

**Honorable Dave Bing
Mayor
City of Detroit**

**Tom Goss
Chairman
Detroit Workforce
Development Board**

CITY OF DETROIT

**REVISED COMPREHENSIVE
FIVE-YEAR LOCAL PLAN
JULY 1, 2000 – JUNE 30, 2005
WITH AN EXTENSION FROM
JULY 1, 2005 - JUNE 30, 2010**

**DETROIT WORKFORCE DEVELOPMENT DEPARTMENT
A MICHIGAN WORKS! AGENCY
Operations Division
707 West Milwaukee Avenue
Detroit, Michigan 48202**

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Revised May 2010

SECTION I
ADULT AND DISLOCATED WORKERS

SECTION I: ADULTS AND DISLOCATED WORKERS

I. Labor Market Analysis

The Detroit workforce investment system has been evolving toward fully integrated service delivery since the inception of its one stop system in 1997. During this time, partner organizations have collocated at four One-Stop Service Centers. The workforce investment needs of businesses, job seekers, and workers in the Detroit area have guided the development of the local workforce investment system's partnerships and service spectrum.

A. Workforce Investment Needs of Businesses, Jobs Seekers, and Workers (2000 - 2010)

Businesses in all sectors will require effective and efficient methods of employee recruitment. They will expect their workers to have basic skills that can be described generally as job readiness and employability skills. They will require that employees possess, or are willing and able to learn, job-specific skills. Continuous learning among workers will become increasingly expected and needed, particularly in industries reliant on fast-changing technology. Training programs to prepare new employees and upgrade skills of incumbent workers will be needed. Employers will need assistance in providing support for employees when dislocations occur.

Based upon local labor market statistics and favorable projections for job placement opportunities contained in the Annual Planning Information Report (APIR) for 2008, the occupations and training programs participants will select, in conjunction with their case managers, will be listed on the DWDD's list of approved occupations for Individual Training Account (ITA) referrals.

Job seekers will require efficient methods to locate job opportunities that fit their skills and interests, and are accessible. They will need to become familiar with employer requirements for entry level and more advanced positions. They will need to learn employability skills and job specific skills. Many will need assistance in locating and financing job training activities or post-secondary education. Support services such as transportation, childcare, or the purchase of work clothing may also be needed.

Individuals, who are currently working and are interested in exploring other career options, will also need efficient methods of conducting job searches. Desires to upgrade skills or career changes will require knowledge of

training programs and post-secondary educational institutions and available financial aid programs. Entry-level workers seeking to upgrade skills may require extensive support, such as subsidized training programs and assistance with transportation or childcare.

Trends Shaping the Economic Environment (2000- 2009)

The national economic downturn which started in 2008 has constrained regional growth, increased unemployment, and accelerated negative structural changes already on the way in the manufacturing sector.

The decline in Detroit's population has been underway since the 1950s and has continued through 2008. According to the Detroit MWA Annual Planning Information Report (APIR) - Program Year (PY) 2008, the number of people living in Detroit dropped by -3.4 percent between 2000 and 2006 to 918,849 persons.

The Detroit MWAs labor force and employment trends followed the statewide pattern slipping by -3.3 percent from 2003 through 2007. The MWAs percent dropped -3.4 in employment whereas the state's percentage stayed the same.

The city of Detroit MWA jobless rate increased from 10.1. percent in 2001 to 16.0 percent in 2008. The statewide unemployment rate increased from 5.2 percent in 2001 to 8.4 percent in 2008. The MWAs unemployment rate was affected by employment reductions in the automotive industry and manufacturing sectors. The number of counted unemployed reached 92,754 individuals for May 2009; this number does not include "hidden" unemployed individuals who have given up on seeking work and thus are not counted in the original unemployment rate. The unemployment rate has exceeded 20% for the first 5 months of 2009 and has reached 24.7% for May 2009.

As reported in the PY 2008 APIR, unemployment in the city disproportionately impacted youth, ages 16 - 24, and African American and Hispanic men. Among youth, the rate of unemployment ranged from 21.1 percent for 20-24 year old females up to 34.1 percent for 16-19 year old males. African American males of all ages experienced an unemployment rate of 17.1 percent. The rate for Hispanic males was slightly lower, at 13.7 percent. Statistics that include the effects of the 2008 recession on youth unemployment are not yet available. It will be a major goal of the MWA and its

Workforce Development Board to address the needs of job seekers in these distressed groups during the next five years.

The APIR-PY 2008 reports that between 2004 and 2007, the local job market decreased in the Detroit MSA by -3.7 percent. The majority of the job losses were in the Natural Resources & Construction. Natural Resources & Construction employment fell by (-18.6 percent). Other sectors that showed a decrease included Manufacturing (-12.5 percent), Information (-5.6), wholesale trade (-5.3 percent), government (-5.1 percent), Professional & Business Services (1.4 percent) retail trade (-5.4 percent) and financial activities (-5.1 percent.) Average employment gains were recorded in leisure and hospitality (0.5 percent), educational and health services (8.1 percent) and Other Services (1.1 percent).

Between 2004 and 2007, industry sector jobs in the Detroit MSA have decreased from 2,048,000 to 1,973,000 or 75,000 jobs (-3.7 percent.) Individual job loss by employment sector includes Manufacturing -37,000, information -2,000, , wholesale trade -5,000, government -12,000, natural resources and construction -16,000, retail trade -12,000, Financial Activities -6,000 Professional & Business Services -5,000. The recession of 2008 is expected to negatively impact all of the economic sectors mentioned above.

Two labor supply indicators, total unemployed and total graduates, suggested that a tight labor market will continue for the foreseeable future.. The number of unemployed in Detroit has nearly increased from 7.3 percent in PY 2000 to 22.8 percent in PY 2009. The number of high school graduates in Wayne County increased by 1,532 between the 2004-2005 and 2005-2006 school years in Wayne County increasing the labor supply. However, both community colleges and universities in the area graduated more students in that period.

1. Availability of Current and Projected Employment Opportunities, by Occupation

The Detroit MWA APIR-PY 2008 forecasts a job growth rate of 6.8 percent for the Detroit area economy between 2004 and 2014. Occupations with the fastest growth rate in the Detroit area, in order of growth rate are Network Systems & Data Communication Analysis, Medical Assistants, Computer Software Engineers and Systems Software Engineers, Home Health Aides, Dental Assistants, Computer Systems Analysts, Special Ed Teachers,

Pre/Kinder/Elem School, Customer Service Representatives, and Registered Nurses.

