

**SOUTHEAST MICHIGAN COMMUNITY ALLIANCE
(SEMCA)
WIA Comprehensive 5-Year Local Plan for Adults, Dislocated Workers and Youth
Update for July 1, 2011 through June 30, 2012**

SECTION I. Adults and Dislocated Workers

A. Labor Market Analysis

The SEMCA Workforce Development Board and board staff members are engaged in an ongoing planning and implementation process for Michigan Works! Service Centers to add value, skills and knowledge to management and front-line staff for the SEMCA region. The SEMCA region includes the affected populations of the Balance of Wayne/Monroe, except for the City of Detroit. Specifically, the focus is on the workforce investment needs of businesses and job seekers for the SEMCA region.

Labor Market Information & Trends

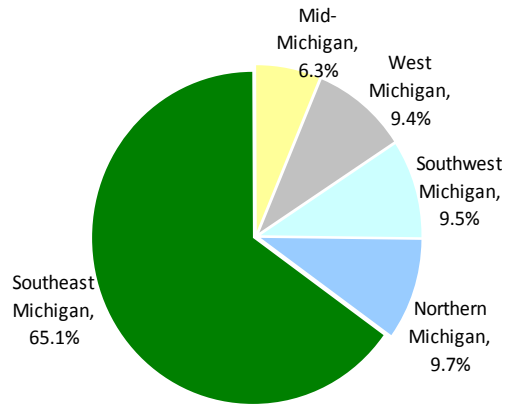
The economic landscape has changed in the SEMCA region in the last year. One positive change is the rise of Green Job opportunities in the region. The Workforce Development Agency, State of Michigan did a study of Green Jobs by region in the State of Michigan.

This in-depth report revealed some positive news for Southeast Michigan and the SEMCA region. Southeast Michigan has the highest concentration of green jobs in the State of Michigan. There are five distinct areas that have been identified as green job core areas.

Green Jobs	Number	Percent Share for Southeast Michigan
Clean Transportation & Fuels	35,658	90.6%
Increasing Energy Efficiency	14,444	54%
Pollution & Environmental Cleanup	6,038	43.8%
Agriculture & Natural Resources Conservation	4,090	31.3%
Producing Renewable Energy	3,364	40.9%

Regional Distribution of Green Jobs

Southeast Michigan has a high concentration in two major areas: transportation equipment manufacturing and professional, scientific and technical services. This region also has major sources of green jobs in construction, administrative and support services, and waste management and remediation services.



Green Job Expectations for Job Growth for Southeast Michigan

Share of Employers Expecting Green Job Gains by 2011 – Southeast Michigan

SOC	Occupational Category	Percent of Employers Reporting Occupation is Likely to Add Jobs
27-0000	Arts, Design, Entertainment, Sports and Media Occupations	50.0%
37-0000	Building and Grounds Cleaning and Maintenance Occupations	50.0%
41-0000	Sales and Related Occupations	47.2%
49-0000	Installation, Maintenance, and Repair Occupations	38.0%
47-0000	Construction and Extraction Occupations	36.4%
13-0000	Business and Financial Operations Occupations	35.7%
53-0000	Transportation and Material Moving Occupations	35.3%
19-0000	Life, Physical, and Social Science Occupations	33.3%
17-0000	Architecture and Engineering Occupations	32.0%
51-0000	Production Occupations	28.6%
45-0000	Farming, Fishing and Forestry Occupations	23.1%
11-0000	Management Occupations	18.9%

Source: Michigan Department of Energy, Labor & Economic Growth

The green job initiatives appear to be encouraging a growth movement that includes some manufacturing jobs. That serves this region well based on the current labor supply. Additionally, a number of companies moving into or diversifying in the region have a need for engineers and skilled professionals in Information Technology. These are changes that will hopefully turn into solid and sustainable businesses in the SEMCA region.

SEMCA is also engaged with the Michigan Academy of Green Mobility Alliance (MAGMA) that has a focus on training incumbent workers in the Advanced Energy Storage Sector. We also work with other regional partners in retraining the unemployed for these new fields. That includes the State Energy Sector Partnership with the Macomb-St. Clair MWA.

SEMCA continues to work with the state, economic developers, and local businesses to encourage and support growth of our current and emerging businesses. SEMCA continues to respond to these changes in proactive ways and continues to create effective way of providing the best service for the businesses, job seekers, and workers in the region.

Other Industry Trends

The Michigan Film Incentive for the entertainment industry (reduced by the state) is still having an impact. It is notable that “Motion Picture and Sound Recording Industry” had an increase in job growth for the SEMCA region for the second year in a row. According to WDASOM, this region had a 54.3% job growth with an addition of 189 jobs in this NAICS sector in the last year. SEMCA is hopeful that this trend will continue even with the reduced tax incentive.

In Monroe County, the private industry with the most job growth was Nursing and Residential Care Facilities with 20.6% growth adding 203 jobs. Because of Monroe’s size, some businesses are suppressed from the LMI data so they are not individually identifiable. Monroe has two major industries that have experienced growth and are suppressed in the available data. These growth areas include utilities and health care jobs.

Monroe has a new “green business” starting production in September 2011. Ventower is scheduled to open with around 250 jobs. They are a wind turbine fabricator and supplier.

Employment trends in the Detroit MSA

This region had a decline in nine out of ten industries between the years 2007-2010. Only one area had a positive percent change. The positive percent change was in “Private Educational Services & Health Services” NAICS codes. The majority of job growth was in Health Services.

These circumstances have caused SEMCA to focus on career transition and assist people to examine their skills and abilities in a more meaningful way as they must select career options that are unfamiliar to them and gain additional training as resources allow.

Current and Projected Employment Industry Focus

Occupational Outlook

SEMCA’s challenge remains- to help assist low-skill, high-wage customers find new employment opportunities in more knowledge focused occupations. The Board, Board staff, and One Stop Career Centers and partners will continue to help this group transition in to the new Knowledge Economy. A second wave of employment opportunities appears to be in the lower paying Service Economy. As appropriate we will assist people to make the change into these service job opportunities as well.

