnel. In-school youth who do not receive comprehensive guidance and counseling because they are out of school will receive counseling from the program.

" Support Services

Supportive Services such as transportation assistance, tools, dependent care, and needs based payments are authorized under the Act. Supportive services will be available to participants.

Needs based payments are not planned at this time but may be considered when funding amounts are available.

Supportive Services may only be provided to enable an individual to participate in activities authorized under WIA.

" Follow-up Services

Follow-up services for youth under WIA may include: leadership development and supportive service activities; regular contact with a youth participant's employer, including assistance in addressing work-related problems that arise; assistance in securing better paying jobs, career development, and further education, work related peer support groups; adult mentoring; and tracking the progress of youth in employment after training.

Specific follow-up activities will be specified in training plans. Contact by staff with the participant and employer, assistance in addressing work related problems, and limited supportive services will be included.

WIA requires that all youth participants are to receive some form of follow-up services for a minimum of 12 months. The types of services provided and the duration of services must be determined based on the needs of the individual. The scope of these follow-up services may be less intensive for youth who have only participated in summer youth employment opportunities.

Follow-up services provided will be consistent with this requirement for individuals whose activities are funded by WIA.

D. Locally Determined Eligibility Criteria

Eligibility for WIA is: Age 14 to 21 (inclusive), AND Low Income, AND one or more of the following:

- T Deficient in basic literacy skills (including math)(deficient is performing at grade level 8.9 or below)
- T School Dropout
- T Homeless, runaway, or foster child
- T Pregnant or parenting
- T Offender
- T Is an individual (including a youth with a disability), who requires additional assistance to complete an educational program or to secure and hold employment.

The local program may focus on youth age 16 to 21.

Local Criteria

- T Applicants/participants who do not have training, or do not have work experience, or have unsuccessful training or experience in the occupation or skills they will receive training in.

For example: An out-of-school youth interested in machine trades but with no training and no job experience may receive training and job placement or both. The participant may also

receive basic skills training as a precursor to job training. The goal would be for the participant to obtain and retain employment in this occupation.

An in-school youth interested in this occupation may receive training from the public school in this occupational area and paid work experience from WIA during the summer to prepare for job placement or further training.

E. Incentives for Achievement

The MWA and Service Provider may provide incentives to participants to recognize the attainment of goals or objectives necessary for the success of the participant. Historically the MWA has provided monetary incentives for improving grade level performance in remediation that proved successful in motivating the participant.

The use of incentives will be done on a pilot basis at first, as different incentives are explored, things like gift cards, or other monetary incentives will be included as part of the development. Incentives may be uniform or individualized to recognize specific barriers individual participants may have. Incentives will only be approved for the attainment of recognized goals by youth participants as determined by the program. Sufficient verification will be required.

The MWA anticipates the incentives will become uniform after a development phase, although some flexibility will be maintained to recognize individual participant differences and barriers.

F. American Recovery Act Program

American Recovery Act funding will be used to provide additional services to participants under the guidelines for this funding. These activities will generally follow the requirements and guidelines for the WIA Youth program. The increase age range of those served and performance requirements will be changes to the program for this funding. A significant increase in the number of participants served is anticipated.

These include for the Summer of 2009, a system of services that include Work Experience as a primary activity, although other activities, such as a Credit Recovery Project, work projects involving crews of youth workers, and the customary individual work experience training.

1. Credit Recovery Project

West Central will work with local school districts to develop a Credit Recovery Project. WIA Youth participants who are identified by local school districts as being in need of Credit Recovery to meet the requirements of the Michigan Merit Curriculum and revised graduation requirements, will have first priority, followed by other students who need Credit Recovery to complete high school.

The program will provide assistance, in the form of a tutor, who may be a certified teacher on a schedule worked out with local school districts. School districts will contribute the use of their computers, software licenses, buildings and operating expenses. Some districts already operate Credit Recovery operations, and the WIA activities will coordinate with these, to expand the capacity of such programs. In some cases by paying tuition to the existing program and in some

cases, by providing services that expand the capacity to serve additional youth in need of Credit Recovery.

By sharing the basic costs and combining efforts, additional students are expected to receive this service.

WIA participants may receive a stipend based on attendance and achievement based on their performance. Achievement is the attainment of one half to one credit toward high school graduation for example. Arrangements with local districts will be made to recognize the differing needs of participating school districts within the state's graduation requirements.

A minimum of one site per county is envisioned, and nearby school districts will be invited to participate.

Participating school districts must agree to be worksites. These are the only sites where the employment of 14 and 15 year old participants is envisioned, as the transportation issues are addressed by having the work and training sites on or nearby the same campus. Youth in this age range will be served at the request of the participating school district.