Occupations with the largest numeric growth between 2004 and 2014 are expected to be Retail Salespersons, Registered Nurses, Customer Service Representatives, Waiters and Waitresses, Truck Drivers, Heavy & Tractor-Trailer, Janitor/Cleaner, Maid/Housekeeper Cleaner, Combined Food Prep/Serv Wrkr, Including Fast Food, Sales Reps, Wholesale/Mfg Tech/Sc Product, Home Health Aides, Nursing Aides, Orderlies & Attendants.

For the purposes of the implementing the No Worker Left Behind Program, DWDD has identified the following occupations as high demand occupations: Airline Pilots and Aviation related occupations, Accountants and auditors, Loan officers, Personal financial advisors, Medical and public health social workers, Computer software engineers, applications, Computer support specialists, Network systems and data communications analysts, Carpenters, Electricians, Insulation workers, floor, ceiling, and wall, Painters, construction and maintenance, Plumbers, pipefitters, and steamfitters, Roofers, Preschool teachers, except special education, Self-enrichment education teachers, chefs and head cooks, Dental hygienists, Licensed practical and licensed vocational nurses, Medical records and health information technicians, Occupational therapists, Pharmacists, Pharmacy technicians, Physical therapists, Physician assistance, Registered nurses, Dental assistants, Home health aides, Medical assistants, Nursing aides, orderlies, and attendants, Automotive service technicians and mechanics, Heating, air conditioning, and refrigeration mechanics and installers, Maintenance and repair workers, general, Mobile heavy equipment mechanics, except engines, Paralegal and legal assistants, Machinists, Correctional Officers and Jailers, Police and sheriff's patrol officers, Bus drivers, transit and intercity, and Truck driver, heavy and tractor trailer.

Occupations with significant decreases expected according to APIR-PY 2008 include the following: Telephone operators, Order clerks, Postal service mail – sort/process/machine operator, Secretaries – legal/medical/executive, Computer operators, Word processors and typists, Secretary/administrative assistant/office support worker, Team assemblers, Assemblers/fabricators, Tool and die makers, and Metal workers and Plastic workers.

2. Job Skills Necessary to Obtain Available High Growth Occupations

All positions require basic employability skills, such as reliability, teamwork, and a positive attitude. Most require additional skills, such as good

reading comprehension, active listening and speaking skills, and the ability to gather information, identify problems, and make decisions. Some occupations have degree requirements. Computer engineers, computer scientists, engineers, system analysts, registered nurses, accountants and auditors and other high skill occupations must have at least a bachelor's degree. Social and human services assistants, engineering technicians, and computer support specialists require at least an associate's degree. Post-secondary vocational training is required for home health aides, adjustment clerks, emergency medical technicians, and auto mechanics. Heavy and tractor-trailer truck drivers require training sufficient to attain a commercial driver's license. On the job training is sufficient for retail salespersons, cashiers, hand packers and packagers, reception and information clerks, food preparation workers, roofers, painters, and highway construction workers. Green jobs require some basic employability skills along with job retooling, some jobs require additional educational training and on the job skill sets. These jobs include: Managers, Technicians, Sales Representatives, Engineers, Installers, Machine Operators, Auditors, Laborers, Carpenters, and Electricians, which are associated with Renewable Energy, Transportation, Energy Efficiency, Green Construction, Deconstruction, Energy Trading, Energy and Carbon Capture and Storage, Research, Design and Consulting, Environmental Protection and Agriculture and Forestry.

II. Michigan Works! System

A. Michigan Works! Service Centers (MWSC)

The Detroit Workforce Development Board began implementing a One-Stop operations and career center demonstration project on May 1, 2007. The DWDD will be contracting out the One Stop Operations services to a contractor as of September 2009.

The selected contractor will operate the four **DWDD Michigan Works! Service Centers**. All mandated programs of the MWSC will be represented at one or more of the four Service Centers or there will be an electronic connection and referral process to their delivery site. The emphasis is on program and service integration so that related services are coordinated to the greatest extent possible, with little or no duplication.

The following is a detailed description of each center:

DWDD Michigan Works! Service Center Southwest, 9301 Michigan Avenue. Located in the southwest sector of the city and specializing in service to the Detroit Hispanic community, this location provides Senior Community Employment Services, a full range of ES services, JET joint orientation sessions, and JET program services provided by a service provider. SER Metro will provide GED services. Michigan Rehabilitation Services staff and Veterans' Services are on-site. Electronic referrals to WIA adult intake and assessment services occur from this site. Over the next five years, it is expected that additional WIA staff will join existing partners to provide on-site services.

DWDD Michigan Works! Service Center, East, 5555 Conner. Located on Detroit's east side, collocated services at this location include: Holy Cross Children Services; Catholic Social Services; Children's Aid Society; Child Care Coordinating Council (4Cs); Black Family Development; Detroit Public Schools – Harris Adult Education; Employment Services; Jackets for Jobs; Mercy Primary Care – American Cancer Society – McAuley Nursing Managed Center; Michigan Rehabilitation Services; Northeast Guidance Center; Veterans' Services and Wings of Faith. Detroit Association of Black Organizations will provide GED services.

Navigators are on hand to enhance the system capacity for serving persons with disabilities. They serve as a resource to the Workforce Investment Community within the Service Centers and help facilitate universal access to the One-Stop system for persons with disabilities.

DWDD Michigan Works! Service Center North, 707 W. Milwaukee Avenue. (Satellite) Located in central Detroit's New Center area, this five-story building houses Employment Services, providing the full range of ES services, including Trade Adjustment Assistance (TAA) and NAFTA-TAA services, and WIA adult intake and assessment services. DWDD staff provides rapid response services. JET orientations with Wayne County Department of Human Services and designated JET providers are conducted at DWDD North. Job Corps and Michigan Rehabilitation Services are located at this center. Providence Services provides literacy, academic remediation and GED preparation computer labs and classes. Marygrove College provides GED testing and employment screening. Other services for employers include job fairs and the availability of free space for employee recruitment, testing, and interviewing. A Career Resource Center, operated by DWDD staff, provides a

comprehensive array of materials in multi-media format to meet the employment information needs of employers and job seekers. Disability Navigators are on hand to enhance the system capacity for serving persons with disabilities. They serve as a resource to the workforce development community within the Service Centers and help facilitate universal access to the One-Stop system for persons with disabilities. The administrative offices of the MWA are also located at this site. Over the last five years, the collocated partner composition has remained stable. .