The state LMI data forecast suggests that the top ten occupations with the fastest growth rate through 2016:

1. Network Systems & Data Communication Analysis
2. Home Health Aides
3. Computer Software Engineers-Applications
4. Personal Financial Advisors
5. Medical Assistants
6. Physical Therapist Assistants
7. Pharmacy Technicians
8. Personal and Home Care Aides
9. Physical Therapists
10. Customer Service Representatives

The top ten occupations in terms of numeric job growth for that same period include:

1. Retail Salespersons
2. Customer Service Representatives
3. Registered Nurses
4. Home Health Aides
5. Combined Food Prep/Service Worker, including fast food
6. Janitor Cleaner, excl. Maid/Housekeeping Cleaner Office Clerks General
7. Office Clerks, General
8. Waiters and Waitresses
9. Truck Drivers, Heavy and Tractor-Trailer
10. Medical Assistants

SEMCA will continue to work with WDASOM and other partners to uncover trends and emerging occupations in our region. It is notable that manufacturing does not appear on either list above. It is important to the SEMCA region to nurture the green job growth industries and encourage the return of possible automotive manufacturing opportunities.

Top Ten Private Industries by Percent Job Growth – Second Quarter 2010- Wayne County		
Industry*	Numeric Job Growth	Percent Job Growth
Motion Picture and Sound Recording Industries	189	54.3%
Nonstore Retailers	127	31.5%
Nursing and Residential Care Facilities	1,806	10.2%
General Merchandise Stores	1,109	8.5%
Ambulatory Health Care Services	2,417	8.5%
Gasoline Stations	122	4.2%
Food Manufacturing	84	2.3%
Source: WDASOM		

Training and Academic Skills Required for the Workforce

The SEMCA region has many qualified education and training vendors. The job seeking candidate will need to be aware of the core skills needed to complete an Associate or Bachelor degree. The required skills for a Bachelor’s Degree are:

Top Private Industries by Percent Job Growth – Second Quarter 2007-2010– Monroe County		
Industry*	Numeric Job Growth	Percent Job Growth
Nursing and Residential Care Facilities	203	20.6%
Warehousing and Storage	95	15.4%
Gasoline Stations	21	10.6%
Educational Services	47	10.6%
Merchant Wholesalers, Durable Goods	59	10.1%
Ambulatory Health Care Services	79	5.2%
Social Assistance	12	3.2%
Membership Associations and Organizations	16	2.9%
General Merchandise Stores	29	2.9%
Source: WDASOM		
*List excludes industries with non-publishable employment data		

- | | |
|---------------------------------|---------------------------|
| 1. Reading comprehension | 6. Time Management |
| 2. Speaking | 7. Active listening |
| 3. Critical thinking | 8. Writing |
| 4. Information gathering | 9. Persuasion |
| 5. Judgment and Decision making | 10. Social Perceptiveness |

The required skills for an Associates Degree are:

1. Reading comprehension
2. Information gathering
3. Science
4. Writing
5. Mathematics
6. Problem identification
7. Critical thinking
8. Active listening
9. Speaking
10. Information organization

The transitioning “21st century” economy requires a new combination of skills. These skills are listed here:

Core Subjects

- English, Reading or Language Arts
- World Languages
- Arts
- Mathematics
- Economics
- Science
- Geography
- History
- Government and Civics

21st Century Themes

- Global awareness
- Financial, economic, business and Entrepreneurial literacy
- Civic literacy
- Health literacy

Learning and Innovation Skills

- Creativity and innovation skills
- Critical thinking and problem solving skills
- Communication and Collaboration skills

Information, Media and Technology Skills

- Information literacy
- Media literacy
- ICT (Information and Communications Technology) literacy

Life and Career Skills

- Flexibility and adaptability
- Initiative and self-direction
- Social and cross-cultural skills
- Productivity and accountability
- Leadership and responsibility

These skills are outlined in “21st Century Skills, Education & Competitiveness, A resource and Policy Guide” Partnership for 21st Century Skills (2008).

B. Michigan Works! System

Michigan Works! Service Centers

SEMCA’s Workforce Development Board has established six (6) Michigan Works! One-Stop Service Centers and one satellite center in addition to one (1) central intake assessment and referral center (the One Call Center). All of the One-Stop Service Centers will be required to meet the requirements of the Michigan Works! System Governance and Minimum Standards (Policy Issuance 06-01 and other appropriate polices issued by WDASOM).

The present Michigan Works! Service Center and One-Call locations are:

1. Monroe Michigan Works! Service Center
1531 N. Telegraph Road
Suite D

Monroe, MI 48162

2. Highland Park Michigan Works! Service Center
144 East Manchester Street
Highland Park, MI 48203
3. Wayne Michigan Works! Service Center
35731 West Michigan Avenue
Wayne, MI 48184
4. Southgate Michigan Works! Service Center
15100 Northline Road
Southgate, MI 48195
5. Livonia Michigan Works! Service Center
30246 Plymouth Road
Livonia, MI 48150
6. Dearborn Michigan Works! Service Center
6451 Schaefer
Dearborn, MI 48126
7. Grosse Pointe Career Center (ES Satellite)
17888 Mack Ave.
Grosse Pointe, MI 48230

One Call Center

The Information Center (TIC)
20500 Eureka Road, Suite 110
Taylor, MI 48180995

Minimum Standards: SEMCA's Workforce Development Board Standards for Michigan Works! One-Stop Service Centers

The following materials were developed by the SEMCA/WDB Board and staff and outline the standards adopted by the SEMCA Workforce Development system for operation of a One-Stop system. All One-Stop Service Center providers meet the required minimum service levels as identified in the Michigan Works! Minimum Standards as adopted by the Michigan Department of Labor and Economic Growth. SEMCA's "One Stop" system has been developed by SEMCA under the direction of its Workforce Development Board. Under the system the point of initial contact is an 800 number telephone triage that assesses the caller's employment needs, provides critical resource data and makes a managed referral within the Michigan Works! System.

