
**WIOA Planning Region 9
Mid-Cycle Modification
Regional and Local Plans
July 1, 2016 through June 30, 2020**



WIOA Planning Region 9
Mid-Cycle Modification (July 1, 2016 – June 30, 2020)
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Regional Plan Executive Summary

Part I: Regional Planning Process

The Workforce Innovation Opportunity Act (WIOA) Planning Region 9 is administered by Michigan Works Southeast (MWSE) and is comprised of Hillsdale, Jackson, Lenawee, Livingston, and Washtenaw counties. This is a change since the original WIOA Regional Plan was approved in 2016 when the region, then known as Prosperity Region 9, was a two MWA region that included Monroe County, a part of the Southeast Michigan Community Alliance (SEMCA) MWA. This change was made to adhere to WIOA rules which do not allow WDBs to be included in more than one planning regions. As a result of these geographical changes, MWSE is now required to submit a combined regional and local plan Mid-Cycle Modification.

This change has also resulted in the need to modify all labor market data, which impacted the analysis of employment needs, workforce trends, and economic conditions. In addition to the labor market data being adjusted, the descriptions of several regional strategies were also modified, and more recent local and regional service strategies and industry sector initiative strategies, and administrative cost sharing arrangements were added.

Michigan Works! Southeast works closely with MWAs from WIOA Planning Regions 9 and 10, to coordinate how critical workforce development initiatives, programs, and services are implemented throughout southeast Michigan. These MWAs include Oakland County Michigan Works! (OCMW!), the Southeast Michigan Community Alliance (SEMCA), the Detroit Employment Solutions Corp (DESC) and Macomb St. Clair Michigan Works! (M/SCMW) in WIOA Planning Region 10, and Genesee Shiawassee Thumb Michigan Works! (GSTMW!) in WIOA Planning Region 6. These efforts have resulted in improved communication, collaboration, and consistency of service delivery throughout the greater region, and the successful implementation of many regional workforce development initiatives.

Part II: Labor Market and Economic Conditions

WIOA Planning Region 9 is a relatively large geographic area of approximately 3,300 square miles. The most recent Census estimate puts the region's population at 860,420, about 8.6 percent of the state's population. WIOA Planning Region 9 is also home to 7.5 percent of the state's business establishments and 9.0 percent of the state's employed population. The region has a greater population density than the state with an average of 259 individuals per square mile, compared to the state average of 175 individuals per square mile.

WIOA Planning Region 9's geographic make-up is unique in Michigan. It is home to not only two of Michigan's wealthiest and most-educated counties (Livingston and Washtenaw) but also to some of its poorest areas, including rural areas and the urban communities in the cities of Jackson. The vast differences in the nature of poverty, racial demographics, land area, and economics represent exceptional challenges in the region for workforce development. Additionally, the fastest growing jobs and the most hiring in the region are for occupations that require post-secondary training and often a bachelor's degree.

A close look at the Region 9 existing and emerging high-demand, high-wage occupations reveals that these positions are concentrated in a handful of categories including Healthcare Practitioners and Technicians, Information Technology, Installation, Maintenance, and Repair, and Management occupations. Moreover, half of the top 12 existing in-demand, high-wage occupations in the region and an even greater proportion of emerging occupations require a bachelor's degree as a minimal level of education. Figure 4 shows the number of programs available in Region 9 for each of the top 12 existing in-demand occupations.

Skill gap issues in WIOA Planning Region 9 range from limited work-and-learn opportunities that allow workers to build both skills and experience while employed, to difficulty increasing employability skills in the job seeker population. The top priorities facing the MWAs in WIOA Planning Region 9 include education and skills limitations either in need of upskilling or mismatched with the area's jobs, too few work-and-learn opportunities, and wage discrepancies arising from increased use of private placement agencies.