DWDD Michigan Works! Service Center, Downtown, 455 W. Fort Street: Centrally located in downtown Detroit, this five-story building offers visitors all ES services, WIA adult intake and assessment services, JET orientation sessions, JET program services provided by several service providers, Michigan Rehabilitation Services, and a Career Resource Center, similar to that described for the 707 W. Milwaukee site. There is free space available to employers for job fairs and employee recruitment, testing, and interviewing. The Senior Community Service Employment Program continues to be a partner. Transportation to work coordination and referral services are provided by the Office of Mobility Management. Navigators are on hand to enhance the system capacity for serving persons with disabilities. They serve as a resource to the workforce investment community within the One-Stop Service Centers and help facilitate universal access to the One-Stop system for persons with disabilities.

In addition to the services directly available at the four centers, participants are able to receive information and referrals to parolee and inmate services being provided by new and innovative transitional jobs programs, Adult Education services at the Detroit Public Schools, and WIA services for Native Americans, provided by the North American Indian Association. vocational education, adult education services, and services for the disabled will become more fully integrated into the Service Center system. DWDD is also requisitioning a mobile One Stop in order to increase the department's ability to deliver services.

Continuous Improvement

The Workforce Development Board and its committees will review and approve all recommendations for funding. The board closely monitors the performance of all service providers. Objective measures such as numbers recruited, trained, and placed in appropriate employment are reviewed. MWA performance assessment and quality assurance staff will closely monitor the

performance of each service provider through the review of records and the use of site visits and customer surveys. Customer satisfaction surveys will be conducted with employers to ensure that their employment needs are being met. All service providers will be expected to conduct in-service training for their staff to maintain and advance the professional quality of provided services.

Support Services

The Detroit Workforce Development Department will adhere to the “Workforce Investment Act (WIA) Supportive Services Policy and Procedures” developed in accordance with the Workforce Programs Policy Issuance 04-04, and changes incorporated into this comprehensive plan by reference.

B. Memorandum of Understanding (MOU)

Due to the One-Stop Demonstration Project that DWDD administered DWDD did not have an MOU with a One-Stop contractor. Upon the awarding of a new contract, DWDD will have a MOU with the awarded contractor. The Deputy Director of the Detroit MWA is Melvin Gupton. The Mayor of the city of Detroit is the Honorable Dave Bing.

III. Local Performance Measures (Adult and Youth)

Local adult and youth planned performance levels for Program Year 2008 are as follows:

Entered Employment Rate	82.0 percent
Employment Retention Rate	82.0 percent
Average Earnings	\$10,400
Employment Credential Rate	84.0 percent
Dislocated Worker Entered Employment Rate	94.0 percent
Dislocated Worker Employment Retention Rate	90.0 percent
Dislocated Worker Average Earnings	\$11,300
Dislocated Worker Employment Credential Rate	84.0 percent
Older Youth Entered Employment Rate	78.0 percent
Older Youth Employment Retention Rate	85.0 percent
Older Youth Average Earnings Change	\$3,500
Older Youth Credential Rate	72.0 percent
Younger Youth Skill Attainment Rate	96.0 percent
Younger Youth Diploma Attainment Rate	90.0 percent

Younger Youth Retention Rate	67.0 percent
Weeks in Follow-Up Period	52
Customer Satisfaction - Participant	91.0 percent
Customer Satisfaction - Employer	86.0 percent

Local adult and youth planned performance levels for Program Year 2009 are as follows:

Entered Employment Rate	82.0 percent
Employment Retention Rate	82.0 percent
Average Earnings	\$10,400
Employment Credential Rate	84.0 percent
Dislocated Worker Entered Employment Rate	94.0 percent
Dislocated Worker Employment Retention Rate	90.0 percent
Dislocated Worker Average Earnings	\$11,300
Dislocated Worker Employment Credential Rate	84.0 percent
Older Youth Entered Employment Rate	78.0 percent
Older Youth Employment Retention Rate	85.0 percent
Older Youth Average Earnings Change	\$3,500
Older Youth Credential Rate	72.0 percent
Younger Youth Skill Attainment Rate	96.0 percent
Younger Youth Diploma Attainment Rate	90.0 percent
Younger Youth Retention Rate	67.0 percent
Weeks in Follow-Up Period	52
Customer Satisfaction - Participant	91.0 percent
Customer Satisfaction - Employer	86.0 percent

IV. Adult and Dislocated Worker Employment and Training Activities

Through the Service Center system, adult workers, including dislocated workers, will be able to access employment and training activities available in the area. DWDD will provide core, intensive and training services in accordance with the 134(d) of the Workforce Investment Act and the American Recovery and Reinvestment Act of 2009 (Recovery Act). All Wagner-Peyser labor exchange, unemployment insurance, and reemployment services will be available at the four Service Centers. The awarded Contractor and DWDD staff will provide rapid response services at dislocated workers' job sites. WIA core, intensive, and training services will be available at the four service sites, with WIA youth services concentrated at 1300 Rosa Parks Blvd. Adults and dislocated workers eligible for JET or other welfare reform programs will receive

referrals by Service Center staff to Wayne County Department of Human Services. Qualified individuals will be able to access some JET services at the Service Centers.

Individuals interested in pursuing training opportunities will be able to access them through JET, WIA, Recovery Act, or another program, if they meet certain requirements. Because it is expected that demand for training by the public will exceed funding levels, the Detroit WDB will comply with Section 134 (d)(4)(E) of WIA and give training priority to public assistance recipients and other low-income persons and NWLB recipients. DWDD will also integrate funding from the Recovery Act in order to provide training. This priority designation may also apply to the provision of WIA intensive services.

DWDD and the DWDB will use the Recovery Act funds to substantially increase the numbers of Adult and Dislocated Workers served by providing the necessary services to support their entry or reentry in the job market. The Recovery Act funds will be used on all activities specified under the WIA Adult and Dislocated Worker program. Under the Recovery Act, training services will include occupational skills training, and on-the-job training, programs that combine workplace training and related instructions, including registered apprenticeship, training programs operated by the private sector, skill upgrade and retraining, entrepreneurship training, job readiness training, adult education and literacy training, customized training and supportive and needs-related services.