Telephone counseling as the first point of contact saves time and energy and allows for case management and cost containment. Callers will either be referred to "One Stop" Service Centers or a direct service provider if such a provider clearly meets their needs and expectations. All referrals will be followed up to ensure that appropriate assistance was

provided.

The expected outcome of all activities will be suitable employment or the referral of appropriate job applicants. Outreach and recruitment efforts are designed to have potential customers start with a call to the “One Call” Center, however customers may also enter the system through any “One Stop” Service Center directly.

All customers will have access to, and utilization of, a wide array of self-help and self-directed resources. Adequate staffing will be provided to insure that all customers are able to successfully obtain the type and quality of information necessary for them to make informed judgments with regard to their training and employment needs. Employers must be provided a level of service that meets and exceeds their expectations.

In addition, One-Stop Service Center providers will meet all service requirements and performance benchmarks required by funding sources for eligible customers served in the One Stop. This includes all WIA customers, Welfare Reform customers and other targeted population programs, which are providers of funding to SEMCA and SEMCA providers.

These services may include any and/or all of the following:

1. Outreach and recruitment
2. Eligibility determination
3. Case/account management
4. Assessment/service strategies
5. Preparation for training, including short term basic skills remediation or upgrade
6. Preparation for employment, including short term basic skills remediation or upgrade
7. Job development/matching and placement
8. Job retention/post termination services
9. Interagency referrals or dual enrollment

SEMCA utilizes OS-MIS and Kidsmart to ensure that services are not duplicated with various funding streams. Each case manager plans services with the customer based on individual need.

Memorandum of Understanding

The SEMCA Workforce Development Board has developed Memorandums of Understanding (MOUs) for all mandated program partner agencies which is included as Attachment A.

C. Local Performance Measures

SEMCA abides by the Performance Measures issued with this policy for the PY 2011-2012. Performance Measures are included as Attachment G.

D. Adult and Dislocated Worker (DW) Employment and Training Activities

1. The objective of the Adult and Dislocated Worker Programs is to place participants in unsubsidized employment. Adult and Dislocated workers receive orientation, testing,

certification and job seeking skills workshop services as deemed appropriate. Training may be the appropriate activity. However, training services are contingent on available funding.

The program has been designed with the following objectives in mind:

- To minimize the need for long term transfer payments (Unemployment Insurance, Public Assistance benefits including food stamps);
- To minimize the period of unemployment for permanently displaced employees;
- To provide early referral from the unemployment insurance system to readjustment activities as an integral part of the adjustment process;
- To increase the re-employment, retraining and placement services available to permanently displaced workers;
- To increase self-directed job placement through the provision of job search skills services;
- To reduce the length of time of unemployment for displaced workers by securing job placements for them in the local labor market;
- Adult education and public educational entities offer classroom training for dislocated workers, but they primarily offer classes for young adults. They are somewhat reluctant to begin programs that do not follow the exact time schedule of the regular school year.

2. **Eligibility Determination Process**

SEMCA currently uses the Documentation Checklist presented in this policy. The intake eligibility process begins with the WIA Orientation/Initial Screening. At this group meeting available services are discussed and a description of the One Stop Service Centers purpose and mission is shared with candidates.

The second step in this process is the official WIA Intake and Registration Appointment. Eligibility documents are collected and verification of the eligibility items is measured against the available documentation.

Once the second meeting with the candidate is completed the paperwork is submitted SEMCA and the eligibility is verified again by SEMCA's MIS department for accuracy and then entered into OS-MIS.

Individuals that lack proper documentation to enter the WIA program Adult, Dislocated Worker or Youth programs are informed of the services available through WIA Core. An explanation regarding the Michigan Talent Bank is provided along with schedules for available workshops and seminars.

SEMCA is sensitive to the "Authorization to Work" issues. SEMCA works with other agencies as needed for certain customer issues. The Information Center is our first call for most matters. SEMCA also works with Migrant Services and Equal Opportunity as appropriate.

3. SEMCA has included a copy of our Adult, Dislocated Worker and Youth Authorization to Work policy as SI-WIA 11-02 Attachment B and the Documentation Checklist as Attachment C.

Also included is a copy of SEMCA's Adult and Dislocated Worker supportive services policy as Attachment D.

E. Rapid Response Activities - General Activity Information and Overview

SEMCA participates in full cooperation with the Rapid Response Section within the WDASOM. SEMCA assists as appropriate companies experiencing Mass layoffs and filing WARN notices. SEMCA staff schedules with the State for Worker Orientations, information sessions, and provides the laid off worker with information including the Michigan Talent Bank/Job Bank. The laid off worker can access the Michigan Works! office nearest them in order to be retrained or receive assistance with resume writing/updating, job-seeking skills, and "how to" workshops.

SEMCA's policy is provided with this document as SEMCA Issuance SI-WIA 11-03, Attachment E.

F. Funding

The SEMCA Workforce Development Board projects that the funds allocated for Title I adult employment and training activities will not be sufficient for the demand. SEMCA is currently operating under the No Worker Left Behind initiative utilizing the Bureau of Workforce Programs (BWP) issued standards for customer eligibility.

Services Available and Gaps in Existing Networks

Besides those available through the employment and training departments in the region area, other services available to dislocated workers eligible residents include unemployment insurance and job assistance for those meeting eligibility requirements, financial and training assistance from the Department Of Human Services (DHS), personal, family and financial counseling from numerous community service agencies, and education and training services from various educational institutions using Carl Perkins funds, etc. SEMCA also utilizes The Information Center for referrals for customers with support service needs before spending WIA dollars.

Competitive Process for Funding

The SEMCA Workforce Development Board awards all grants and contracts in a manner, which is open and free competition. The Workforce Development Board procurement policy follows the guidelines set forth in Michigan Department of Labor and Economic Growth- Office of Workforce Development Policy Issuance 99-34, Procurement Policy, issued August 11, 1999.