2. Work Crews and Projects

Work crews are envisioned, with participant and non-participant crew leaders. Applications are taken from local units of government and non-profit agencies who have projects that will take varying amounts of time to complete. By having work crews, several of these projects may be addressed by one or two crews. The program will provide safety equipment, and may provide transportation to work sites, and hand tools for participants.

3. Standard Work Sites

A majority of worksites will be traditional sites, where one or several participants may be placed. Other activities, like the Adventure Learning Center to teach leadership skills may occur, and there may be limited other training opportunities, such as OJT or classroom training on a limited basis. All activities will revolve around the work based activities that are the emphasis of the summer program. Work based training is intended to be the primary activity for the summer program.

4. Performance

The work readiness measure will be used for participants in the summer work program, including those who may also receive other training, such as credit recovery. The waiver approved for the state allows the summer program to extend into the fall and would continue this performance measure for those enrolled in Work Experience only. These participants may also be provided supportive services.

Some participants will be selected to continue to receive additional training in the "regular" WIA Youth program after the summer program and will be subject to the traditional performance measures. Some participants may also be selected to continue their work experience beyond summer, under a waiver approved for the State of Michigan.

Participants served during the summer with Recovery Act funding will receive a work experience component and may receive any of the other youth components during the summer in addition to work experience and have the work readiness outcome apply.

5. General Operation of the Youth Program

The program will serve in school and out of school youth, including those through 24 years of age as allowed. The target will be the age range of 16 to 24, with some 14 and 15 year olds who need Credit Recovery also being served with the cooperation of local school districts in providing a meaningful work experience to these students. A majority of the Recovery Act funding is intended to be used to provide training and work activities during the summer of 2009. Funding remaining will be used to extend the summer program under a waiver if approved for the State of Michigan, and any remaining funding, anticipated to be a modest amount, the following summer.

Participants seeking additional training will be referred to Adult and other programs or may be selected to continue to participate in the youth program, depending upon their readiness and suitability.

In addition to the Credit Recovery project, the youth program has extensive contacts with Ferris State University in Big Rapids, and is involved in 4 and 5 day career exploration experiences for participants at the University. They also have extensive linkages with West Shore Community College in Scottville, which will serve as a training site for a number of participants.

Enrollment in the youth program is anticipated to increase significantly, to an estimated 250 to 300 participants for the summer of 09, with a minimum goal of expending over 70% of the Recovery Act funding in that time period, this is over \$840,000. Additional staff have been engaged by the Service Provider to meet this higher demand and advertising has occurred, resulting in over 800 applications before the end of May, 2009. A minimum of 30% of the funding will be used to serve out of school youth, and this percentage is likely to be higher given the increase in age allowed by the legislation.

Summer employment opportunities will be as described, using traditional delivery and work crews created in response to the Recovery Act priorities.

The mix of classroom and worksite time for those who need credit recovery will be provided. In addition, program tutors will work with some youth on more basic academic skills during the summer also.

Supportive Services will be available to participants in the summer youth program to enable their participation. Referral to the Adult program or possible extension into the traditional WIA youth program will also be available to participants.

Extensive assessment and follow up may not be provided to those enrolled in the summer program only.

Michigan Works! West Central engaged in the RFP process beginning in December of 2008 for Service Providers, including the operation of the youth program, which included references to WIA funding and updates on the Recovery Act legislation, that was pending as included during this process. A waiver of the selection of Service Providers is not necessary.

X Performance Standards

A. Statement

Michigan Works! West Central will use Performance Levels provided by MDLEG, including for the PY 2007 and 2008 Program Years. This includes any changes in the goals and Performance Standards for these and subsequent Program Years.

Performance Standard Chart

Dislocated Workers	PY 2008	PY 2009
Entered Employment Rate	94%	94%
Employment Retention Rate	92%	92%
Average Earnings	\$13,200	\$13,200
Employment Credential Rate	83%	83%

Older Youth	PY 2008	PY 2009
Entered Employment Rate	84%	84%
Employment Retention Rate	85%	85%
Average Earnings Change	\$3,800	\$3,800
Credential Rate	79%	79%

Younger Youth	PY 2008	PY 2009
Skill Attainment Rate	95%	95%
Diploma Attainment Rate	89%	89%
Retention Rate	80%	80%

Customer Satisfaction	PY 2008	PY 2009
Participant Score	91%	91%
Employer Score	86%	86%

Adult	PY 2008	PY 2009
Entered Employment Rate	88%	88%
Employment Retention Rate	84%	84%
Average Earnings	\$10,200	\$10,200
Employment Credential Rate	82%	82%