The WDB will seek to expand training opportunities for those not able to access them through WIA or JET. Partnerships with area community colleges, universities, and private training schools will be expanded and deepened. Information and applications for financial aid will be available at all Service Centers. The WDB will seek to inform the training and educational institutions of employer and trainee needs so that training programs can be modified as necessary. The WDB will continue to work closely with employers and schools to design and implement customized training programs.

DWDD will implement the No Worker Left Behind (NWLB) program and coordinate all of its training efforts through NWLB. To improve the quality of service for the program, DWDD has designated a staff person to serve as the lead administrator for all training programs. Individuals eligible for training through WIA will receive it through WIA Individual Training Accounts (ITAs). The selection of eligible training providers will be completed in a manner that maximizes informed consumer choice. Eligible customers meet with WIA

Career Coaches and together, they select a training provider from among a list of state-eligible training providers who have demonstrated the ability to provide quality training and services. Selection will generally be based on training objectives, past provider performance, scheduling, accessibility, and cost efficiency. ITA cash values will vary according to the type of training involved. It is the WDB's intention to work with the other MWAs in southeast Michigan to have uniform cash values for particular ITAs throughout the region.

Exceptions to the use of ITAs will be limited to training provided by institutions of higher education that is funded by the Recovery Act, youth programs, customized and on-the-job training arrangements, and contracts with community-based service providers of demonstrated effectiveness that serve special participant populations that face additional barriers to employment, i.e., older workers, ex-offenders, English language deficiencies, and individuals with disabilities and others. Also, if the DWDD determines that there are an insufficient number of eligible providers of training services in the local area to accomplish the purposes of a system of individual training accounts, this will also constitute an exception to the use of ITAs.

Another exception to the use of ITAs will be the implementation of Career Centers. DWDD has begun developing several career centers targeted towards developing career pathways in emerging and high-demand/growth occupations. The career centers are consortia composed of employers, educational institutions, and community-based organizations. The consortia will provide career planning, education, internships, and job placement in specific economic sectors. DWDD has selected health care, hospitality/retail, construction and transportation logistics as career centers. The consortia adopted a place-train model based on employer and educational commitments. The centers will help the customers develop comprehensive career plans in their specific fields. Mentoring, job shadowing, and work experience approaches will initiate career ladders and interventions for success, not just case management.

Veterans will be given priority in the receipt of services. When veterans visit a Service Center and register for ES services, they will be encouraged to identify themselves as such by completing the veteran's section of the Michigan Talent Bank. If specialized veterans' services are needed, a veterans' representative will be available at all sites. Veterans' resumes will appear at the top of employer searches in relevant skill categories. Veterans will also be advised of all job openings available through the Federal Contract Job Listing

Employer Program. Similarly, participating employers will be made aware of eligible veterans.

Wagner-Peyser Employment Service Agency and Trade Adjustment Assistance (TAA) Services

The Detroit WDB will deliver Wagner-Peyser funded services at no cost to employers and job seekers. These services will be provided at all four Service Centers, as indicated in Section III of this Plan. As described above, veterans will receive priority in terms of job referrals and will be able to receive specialized services from veterans' representatives at all sites. The city of Detroit will no longer limit administrative costs connected to Wagner-Peyser funds. However, the ESA reserves the right to monitor those MWAs with administrative costs of 20 percent or more of the total allocation. DWDD provides Employment Services in its One-Stop Career Centers.

1. Labor Exchange

At all Service Centers, basic labor exchange services will be available. Customers will be encouraged to independently access resume and job listing components of the Michigan Talent Bank. ES staff assigned to assisting customers will routinely perform quick assessments to determine if customers need facilitated or more extensive mediated services in order to successfully use the Michigan Talent Bank. Mediated services could result in referrals for a more extensive assessment by Service Center WIA staff. Expanded assessment services may become available through ES, but only if they enhance, not duplicate, WIA assessments.

2. Unemployment Insurance (UI) Work Test

The UI Work Test will be administered at all four Detroit Service Center sites. In cooperation with the Unemployment Agency (UA), all unemployment insurance claimants will be able to complete an ESA registration at each of the four sites. ES staff will be available to offer facilitated or mediated services as needed. Staff will also apply to the registration form the unique stamp required by UA, initial each claimant's verification card, and electronically log the name and social security number of each claimant following his or her completion of the ESA registration process. Certification of completed ESA registrations will be provided to the UA within an established time frame. If for any reason any service provider operating within the MWA Service Center system determines

that UA claimants are unavailable for work or are not seeking employment, the provider will complete a designated form and forward it to the UA.

3. Participate in the National Labor Exchange System

ES staff working in the Detroit One Stop Service Center system will participate in the Michigan component of the national labor exchange system by accepting and processing job orders received from out-state areas and from other states.

4. Administer TAA

Through ES, the Detroit MWA will provide all mandated reemployment services to workers adversely affected by foreign competition in accordance with the TAA Implementation Act. ES staff will follow procedures specified in the OWD Trade Manual.

5. Participate in the ES Complaint System

ES staff located at the Detroit One Stop Service Center sites will operate the local component of the ES complaint system, in accordance with the mandate specified in the federal ES regulations. Postings describing the formal complaint system will be prominently displayed in each Service Center ES area. Attempts to resolve complaints on-site as soon as they arise will always occur. However, customers preferring to lodge a formal complaint will be directed to the complaint system informational literature.

6. Operate the Fidelity Bonding Program

Through ES, the MWA will assist job seekers when employers require job seekers to maintain a fidelity bond and job seekers need assistance in obtaining a bond.

V Rapid Response Activities

A. Description of Activities

Upon notification of the Detroit MWA by the Workforce Transition Unit, the Detroit MWA will alert ES and WIA staff of the need to initiate rapid response activities on behalf of the affected workforce. ES and WIA staff will jointly meet with the employer's CEO or his/her representative to outline all

reemployment and retraining services available. The employer will then schedule a meeting involving the affected workers. At that time, ES and WIA staff will present all Detroit One-Stop Service Center opportunities for reemployment, training, support services, and unemployment insurance.

B. Regional Planning

The Detroit WDB intends to support regional economic and workforce development planning efforts by participating in Southeast Michigan's 21st Century Workforce Coordinated Strategic Partnership and other regional partnerships.