SEMCA's Individual Training Account System

The SEMCA Workforce Development Board utilizes the Michigan Career Education Consumer Report for customers seeking training. SEMCA utilizes the debit card system in cooperation with Comerica. SEMCA is abiding by the requirements for the No Worker Left behind Program (BWP PI 07-07, August 20, 2007).

SEMCA region area has a large number of qualified training providers both private and public. SEMCA has not requested any exceptions to the ITA policy

Veteran Priority- Priority of Service

The SEMCA Workforce Development Board is totally committed to assuring Veterans receive priority services at all One Stop Service Centers within the SEMCA region. This includes the priority of services for Veterans and eligible spouses (20 CFR part 1010).

To achieve this objective, all Veterans are referred and are processed at intake to the Veterans Representative Partners in the One Stop Centers. SEMCA's Veterans Priority Policy is included as Attachment F.

Wagner-Peyser

SEMCA's Workforce Development Board will deliver Wagner-Peyser funded services at no cost to employers and job seekers. SEMCA's program will not contain any planned services or activities that are different in any way from services described in the most recent Policy Issuance.

The goals for the SEMCA Workforce Development Board ES System are as follows:

- a. Register all new unemployment claimants and satisfy the Work Test requirements of the Wagner-Peyser Act.
- b. Significantly increase the use of the labor exchange by employers and job seekers to better match needs, increase jobs, and reduce duration of unemployment.
- c. Increase the number of posted, searched, and downloaded employer job openings and job seeker resumes.
- d. Encourage broad participation across markets, industries, institutions, and programs.
- e. Increase the number of access points beyond the initial SEMCA One Stop centers to include potential high demand sites in each community.
- f. Reduce organizational overhead costs and increase service delivery activities, such as focusing on the re-employment of unemployment insurance claimants.
- g. Improve satisfaction of job seekers and employers.

Basic Labor Exchange

SEMCA's Workforce Development Board's ES System is a basic labor exchange which assists job seekers in finding employment by providing access and direction in how to use Michigan's Talent Bank/Michigan Job Bank labor exchange system at no cost to an employer or job seeker.

There are three levels of ES offered to the general public:¹

- i. Self-service using Michigan's Talent Bank/Job Bank Internet-based system and Resource Rooms:
- ii. Self-assisted self-service to help job seekers and employers who need assistance on the Internet²
- iii. Mediated services for those who need more intensive staff assistance to obtain jobs or employees³

¹ All U.S. veterans and eligible persons under Title 38 of the U.S. Code, must receive preference in the counseling, training, and job placement services provided to the public. ES providers must refer each veteran to the DVOP or LVER on duty at the One Stop Center after registering on the Internet.

² Facilitated service is available where job seeker or employer has difficulty or is unable to participate in the Talent Bank/Job Bank labor exchange system or Resource Room due to lack of computer familiarity, literacy, a disability, lack of access to the system, or some other barrier, facilitated access must be offered to the job seeker or employer.

Each of these services is discussed more fully below.

Self-Services: Customers will self-register their resume on the Michigan Talent Bank or search resumes for qualified candidates. Customers will initially complete a hard copy of the ES resume screens. Resource materials and, eventually, a short video tape will help them understand the process. Facilitators will provide individualized instructions wherever necessary.

Customers will have access to the following services:

1. Job seeker resumes entry
2. Job seeker search activity
3. Employer Job Order Entry
4. Employer search of Talent Bank
5. Resource Center access

Facilitated Access Services: If it becomes apparent that the customer is unable to self-register due to poor computer skills level, literacy, lack of access to the system, or some other physical or mental barriers, then assistance will be given. The information entered on the Talent Bank will be in the form and context presented by the customer without editing or embellishment.

For customers who are unable to write English, the hard copy resume form will be completed in their native language. It will then be translated as literally as possible into English and entered into the Talent Bank.

Employers may be advised how the search operates and the ways in which resumes can be identified by category. Employers may request resumes based upon certain search criteria, but all responses will be forwarded without screening or additional selection by ES staff.

At each SEMCA ES site the following facilitated services will be provided as needed:

1. Job Seeker Resume Entry
Demonstration of resume entry process
Advice on selection of password
Assist with Internet navigation
Assist with key entry
Data entry of resume
Print and copy resume
2. Job Seeker Search Activities
Demonstrate how search works
Assist with navigation
Explain different types of search
Help select search criteria

³Mediated services are targeted to veterans, migrant and seasonal farm workers, dislocated workers (broadly defined), and persons with disabilities. These services must be fully integrated with all other services in the One Stop Center and ES office.

Enter search based on job seeker's criteria
Provide directions to employer's location
Fax resume to employer at job seeker's request
Distribute Civil Service applications
Allow use of equipment for practice in typing and word processing skills
Assist with access to self-assessment tools

3. Employer Job Orders

Demonstrate employer registrations and job entry process
Assist with navigation or registration
Assist with or enter unsuppressed job orders for employers without Internet access
Advise employers on local wage rates
Accept job orders over the phone or by fax
Advise employers of labor market characteristics

4. Employer Search of Talent Bank

Demonstrate search capabilities
Advise employers of search alternatives to refine/expand matches
Enter searches for employers
Download, print, mail or fax all resumes that match search criteria

Mediated Services

1. Job Seeker Search Assistance

Resume assistance
Job Search Workshops
Job Finding Clubs
Specific Labor Market Information
Job Search Planning
Employment Counseling
Vocational Counseling
Employability Plan
Job Development Training
Referral and Enrollment Training

2. Job Seekers Search of Job Orders

Conduct search, screen resumes and send the employer selected job seekers
Contact job seekers who have been identified and make referrals to employers
Contact job seekers who have been identified and make interview appointments
Contact job seekers who have been identified and do additional screening

3. Conduct Reference Checks

Interpret proficiency and aptitude tests

SEMCA's Workforce Development Board through the ES System affords any job seeker, whether collecting unemployment insurance or not, the opportunity to enter his or her resume into Michigan's Talent Bank.