Part III: Regional Service Strategies

In WIOA Planning Region 9, MWSE has successfully worked together with its partners and with other MWAs and their partners to develop and implement many regional service strategies, and in several instances, have developed cooperative delivery service agreements to efficiently manage these regional projects. Moving forward, MWSE! will continue to build on this success by expanding on regional service strategies that work, developing new strategies that address regional training and employment needs, and exploring cooperative service delivery agreements where they make sense. Special emphasis will be given to improving services to special populations, including veterans, youth, and the long-term unemployed, and developing even stronger partnerships with Title II and Title IV core partners.

Part IV: Sector Initiatives for In-Demand Industry Sectors and Occupations

MWSE! and the MWAs in WIOA Regions 6 and 10 have a long history of implementing regional industry sector initiatives. Currently, MWSE! is actively involved with several regional sector initiatives with these MWAs including the Advance Michigan Defense Collaborative, the Michigan Alliance for Greater Mobility Advancement (MAGMA) and Apprenti. In addition, MWSE! is working with Region 9 partners on a variety of industry sector initiatives including Jackson Chamber of Commerce IT Institute, the Pinckney Community Schools Cyber Training Initiative, and manufacturing sector initiatives with the Jackson Area Manufacturing Association and American Center for Mobility. All of these sector initiatives match current in-demand industry sectors and occupations within the region, as determined by data collected by the Workforce Intelligence Network.

Part V: Administrative Cost Arrangements

Region 9 partners have developed many administrative cost-sharing arrangements. Two cost-sharing arrangements that have been particularly successful are activities driven by the Southeast Michigan Works Agencies Council (SEMWAC) and the Workforce Intelligence Network (WIN). SEMWAC is comprised of the six MWAs in Regions 6, 9 and 10. Regional activities include regional strategic planning, and convening the Business Services Network. WIN is comprised of the six MWAs and 10 Community Colleges in WIOA Planning Regions 6, 9 and 10. WIN activities include providing real-time labor market information and convening regional industry sector initiatives. It is the intention of MWSE, as well as the MWAs in Regions 6 and 10, to continue to support SEMWAC and WIN activities.

Part VI: Coordination of Transportation and Other Supportive Services

Transportation continues to be one of the greatest barriers for job seekers in southeast Michigan. MWSE! has been collaborating with many organizations throughout the region to address this critical issue. Unfortunately, given the current state of transportation services in the region and the lack of funding for transportation-related supportive services, individual MWSE and their partners in Region 9 are limited in their capacity to address the immediate concerns of job seekers needing transportation beyond providing limited transportation-related subsidies to qualified participants.

Part VII: Coordination of Workforce Development and Economic Development Services

Michigan Works! Southeast collaborates with several different economic development organizations on workforce development-related economic development activities and initiatives. MWSE often collaborates with these organizations by helping them develop business recruitment and retention strategies, and by providing businesses with labor market information

and access to MWA business services, training grants, and talent. In return, these partnerships help ensure that MWSE is business driven, and that the workforce system aligns with business needs.

Part VIII: Local Levels of Performance

Michigan Works! Southeast along with its Workforce Development Board and the Chief Elected Officials will negotiate and reach agreement with the Governor and the Michigan Talent Investment Agency (TIA) on its respective local levels of performance for the performance accountability measures described in Section 116(c) of the WIOA.

Mid-Cycle Modification Plan Format

The WIOA Planning Region 9 plan is formatted to follow the State of Michigan's Unified State Plan, issued on March 25, 2016. The guidance requirements are italicized and in boxes at the beginning of each applicable section.

Public Comments and Responses

In 2016, when the original Region 9 plan was posted for public comment for thirty calendar days, no comments were received. However, WDB members made comments during the initial review process, many of which have been incorporated into this Mid-Cycle Modification.

Conclusion

The WIOA Mid-Cycle Modification planning process has provided a welcome opportunity to assess how regional workforce development initiatives and administrative arrangements are doing, to describe new initiatives and arrangements that have been launched since the original regional plan was approved, and to identify opportunities to improve regional collaboration. What has become most apparent is that the amount of regional collaboration continues to increase, especially with Title II and Title IV partners. Moving forward, MWSE in WIOA Planning Region 9, along with the MWAs in Regions 6 and 10, and their many partners will continue to work together to build a strong regional workforce system that meets the needs of job seekers, employers and the community-at-large.