VI Funding

A. Criteria to Determine Priority Of Service

The Detroit WDB fully expects to experience excess demand for NWLB and WIA training and may also find that it cannot meet all demands for NWLB and WIA intensive services. This expectation is based upon its historical experience, under which limited funding prevented the provision of training services to applicants each year. It is also guided by the continuing high unemployment rate in the city, suggesting that a large number of potential workforce participants need intensive services or training in order to become successfully employed. Because of this expected limitation in WIA funds, priority for training and, if necessary, intensive and training services will be given to public assistance recipients, low-income individuals and other NWLB-eligible individuals for intensive and training services in occupations that are considered high in demand. DWDD's priority also includes individuals eligible for services under the Jobs for Veterans Act of 2002 a priority of service for Veterans and eligible spouses sufficient to meet the requirements of 20 CFR part 1010, published in the Federal Register 78132 on December 19, 2008 and the American Recovery and Reinvestment Act of 2009. In addition to the aforementioned individuals, the DWDD has also identified additional groups of individuals to receive services when funds are limited: unemployed individuals who are not dislocated worker eligible and underemployed individuals. Underemployed individuals are defined as employed individuals with family income below \$40,000 a year.

The Detroit WDB will seek to use non-WIA funds in the provision of WIA core services in order to maximize the availability of WIA intensive and training services. It will apply Wagner-Peyser funds to core services, with the

understanding that Wagner-Peyser funds can match but not replace WIA funds for the provision of core services.

The ES will allocate a portion of its annual Wagner-Peyser ES appropriation to WDBs according to the following allocation formula:

- Fifty percent based on a WDB area's share of the state's average civilian labor force during the previous year; and,
- Fifty percent based on a WDB area's share of the state's average number of unemployed persons during the previous year.

Workforce Investment Act

In the event that constraints develop in Workforce Investment Act funding, the Detroit Workforce Development Department (DWDD) will focus its resources on dislocated workers, disabled veterans, veterans, welfare recipients, low income adults, low income youth, individuals with disabilities and NWLB-eligible individuals. Low Income is defined as 100% of the Poverty Guidelines published annually by the United States Department of Health and Human Services.

Due to the protracted decline in the local economy and concomitant long-term reduction in state and local revenues and due to the imminent prospect of hundreds of city of Detroit employees being laid off, a similar impending reduction in force being announced by the Detroit Public Schools, and even more mass layoffs being announced by the big three automobile manufacturers, the Detroit Workforce Development Board has decided that a state of economic emergency currently exists in the city and passed a motion at its January 21, 2005, Executive Committee meeting to amend the current priority of service plan, which focuses the department's limited WIA resources on very low income adults and dislocated workers, to allow the department to serve employees of the city of Detroit, the Detroit Public Schools, and the local affected manufacturing and other industries who have been laid-off or who have received a notice of being laid-off, without income being one of the eligibility criteria, and to review this policy annually.

Employment Service

In the event that constraints develop in Wagner-Peyser funding, the Detroit Workforce Development Department will focus its resources on

Disabled Veterans, Veterans, and other adults for whom the “Employment Service’s Work Test” is required in order to qualify for Unemployment Insurance benefits.

B. Competitive Procurement Process

All WIA procurement activities by the Detroit MWA and WDB, except those partnerships pre-approved by the U.S. DOL, or other DOL-funded initiatives that require partnership arrangements, will follow the guidelines presented in the Michigan Department of Labor and Economic Growth Office of Workforce Development Policy Issuance 04-03, “Procurement Policy,” issued February 27, 2004, and all revisions. Formal competitive procurements are conducted for all procurements in excess of \$25,000. Competitive proposals are conducted with more than one source submitting an offer and either a fixed-price or cost reimbursement type award is made. DWDD implements documented procedures for the methodology used for technical evaluations. The award is made to the responsible offer whose proposal is most advantageous to the program with respect to price, technical, and other factors considered. Requests for Proposal (RFP)/Request for Quotation (RFQ) documents will be published and advertised for all formal competitive procurements. Notices of RFPs and RFQs are published in the Detroit Legal News, posted on the city of Detroit’s webpage, and emailed to DWDD’s bidders’ list. All proposals are objectively evaluated and rated according to rating guidelines published in the RFP/RFQ. All proposals selected for funding are reviewed and approved by the Detroit WDB prior to completing contract negotiations. It will be the objective of the WDB to obtain solicitations and award contracts to the most qualified service providers in the area.

Informal procurement procedures are conducted for small purchase procurement of property or services under \$25,000 in aggregate. DWDD does not break down one purchase into several purchases merely to be able to use small purchase procedures. Documentation of price rates or quotes shall be maintained from an adequate number of qualified sources.

Non-Competitive (Sole Source) Procurement is conducted through a proposal from only one source or after a determination that competition is inadequate. This type of procurement shall be minimized, justified, and documented. This procedure may be used only when the award is not feasible under competitive procedures due to one of the following circumstances: The item or service is only available from a single source; or When there is a public emergency need for the item or service which does not permit a delay resulting

from using competitive procurement; or after solicitation of a number of sources, or if only one bid is received and/or competition is determined inadequate.

C. Funding for Wagner-Peyser ES, and TAA, Service Providers

1. Wagner-Peyser Employment Service Section 7(a) Funds

The Detroit MWA Wagner-Peyser Employment Service will be supported with funds allocated by the ESA from its annual Wagner-Peyser Employment Service Section 7(a) appropriation to WDBs. The DWDD provides direct services for ES through the four One Stop Service Centers.

2. TAA Reform of 2002

In response to dislocation events that meet TAA requirements, the WDB will apply to MDELEG for training funds to help dislocated workers gain new or upgraded vocational skills. A 10 percent administrative cost reimbursement will be provided to WDBs to assist with the implementation of these training activities. Service providers for these training activities, selected competitively, will demonstrate experience in providing services to dislocated workers.

VII Review, Comment, and Publication Documentation

1. The Detroit WDB will publish the Detroit Five Year Comprehensive Local Plan in coordination with the submission of the Plan to the MDELEG for approval.

2. The Plan will be made available for review and comment (i) to members of the Detroit WDB and members of the public, including representatives of business and labor organizations; and (ii) to the public, who will be notified of the Plan and the opportunity for review and comment through the publication of an official notice in a local newspaper.