Employers will be provided with access and directions in how to use Michigan's Talent Bank to find qualified workers. Each ES site will operate from 8:00 a.m. to 5:00 p.m. excluding weekends and state holidays.

U.I. Work Test

1. ES Registration of Unemployment Insurance Claimants:

All Unemployment Insurance Claimants must personally complete an ES registration in a timely manner, before their benefit payment will be authorized. ES staff will ensure that UA claimants complete and have their resume activated in The Michigan Talent Bank to meet the registration requirement. ES staff will also assist customers that have registered at a different location than the MWA Service Center and verify their registration.

ES staff electronically logs the name and social security number after ES registration has been verified. ES staff works cooperatively with the UIA staff to assist customers completing the registration/verification process.

2. Reporting Claimant Non-Compliance with the "Available and Seeking Work" Requirement:

ES staff that have specific evidence of a claimant's unavailability for or lack of seeking work will report them by completing a copy of Form MDCD ESA 303, Claimant Advice Slip to the UIA

Clearing Labor between the States

Interstate and intrastate clearance orders are primarily required when employers are seeking workers to perform agricultural and food processing work on a less than year-round basis.

It applies to all migrant and seasonal farm workers and all other workers who are recruited through the labor exchange functions of SEMCA Workforce Development Board and ES staff for less than year round agricultural and food processing work.

Interstate and intrastate clearance orders are further described in the ES Manual Section 603.

Trade Adjustment Assistance

SEMCA's Workforce Development Board and ES providers will provide the full range of mandated reemployment services to workers adversely affected by foreign competition in accordance with the TAA Reform Act of 2002. These reemployment services are as follows:

1. Employment Registration
2. Employment Counseling
3. Vocational Testing
4. Supportive Services
5. On-the-Job Training
6. Classroom Training
7. Self-Directed Job Search
8. On-the-Job Training
9. Job Search Allowance
10. Relocation Allowances

TAA programs will be integrated with services provided by WIA and dislocated service providers to maximize program efficiency and prevent duplication of services. SEMCA follows policy BWP PI 05-22, December 15, 2005 and all subsequent changes.

Local Components of ES Complaint System

SEMCA's Workforce Development Board and ES staff will log and report all ES and non-ES complaints in accordance with the procedures in the ES Manual Section 075.

If a complaint concerns a violation of an employment related law, then the complaint must be forwarded immediately to the enforcement agency. Monthly reporting and follow-up of all complaints to ESA office is required.

All records of complaints and actions will be kept for three years. This system must offer a formal mechanism for processing complaints from a customer who believes that his or her employment-related rights have been denied, or that he or she has been unjustly treated in an employment-related instance.

Veterans' Priority

SEMCA ensures that ES providers comply with the Jobs for Veterans Act Public Law 107-288 of 2002, Title 38 of U.S. Code and 20 CFR Part 1010 for eligible spouses. Jobs for Veterans Act Public Law 107-288 requires that all U.S. veterans and eligible persons must receive priority in vocational guidance, training, and job placement services in accordance with the order of priority established by Public Law 107-288, Title 38 of U.S. Code. Veterans' priority and other Veterans issues are further described in the ES Manual, Section 405.

In accordance with Section 311 of Public Act 517 of 2002, MWAs must ensure that an employee is available in each designated ES office to do the following:

- Ask each customer who enters the office if they are a veteran.
- Refer each veteran to the Veterans Employment Representative on duty at the time.

If a Veterans Employment Representative is not available, the ES provider must supply contact information for the Veterans Employment Representative through a referral process established jointly by the Veterans Employment Representative and the ES service provider.

After entering a resume in the Michigan Talent Bank, all veterans must be referred to the Veterans Employment Representative assigned to that ES office. Veterans Employment Representatives are ESA employees, classified as Disabled Veterans Outreach Workers (DVOWs) or Local Veterans Employment Representatives (LVERs).

DVOWs and LVERs are assigned to ES offices on a full-time or part-time basis by the ESA to provide specific workforce development services for veterans over and above those services ordinarily available from ES providers.

Additionally, in accordance with Section 311 of Public Act 517 of 2002, MWAs must post a notice in a conspicuous place within each ES office of advising veterans that a Veterans Employment Representative is available to assist them.

WAGNER PEYSER and TAA

1. Wagner-Peyser ES

SEMCA's Workforce Development Board will award Wagner-Peyser funding based on a competitive bid process for organizations that meet the requirements of merit staffing. Allocations of Employment Services funds will be based on historical patterns and projections.

SEMCA will limit administrative costs connected to Wagner-Peyser funds in accordance with MDLEG policy and direction.

2. TAA Reform Act of 2002

SEMCA's Workforce Development Board will maintain documentation in accordance with BWP PI 05-22, issued December 15, 2005 for the TAA program. SEMCA will be funded on a fiscal year basis. The TAA funding will be redistributed, as necessary, on a monthly basis in

accordance with BWP PI 06-09, issued August 29, 2006. SEMCA will also comply with TEGL 22-08 as required by the state including any further Policy Issuance.

3. Direct State Agency for State Employers and Their Support

SEMCA's Workforce Development Board has not contracted with any locally based state employers to provide services. SEMCA's Workforce Development Board will request reimbursement of support costs, such as rent, office supplies and copying, of locally based ESA employers.

SECTION II: Youth

A. Local Strategy and Goals

1. Describe your broad strategic, economic and workforce development goals for the local area and the Youth component.

The Southeast Michigan Community Alliance (SEMCA) Workforce Investment Board includes in its vision statement, a dedication to evoke "A vital, competitive economy that is sustained by regional private/public partnerships that develop a productive workforce." The Board's commitment is that every youth participant will be equipped with rigorous and relevant academic skills and a strong workplace readiness. The SEMCA mission is "to provide leadership toward creating a life-long learning system that is in response to market demand."

2. Describe how the workforce investment system will help to attain these goals.

SEMCA's youth vision is to fully prepare all youth participants to be productive and contributing members of society. To actualize this vision, SEMCA makes great efforts to offer youth programs that are of the highest quality; that incorporate bold, innovative, and flexible program designs; and that prepare at-risk youth for real job opportunities in the ever-changing economy. The WIA Year Round Youth Program assists youth, both in and out-of-school, to explore career options; set meaningful and attainable goals; build connections to the world of work; and gain new technical, academic, and vocational skills. Programs are designed to link closely to local labor market needs and incorporate strong connections between academic and occupational learning as well as other community youth programs and services.

To help programs achieve high levels of quality, PEPNet (the Promising and Effective Practices Network) developed a framework for programs that incorporates quality standards and common outcomes identified to be essential for programs preparing youth for work and adulthood. PEPNet's research indicates that quality programs have strong management, take a comprehensive approach to working with youth, focus on building competencies that will help youth succeed in education and work, and measure the success

they have with youth.⁴

In accordance with PEPNet’s recommendations for quality youth programs, SEMCA encourages its youth programs to be “managed for quality.” Programs are managed for quality by having a clear direction and mission; hiring and keeping skilled and energetic leaders; hiring, developing, and valuing skilled and motivated staff; establishing efficient work systems that support planning, review, analysis, accountability and quality assurance; focusing on results; and continuously examining and making improvements.

SEMCA holds that there are several common practices relevant to the design of a quality program. These include providing comprehensive approaches to serving youth, tailoring services to the individual, encouraging intensive participation, incorporating appropriate motivational strategies, providing a safe and structured environment, communicating high expectations and respect for youth, involving youth in their own learning, and providing consistent one-on-one case management support.

While SEMCA’s Year Round Youth Program is considered an “employment” program, SEMCA recognizes that programs are most successful when they assist youth in building a range of competencies beyond just one spectrum of a youth’s development, such as work. Quality programs intentionally help youth build competencies in the following five areas: working, academic, learning, connecting, and thriving. SEMCA recognizes that its Year Round Youth Program cannot provide activities in all competency areas for every youth, and therefore, expects partnerships and referral relationships to be developed with complimentary organizations.

SEMCA recognizes that a critical element in operating quality programs is the measuring, documenting, and reporting of youth outcomes and progress toward those outcomes. SEMCA requires each Contractor to focus on youth results and incorporate a continuous process for examining program strengths and for making program improvements.

In addition, SEMCA is particularly committed to our local youth and helping them to engage in their own development and progress toward long-term self-sufficiency. SEMCA has adopted the following four principles of youth development in its approach to developing a comprehensive youth and workforce development system:

- Value the individual strengths of young people rather than focusing exclusively on their problems.
- Give youth authentic opportunities to make meaningful contributions to their communities.
- Provide all youth with caring adults who provide structure, accountability, and high expectations.
- Take a holistic approach to providing services to youth and address academic, employability, civic and social involvement, emotional, and physical needs.

⁴ Kate O’Sullivan, Ellen Wernick, and Mindy Larson. *PEPNet Guide to Quality Standards for Youth Programs: Linking Youth to Work and Education for a Successful Transition to Adulthood*, National Youth Employment Coalition, Washington, DC, 2005.

3. Describe the youth customers in your area.

Eligibility: SEMCA provides Workforce Investment Act Youth services to youth who are:

- Ages 14 through 21;
- U.S. Residents (more specifically, residents of either out-Wayne or Monroe County);
- Registered with Selective Service, if applicable;
- Low income individuals, as defined in Section 101(25) of the Workforce Investment Act (WIA) of 1998; and
- Within one or more of the following categories:
 - Deficient in basic literacy skills;
 - School dropout;
 - Homeless, runaway, or foster child;
 - Offender; or
 - Individuals (including a youth with a disability) who require additional assistance to complete an educational program, or to secure and hold employment (as defined by SEMCA).

Geography: SEMCA currently has six youth program locations throughout Monroe and out-Wayne County where WIA Year Round Youth services are provided. These programs are located within the following cities:

- Dearborn
- Highland Park
- Livonia
- Monroe
- Southgate
- Wayne

In-School/Out-of-School: SEMCA provides services to both in-school and out-of-school participants. Approximately 70% of participants are out-of-school and 30% are in-school.

- In-School Youth (ISY) Program Goals: ISY programs provide a comprehensive, integrated mix of services that promote enhanced academic achievement, successful graduation, awareness of and readiness for postsecondary education, career preparation, work readiness, and connections to employment. ISY programs focus on dropout prevention and intervention strategies for youth at risk of not completing high school.
 - ISY Program Outcomes: Participants enrolled as ISY will stay in and graduate from high school. They will achieve measurable gains in one or more of the following skill categories: basic skills (top priority and must be addressed first if youth is basic skills deficient), work readiness skills, and occupational skills. These achievements will increase ISY's chances of graduating from high school and entering postsecondary education and/or career pathways.

- Out-of-School (OSY) Program Goals: OSY programs are designed to lead youth to self-sufficiency through attainment of full-time, long-term employment and/or postsecondary opportunities.
 - OSY Program Outcomes: Outcomes vary depending on the needs, interests and age of the youth.
 - Service strategies for younger OSY (ages 14-18) include strategies to return youth dropouts to a school setting to complete their secondary education and prepare them for postsecondary education and/or employment leading to self-sufficiency. During their enrollment in the WIA program, younger OSY will achieve measurable gains in one or more of the following categories: basic skills (top priority and must be addressed first if youth is basic skills deficient), work readiness skills, and occupational skills during their enrollment in the WIA program. Youth will attain a credential while enrolled in the WIA program.
 - Service strategies for older OSY (ages 19-21) are designed to connect youth to GED preparation services, alternative education opportunities, advanced training and postsecondary education and include strategies that help interested participants enroll in and complete such trainings and attain credentials. Although WIA does not require basic skills training for participants over age 18, any participant who is basic skills deficient is offered services to improve essential reading, writing, math, analytical, computer, and communication skills.