3. The Detroit WDB will forward comments to MDLEG upon receipt of the comments.

4. The Comprehensive Plans and progress on its implementation will be discussed as needed at monthly public meetings of the Detroit WDB. Complete copies of the Plans will be available from the Detroit MWA, the Detroit Workforce Development Department, in its Operations Division, located on the

second floor of 707 W. Milwaukee Avenue in Detroit, Michigan 48202. Requests for copies may be made in writing to the above address or by phone at 313/876-0584, extension 214, Michigan Relay Center 1-800-649-3777, Voice and TDD.

5. In accordance with the Americans with Disabilities Act (ADA), the final Detroit Five-Year Comprehensive Plan for Adults, Dislocated Workers and Youth will be made available in alternative formats, such as large print, audio tape or other format if a request is submitted to the Operations Division at the above address or phone numbers.

SECTION II
YOUTH

SECTION II: YOUTH

I Local Vision and Goals

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

The seven long-term youth goals developed by the Detroit Workforce Development Board (WDB) have been reformulated and condensed into one goal. They are contained in the Career Development System Strategic Plan and form the basis for the strategic planning process targeting youth needs and services. The goal addresses the educational and workforce development needs of in-school and out-of-school youth and coincides with the youth mission developed by the WDB and its Youth Council. The WDB mission is to “bring together all youth programs under one comprehensive service umbrella, including year-round, in-school, and summer youth initiatives, to assist youth and young adults with the skills, training, and opportunities necessary to gain success in post-secondary education and in the workforce.”

The youth-related goal contained in the Strategic Plan is:

GOAL: SUPPORT EFFORTS TO IMPROVE THE EDUCATIONAL SYSTEM

Targets:

- Increase attainment of GED credentials by six percent by 2014.
- Increase the number of participants in academic and remedial programs by six percent by 2014.
- Increase high school graduation rate by 6.3 percent by 2014.
- Improve average MEAP scores by six percent by 2014.
- Increase scholarship award rates by six percent by 2014.

The local strategic planning process is continuing for the Detroit MWA. The environmental scan identified numerous internal and external youth resources in the local community. It highlighted areas of strength and those needing improvement. The Detroit WDB will seek to support successful services and encourage improvements in other areas.

Central to the strategic planning process is the dedication of resources to achieve the above youth-related goal. Development or enhancement of relationships with other resources offering youth services in the community, including the Detroit Public Schools, will be a critical element of the strategic plan.

Local Youth Vision and Workforce Investment System Goal Attainment Methods

The Detroit WDB youth vision is “to provide a seamless program offering skills training and employment services to in-school and out-of-school youth, including youth at risk, youth with disabilities, and youth offenders, that prepares youth for post-secondary educational opportunities, provides strong linkages between academic and occupational learning, provides unsubsidized employment opportunities, and establishes effective communications to intermediaries with strong links to the job market and local and regional employers.”

The American Recovery and Reinvestment Act of 2009 (“the Recovery Act”) along with other activities under the WIA will allow additional resources to service in-school and out of school youth with the flexibility of providing summer employment and work experiences throughout the year. Per “the Recovery Act” the funding for such programs will be available same period of time as standard PY 2008 Youth formula funds, or until June 30, 2011.

DWDD expects that an additional \$11 million will be available to DWDD through the Recovery Act to provide summer employment and other youth services. The Recovery Act Youth funds will enable the DWDD to expand the number and scope of summer employment opportunities offered to youth. PY 2008 WIA funds served approximately 2,700 participants. The Recovery Act Youth funds will increase the number of participants served. Approximately 7,000 youth will be served through the Recovery Act and WIA Youth funds.

The Detroit Workforce Development Department together with the Detroit Workforce Development Board is responsible for administering all youth service programs. DWDD contracts with specialized youth service providers to assure comprehensive service delivery which includes individual assessment, individual service strategies, and the ten required youth program elements under the WIA. The role of youth service providers will be consistent with the activities that determine the “right of directions and control.” DWDB and DWDD ensure effective outcomes consistent with statewide goals and objectives, which meet and exceed standards approved by the Michigan Department of Energy, Labor and Economic Growth (DELEG).

DWDD in cooperation with the Detroit Workforce Development Board (WDB) has selected a Summer Youth Employment Coordinator (SYEC) that has developed, managed and coordinated summer youth employment activities for DWDD’s youth participants. The SYEC is responsible for developing quality

and meaningful summer employment opportunities for youth that will increase their ability to develop the knowledge, employability skills, and attitude necessary to obtain a job and advance in employment. The SYEC will enable the Department to create partnerships with local area foundations, businesses and community groups in order to enhance the quantity and quality of services provided to youth participants.

The Summer Youth Program of 2009 will operate at an increased capacity in order to implement Recovery Act performance mandates. Program participants are recruited through DWDD's one-stop system. Current year-round-youth participants either work at summer employment sites operated by their year-round-youth program or are referred to the summer youth coordinator for placement into summer youth employment. New participants fill out applications for summer youth employment provided at DWDD's one-stops. Applications are screened by the one-stops for eligibility. Screened applicants then undergo the WIA certification process. If certified, the participants are then placed at work sites by the summer youth employment coordinator.

DWDD makes all 10 youth elements available for WIA year-round-youth participants. Youth participants who are funded by Recovery Act funds may participate in work experience and supportive services only. Any additional allowable youth activity beyond work experience and supportive services will result in the participant being entered in to the regular year-round-youth program.

Working under a waiver that allows DWDD to operate its own one-stop until September 1, 2009, DWDD one-stop staff recruit and certify the youth participants along with the SYEC. DWDD has appointed a one-stop manager to serve as a "youth czar" who is responsible for coordinating DWDD's efforts with the SYEC. Additional DWDD staff assists with program implementation.

DWDD has coordinated its summer youth employment efforts with local institutions of higher education. The local community college sits on DWDD's Executive Committee which approves the procurement of the summer youth provider and receives regular updates on program implementation.

The number, location and supervision of worksites are conducted by the SYEC in coordination with DWDD.

DWDD procured a summer youth employment coordinator through its procurement process. The SYEC provider was approved by the Detroit

Workforce Development board and Detroit City Council. The procurement will assist with the transition of the Recovery Act youth and Adult component beyond September 30, 2009. The SYEC will continue to operate year round and may continue to provide summer youth services to youth consistent with DELEG's waiver which extends summer youth implementation through March 2010.