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

SEMCA maintains an extensive bidders list of agencies, institutions and entities that have expressed an interest in being notified of opportunities to administer programs for SEMCA (SEMCA's current contractors are included on the bidders list). When a Request for Proposals (RFP) is released, those on the bidders list are sent an announcement, via US Mail, indicating an RFP has been released with instructions on where it can be obtained. Notification of the RFP release is also posted in selected newspapers and the actual RFP is made available on SEMCA's web site.

Bidders' conferences are held for all procurements to provide SEMCA the opportunity to present the RFP and answer questions posed by those in attendance.

Proposals are reviewed to determine the ability of the bidder(s) to deliver the procured program services in a cost effective and quality manner. Proposals received are independently evaluated and scored by a team of proposal evaluators resulting in each proposal earning an average composite score. The average scores are ranked and used as the basis for funding recommendations that are presented to the Workforce Investment Board for consideration and action.

SEMCA follows guidelines set forth in DELEG/Office of Workforce Development PI 04-03, issued February 27, 2004.

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

SEMCA defines the sixth youth eligibility criterion as an individual who requires additional assistance to complete an educational program, or to secure and hold employment because:

(Complete an educational program)

- The youth is at-risk of dropping out of an educational program
- The youth is not on track to pass an educational program
- The youth has an Individual Education Plan (IEP)

(Secure employment)

- The youth lacks significant employment experience

- The youth has inadequate work readiness skills (i.e., critical thinking, problem solving, oral communication, written communication, teamwork/collaboration, diversity, information technology application, creativity/innovation, self-direction, professionalism/work ethic, and ethics/social responsibility) to obtain employment
- The youth lacks a clear understanding of how to locate employment opportunities
- The youth lacks a basic understanding of how to market his/her self when attempting to secure employment

(Hold employment)

- The youth has been fired from a job
- The youth has quit multiple jobs prior to gaining adequate work experience and skills

In addition, SEMCA recognizes that other factors in a youth's life affect their ability to complete an educational program and/or secure and hold employment. These other factors include:

- An unstable or inadequate support system
- Residing in kinship care
- Parent(s) or youth have a history of substance abuse
- Youth lives in an economically disadvantaged community (high rates of poverty, crime, and/or unemployment)
- Family history of chronic unemployment
- Single parent household
- Youth has experienced multiple moves in the past two years
- Youth has changed schools one or more times in the past two years
- Youth cares for younger siblings
- Youth lacks adequate transportation opportunities
- Youth has a diagnosed disability (including learning disability)
- Youth has aged-out of foster care
- Youth resides in alternative residential care
- Youth has experienced child-family abuse
- Youth is gang involved
- Youth lacks stable/affordable housing

5. Describe the Older and Younger Youth services provided by the One-Stop Service Center(s).

All of SEMCA's One-Stop Service Centers are open to both younger and older youth participants. The services and vast resources available through the centers are explained in detail to each participant during the registration process. Youth are encouraged to utilize the One-Stop Centers to assist them in meeting their long- and short-term career goals as outlined in their Individual Service Strategy (ISS). All of SEMCA's One-Stop Service Centers provide a wide range of services, including but not limited to computer access for job searching, the Michigan Talent Bank, the Career Education Consumer Report, multiple career assessment tools, a library of resources for job seekers, trained professionals to make appropriate referrals based upon the individual needs of the participants.

The One-Stop Service Centers often serve a recruitment and referral function to SEMCA's youth programs. All One-Stop staff is trained to be knowledgeable of the various programs available to participants and to make appropriate referrals. Walk-in youth are frequently identified by Employment Services staff and are referred to the WIA Year Round Youth Program. Regularly, during the course of conversation with adult participants, the One-Stop staff discovers that the adult has children who may be eligible for and benefit from WIA youth services and provide the parents with contact information for the youth program.

Each SEMCA One-Stop Service Center provides workshops for participants and the general public. The WIA youth program staff frequently utilize these workshops for their youth participants as a way to leverage resources. In addition, many local high schools utilize the One-Stop Centers for field trips with older students and also refer their students to appropriate workshops provided at the centers.

The One-Stop Service Centers are also utilized by employers to identify potential youth for employment and work experience opportunities. SEMCA's youth programs place large numbers of youth into employment and work experiences every year. Local employers have come to rely on the One-Stop Service Centers to provide them with young talent emerging from the youth programs.

B. Strategies for Improvement

1. Describe how the Local Board, Youth Council, and Education Advisory Group (EAG) will develop and manage youth programs.

SEMCA's Workforce Investment Board (WIB), serving as the youth council, performs many different functions in regards to the development and management of its youth program. Regularly scheduled workforce board meetings provide opportunities for SEMCA staff to exchange information and ideas with the board members. Youth program updates are provided at every meeting. Board members then discuss the progress of the youth program and provide direction for the future.

Additionally, SEMCA's WIB is responsible for determining which youth providers will be contracted to provide services. It also facilitates dialogue with experts in the field of youth programming and board members often provide valuable referrals to information and resources available to assist the program in meeting its objectives.

The workforce board is comprised of members from a wide variety of entities including, but not limited to the Department of Human Services, multiple union organizations, healthcare, local government, private sector businesses, and Michigan Rehabilitation Services. This diversity is an asset to SEMCA programs because each member brings a unique perspective to the table, and the combined output from the members helps to frame the needs of the youth in the community into a "big picture." This big picture is necessary to develop well-rounded localized strategies for youth services that ensure SEMCA youth will become healthy, self-sufficient adults.

The EAG, which also meets regularly, provides opportunities for SEMCA staff to exchange and share information and ideas with the group's members. The EAG has been making a concerted effort to ensure that the need of the local workforce system to have properly educated and trained employees is adequately being addressed by post-secondary education institutions. In addition, the EAG is assisting in the alignment of secondary school curriculums to better prepare students for a post-secondary education aligned with the needs of local employers.

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

The basic framework for providing comprehensive services to eligible youth is described below:

- Provide an objective assessment of the academic levels, skill levels, and service needs of each participant. Assessments include a review of basic skills, occupational skills, prior work experience, employment interests and aptitudes (including those for nontraditional jobs), supportive service needs, and developmental needs of the participant. A new assessment of a participant is not required if the provider determines it is appropriate to use a recent assessment of the participant conducted pursuant to another education or training program.

Each participant is assigned a case manager at the time of assessment. It is the case manager's responsibility to construct an ISS for each participant.

- Develop an ISS for each participant that identifies an employment goal, appropriate achievement objectives, and appropriate services for the participant taking into consideration the assessment described above.

As part of the ISS, the case manager assists participants with identifying barriers to employment. Ongoing counseling and activities are designed to assist participants in overcoming identified barriers. The participant's need for supportive services is assessed, and supportive services may be provided as necessary.

SEMCA's WIA Year Round Youth Program determines what specific program services will be provided to a youth participant, based upon each participant's objective assessment and ISS. Some of the comprehensive services and supports offered by SEMCA's youth program, both through direct service provision and referrals to appropriate organizations/entities that provide such services, include:

- Helping youth to make gains in academic and employability skills
- Assisting youth who have dropped out of school with returning to high school

- Connecting youth who have dropped out of school with alternative school offerings such as adult education, GED preparation, tutoring and/or basic skills remediation
- Providing other educational services such as study skills training and instruction leading to completion of secondary school, including dropout prevention strategies
- Helping youth gain the skills (i.e., basic, soft and occupation specific skills) necessary to obtain competitive employment
- Connecting youth to adults who serve as positive influences and role models
- Promoting post-secondary education and providing support to those who are interested in attending college
- Developing leadership opportunities, which include community service and peer-centered activities encouraging responsibility and other positive social behaviors
- Promoting occupational skills training and providing support to those who are interested in learning new occupational skills
- Paid and unpaid work experiences, including internships and job shadowing
- Providing supportive services necessary to ensure the participant's success in the program
- Comprehensive guidance and counseling
- Follow-up services to ensure youth make successful transitions from the WIA youth program to a positive outcome

SEMCA and its contractors enjoy close working relationships with the Department of Human Services Division of Child and Family Services, community colleges, alternative post-secondary technical training institutions, Michigan Rehabilitation Services, the Local College Access Network – Project ACE, Job Corps and others who provide services to disconnected youth. These partners, and many others, are often invited to provide general program information to groups of SEMCA youth participants. In addition, referrals to these agencies are made by staff when deemed appropriate. These close relationships have resulted in numerous collaborations and special projects that have allowed SEMCA to more adequately serve the most disadvantaged youth throughout its region.

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

- Educational achievement services that include, but are not limited to tutoring, study skills training, and instruction leading to completion of secondary school, including dropout prevention strategies, and alternative secondary school service.
- Alternative secondary school offerings.

- SEMCA provides summer employment opportunities that are directly linked to academic and occupational learning. Summer work experiences are planned, structured learning experiences that take place in a workplace (private, for-profit, non-profit, or public sector) for a limited period of time and are designed for youth to gain exposure to the working world and its requirements. The summer employment activity is not a stand-alone program, rather, it is a component of the Year-Round program and is integrated into a comprehensive strategy, as outlined in the ISS, for addressing the participant's employment and training needs.
- Paid and unpaid work experience including internships and job shadowing.
- Occupational skill training.
- Leadership development opportunities, which include community service and peer-centered activities encouraging responsibility and other positive social behaviors.
- Supportive services, which may include linkages to community services; assistance with transportation, childcare, and housing; referrals to medical services; and assistance with uniforms or other work attire and work related tools. The need for assistance and efforts to meet the need must be documented in the participant's ISS.
- Adult mentoring for a duration of at least 12 months, which may occur both during and after program participation.
- Comprehensive guidance and counseling is provided including drug and alcohol referrals and other referrals as necessary.
- Follow-up services to ensure youth make successful transitions from the WIA youth program to a positive outcome, which may include, but are not limited to:
 - The leadership development and supportive service activities listed in sections 664.420 and 664.440;
 - 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 the training.

All youth participants must receive some form of follow-up services for a minimum duration of 12 months. Follow-up services may be provided beyond 12 months at the state or local board's discretion. The types of services provided and the duration of services must be determined based upon the needs of the individual.

3. **Services to Youth may be provided through (1) a summer employment program designated in Section 664.600 of the WIA Final Rules and Regulations, and (2) a year-round Youth Program designated in Section 664.405 of the WIA Final Rules and Regulations. The Summer Youth Program to Regular Youth Program and the regular Youth Program to Summer Youth Program should be interlocking components. A transition—and a description of this process—from the Summer Employment Program to the Regular Youth Program and vice versa to produce a comprehensive, year-round provision of services, incorporating the ten program elements above, should be a part of the local plan as well as any Request for Proposal, Invitation to Bid, or contract in securing a provider of youth services.**

SEMCA provides summer employment opportunities that are directly linked to academic and occupational learning. Summer work experiences are planned, structured learning experiences that take place in a workplace (private, for-profit, non-profit, or public sector) for a limited period of time and are designed for youth to gain exposure to the working world and its requirements. The summer employment activity is not a stand-alone program, rather, it is a component of the Year-Round program and is integrated into a comprehensive strategy, as outlined in the ISS, for addressing the participant's employment and training needs, therefore, there is no transition or process from one program to another to explain as requested above.

- 4. Describe the Youth eligibility process (steps and documentation), employing the attached state-wide (WDASOM) eligibility checklist as a reference. Authorization to Work provisions for Youth, who are unable to substantiate citizenship, should be a component of the eligibility process. – Attachments B & C.**

Contact Information:

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