Youth Customers in the Local Workforce Investment System

According to the *Annual Planning Information Report, 2008 City of Detroit MWA*, Detroit's year 2000 youth population, ages 14 through 21, was 110,030. Approximately 40,335 are economically disadvantaged and 51,271 are employed. The Detroit Public School district-wide poverty rate among all students is 70 percent. The district's four-year graduation rate, as of June 2008, is 58.2 percent. An improvement in this rate is contained in the first goal of the Strategic Plan. Services will be available to all young people, but the local system will emphasize service delivery to economically disadvantaged and unemployed youth. The city of Detroit will serve a minimum of 30 percent of the "out-of-school" youth.

Competitive and Non-Competitive Procurement Processes

All services and contracts awarded for youth services will be procured competitively in accordance with published guidelines on file at the Employment and Training Department and in accordance with Michigan Department of Labor and Economic Growth Policy Issuance 04-03, "Procurement Policy," February 27, 2004.

Formal competitive procurements are conducted for all procurements in excess of \$25,000. Competitive proposals are conducted with more than one source submitting an offer and either a fixed-price or cost reimbursement type award is made. DWDD implements documented procedures for the methodology used for technical evaluations. The award is made to the responsible offer whose proposal is most advantageous to the program with respect to price, technical, and other factors considered. Requests for Proposal (RFP)/Request for Quotation (RFQ) documents will be published and advertised for all formal competitive procurements. Notices of RFPs and RFQs are published in the *Detroit Legal News*, posted on the city of Detroit's webpage, and emailed to DWDD's bidders' list. All proposals are objectively evaluated and rated according to rating guidelines published in the RFP/RFQ. All proposals selected for funding are reviewed and approved by the Detroit WDB prior to completing contract negotiations. It will be the objective of the WDB to

obtain solicitations and award contracts to the most qualified service providers in the area.

Informal procurement procedures are conducted for small purchase procurement of property or services under \$25,000 in aggregate. DWDD does not break down one purchase into several purchases merely to be able to use small purchase procedures. Documentation of price rates or quotes shall be maintained from an adequate number of qualified sources.

Non-Competitive (Sole Source) Procurement is conducted through a proposal from only one source or after a determination that competition is inadequate. This type of procurement shall be minimized, justified, and documented. This procedure may be used only when the award is not feasible under competitive procedures due to one of the following circumstances: The item or service is only available from a single source; or When there is a public emergency need for the item or service which does not permit a delay resulting from using competitive procurement; or after solicitation of a number of sources, or if only one bid is received and/or competition is determined inadequate.

Local Board Definition of Additional Youth Eligibility Criterion

The Detroit WDB has defined “youth residing in high poverty neighborhoods” as its locally developed sixth criterion for eligibility. A high-poverty neighborhood is one in which 15% or more of all households are beneath the poverty line in the area defined by the Public Use Microdata Area (PUMA). The PUMA is a standard used by the U.S. Department of Labor in some of its grant applications.

Current Status of One-Stop Service Centers and Integration of Youth Services

The Detroit WDB oversees four One-Stop Service Centers that contains numerous services available to youth seeking employment and training. A contractor provides oversight and coordination of WIA Youth Programs and sub-contractors for youth age 14 – 24 who provide core and intensive services to participants. Intake for younger youth is conducted at DWDD’s 1300 Rosa Parks building. Youth activities include classroom training, occupational skills, work readiness skills, employment services and opportunities in “green” educational and career pathways. All ten WIA youth elements are available to the participants. Older youth receive core and intensive services including assessment, registration, and program referral at the one-stop centers. A

comprehensive summer youth program has also been developed that is implemented by the youth coordinator and its subcontractors.

II Strategies for Improvement

1. Development and Management of Effective Youth Programs

The Detroit WDB's vision for its Youth Council is based on the guidelines offered in the Sar Levitan Center's monograph on WIA Youth Policy Councils. The Detroit Youth Council is composed of Detroit WDB members that include all the required sectorial representatives specified in Advisory Administration Unit Policy 07.00.

The Council is assisted by an Advisory Group, composed of youth and youth-related agencies and a cross section of employers that are not represented on the Detroit WDB. All major non-profit, governmental, and educational organizations that serve Detroit youth are represented directly or indirectly on the Advisory Group.

Youth Council and Advisory Group members work synergistically to maximize existing resources and stretch program dollars to reach as many at-risk youth as possible. Several large foundations have expressed a willingness to work in tandem with the local Youth Council. The Council is developing a comprehensive youth action plan that will identify: a) youth customers; b) existing services and their effectiveness; c) gaps in service; d) employer needs; e) innovative new services; and f) funding opportunities.

2. Comprehensive Service Strategy

Through a combination of the Youth Council, the Advisory Group, and the One-Stop Service Centers, the Detroit WDB has assembled a comprehensive array of services that are available to eligible youth. Agencies represented in one or more of the above initiatives include: Wayne County Department of Human Services; the United Way of Southeastern Michigan; City Connect Detroit; Wayne County Friend of the Court; Detroit Youth Foundation; New Detroit, Inc.; Detroit Public Schools; Detroit Area Pre-College Engineering Program; Wayne County Community College District; Wayne State University; Detroit Housing Commission; Boys and Girls Clubs of Southeastern Michigan; Job Corps, Wayne County Department of Community Justice; Detroit Fire Department; and the Detroit Police Department.

Numerous employers committed to youth development are involved, including Ford Motor Company, PMA Consultants, Graphic Associates, National City Bank, The Henry Ford, The Skillman Foundation and Detroit Diesel Corporation.

Michigan Rehabilitation Services, with staff at the One-Stop Service Centers, assists youth with disabilities. It also trains other providers on appropriate service models for youth with disabilities. Pregnant or parenting youth are assisted with referrals to the Flint Job Corps, a member of the Advisory Group, is currently represented at two Service Centers. Job Corps is the sole residential youth program in the city. It also provides non-residential services.

3. Meeting WIA Provisions on Youth Program Design

The Detroit WDB has identified numerous resources and services that will be capable of meeting all of the ten youth program elements specified in WIA Section 129(C)(2). The Detroit WDB and Youth Council will pursue other partnerships and seek to establish or expand other services throughout the period of the Plan. Specifically, the Detroit WDB and Youth Council will meet WIA provisions as follows:

Preparation for postsecondary educational opportunities. Youth will be offered basic skills enhancement, remediation, counseling, assistance in applying for financial aid, tutoring, and training in study skills. Partners will include Focus: HOPE, Job Corps, Wayne State University, and Wayne County Community College District.

Strong linkages between academic and occupational learning. The WDB and Youth Council will work closely with the Detroit Public Schools, its career preparation system, and its school to work effort to ensure those academic curricula reflects the labor market needs of local employers. Similar partnerships with charter schools will be pursued. Workplace learning opportunities will be explored, as will the development of school-based enterprises and youth apprenticeship programs.

Preparation for unsubsidized employment opportunities. Efforts will include participation in work experience activities, summer employment, trade apprenticeships, student co-ops, and internships.

Effective linkages with intermediaries with strong employer connections. The Detroit Regional Chamber, an active member of the Detroit WDB, sponsors youth programs. They include Detroit Compact, a school to post-secondary education or training program; CVS, hospitality/retail management apprenticeship program, Career Start, an effort to educate job seekers on career opportunities and requisite training; and Job Ladder, a transitional support project for entry level employees moving into better paying employment. Collaboratives also exist with the Eastside Industrial Council, representing 70 businesses, and the Southwest Detroit Business Association, with over 100 members.

Alternative secondary school services. Charter schools will be available to eligible youth. Out of school youth will be assisted in the pursuit of high school diplomas or their equivalent, and will be provided with basic skills training, work experience, test preparation, and case management. DWDD will develop adult education centers at its one-stops that will be available to out of school youth. The Office of Adult Education at the Detroit Public Schools will play a critical role in this element. Additional support services, such as childcare, transportation, and referrals will also be available.

Summer employment opportunities. Summer employment opportunities will be identified that encompass academic enrichment and provide career outlooks and guidance. Progressive placements each summer and follow-up will culminate in unsubsidized employment or post-secondary enrollment. Summer youth activity programs developed by the City Connect Detroit, United Way of Southeastern Michigan, Skillman Foundation and others will be incorporated as much as possible.

Paid and unpaid work experience. Work experience opportunities will be developed for in school and out of school youth that require work experience to prepare for unsubsidized employment. Incentives such as the Work Opportunity Tax Credit will be promoted to employers.

Occupational skill training. High demand occupations will be identified. Youth will be encouraged to pursue occupational skill training through enrollment in WIA Title I youth activities. Information on other training opportunities, including youth entrepreneurship, will also be widely disseminated.

Leadership development opportunities. Faith-based organizations, mentoring programs, youth volunteer organizations, community based organizations, and others will be involved in providing leadership development activities for youth. WIA program operators will be directed to provide leadership and community service learning opportunities for youth.

Support services. Supportive services are to be provided on an “as needed” basis in order to remove barriers to employment and training ultimately leading to economic self-sufficiency. Referrals for child care assistance, transportation, work clothing, and health issues will be provided as needed.

Adult Mentoring. Adult mentoring is provided for at least 12 months. Mentoring may occur both during and after program participation. It is provided through the Detroit Youth Council’s – Youth Advisory Committee’s sponsored partnership with Lear Corporation for 24 youth. DWDD has also received funding from the U.S. Department of Justice to operate a mentoring program with Providence (formerly Ross) Services.

Follow-up services. Services will be available for up to twelve months and will include adult mentoring, job ladder opportunities, vocational training, counseling, and job placement.

Comprehensive guidance and counseling. Youth will be provided case management services, tutoring, study skills training, instruction leading to secondary school completion, including dropout prevention strategies, and career and academic guidance counseling. As needed, counseling and service referrals will also be available for alcohol and drug abuse, domestic violence, gang prevention, pregnancy prevention, health education, homelessness, and any other issues that could potentially interfere with successful transitions to employment or post-secondary education or training.

4. Local Performance Measures (Youth)

Local youth planned performance levels for Program Year 2008 are as follows:

Older Youth Entered Employment Rate	78.0 percent
Older Youth Employment Retention Rate	93.0 percent
Older Youth Average Earnings Change	\$3,500
Older Youth Credential Rate	72.0 percent
Younger Youth Skill Attainment Rate	96.0 percent

Younger Youth Diploma Attainment Rate	90.0 percent
Younger Youth Retention Rate	67.0 percent
Weeks in Follow-Up Period	52
Customer Satisfaction - Participant	91.0 percent
Customer Satisfaction - Employer	86.0 percent

Local youth planned performance levels for Program Year 2009 are as follows:

Older Youth Entered Employment Rate	78.0 percent
Older Youth Employment Retention Rate	85.0 percent
Older Youth Average Earnings Change	\$3,500
Older Youth Credential Rate	72.0 percent
Younger Youth Skill Attainment Rate	96.0 percent
Younger Youth Diploma Attainment Rate	90.0 percent
Younger Youth Retention Rate	67.0 percent
Weeks in Follow-Up Period	52
Customer Satisfaction - Participant	91.0 percent
Customer Satisfaction - Employer	86.0 percent

III Review, Comment and Publication Documentation

1. The Detroit Workforce Development Department will publish the Detroit Comprehensive Five-Year Local Plan in coordination with the submission of the Plans to the DLEG for approval.
2. The Plan will be made available for review and comment (i) to members of the Detroit WDB and members of the public, including representatives of business and labor organizations; and (ii) to the public, who will be notified of the Plan and the opportunity for review and comment through the publication of an official notice in a local newspaper.
3. The Detroit WDB will forward comments that express disagreement with the Plan to DLEG upon receipt of the comments.
4. The Comprehensive Plan and progress on its implementation will be discussed as needed at monthly public meetings of the Detroit WDB. Complete copies of the Plans will be available from the Detroit MWA, the Detroit Workforce Development Department, in its Operations Division, located on the second floor of 707 W. Milwaukee Avenue in Detroit, Michigan 48202. Requests for copies may be made in writing to the above address or by phone

at 313-876-0584, extension 214, Michigan Relay Center 1-800-649-3777, Voice and TDD.

5. In accordance with the Americans with Disabilities Act (ADA), the final Detroit Five-Year Comprehensive Plan for Youths will be made available in alternative formats, such as large print, audio tape or other format if a request is submitted to the Operations Division at the above address or phone numbers.