Part I: Regional Planning Process

Provide a description of the planning process undertaken to produce the regional plan, including a description of how all local areas were afforded the opportunity to participate in the regional planning process.

The Workforce Innovation Opportunity Act (WIOA) Planning Region 9 is administered by Michigan Works Southeast and is comprised of Hillsdale, Jackson, Lenawee, Livingston, and Washtenaw counties. This is a change since the original WIOA Regional Plan was approved in 2016 when the region then known as Prosperity Region 9 was a two MWA region that also included Monroe County, a part of the Southeast Michigan Community Alliance (SEMCA) MWA. This change was made to adhere to WIOA rules which do not allow WDBs to be included in more than one planning regions.

In October 2015, South Central Michigan Works! representing Hillsdale, Jackson and Lenawee counties, Livingston County Michigan Works! and Washtenaw County Michigan Works! merged into one MWA. All three of the previous MWAs had a history of collaborating with each other prior to the merger. For over 10 years, these MWAs, along with several other MWAs from southeast Michigan, have worked together to identify and act on opportunities to coordinate how programs and services are provided throughout the greater southeast Michigan area.

The Workforce Innovation and Opportunity Act (WIOA) presents an extraordinary opportunity to build on these successes, and continue to improve job and career options for the region's workers and jobseekers through an integrated, job-driven public workforce system that links diverse talent to businesses. The focus of our regional planning efforts has been, and will continue to be, the development of strong, vibrant regional economies where businesses thrive and people want to live and work.

To develop a truly regional plan that represents the greater region, leadership from MWSE in Region 9, along with leadership from the MWAs in Regions 6 and 10, coordinated the development of their respective WIOA regional plans. This will help ensure that WIOA-mandated operations, and programs and services will continue to operate efficiently, meeting the needs of all customers no matter where they live and work or operate a business.

To ensure that all MWAs participated in this multi-regional planning process and that there is consistency between the three WIOA regional plans, the MWAs from these regions developed a common planning approach. This included an administrative cost arrangement to procure and

work with two providers to help develop all three regional plans: New Perspectives Group, an established Workforce Development consulting firm that works extensively with all of these MWAs; and the Workforce Intelligence Network of Southeast Michigan (WIN) which specializes in providing labor market information and facilitating regional strategies. WIN is an entity housed within the SEMCA whose members include the six Michigan Work! Agencies and the 10 community colleges in Regions 6, 9 and 10.

The planning process undertaken to produce the Region 9 plan included:

Phase 1 – Data Collection and Analysis

- Collection and analysis of regional labor market information and economic trend data.
- Collection of information from MWA leadership and core partners on regional strategies, and the strengths and weaknesses of workforce development activities.
- A joint analysis conducted by MWA leadership and critical administrative and program staff of labor market information and strengths and weaknesses in the current system.

Phase 2 – Development of Regional Strategies

- Meetings with MWA administrative and program leadership to identify regional service strategies, industry sector initiatives, transportation and supportive services, and economic development partnerships throughout the region.
- Meetings with the MWA Chief Elected Officials (CEOs) and Workforce Development Boards to get input and support for this regional plan.

Phase 3 – Public Comment and Final Approval

- Solicitation of public comment as required.
- Final review and approval by MWSE's CEO and WDB.

Phase 4 – Mid Cycle Modification

- Collection and analysis of up-to-date regional labor market information and economic trend data using the newly configured WIOA Planning Region.
- Collection of information on the status of regional activities identified in the initial regional plan, descriptions of new regional initiatives that have started in the last two years or that are planned for the not too distant future, with emphasis on activities in the new WIOA Region 9 planning region which were not included in the original plan.
- Solicitation and inclusion of public comments.
- Final review and approval by MWSE's CEO and WDB.

In addition to the multi-regional planning process described above, the MWSE Workforce Development Board (WDB) completed an extensive strategic planning process in 2017. The planning process was facilitated by Thomas P. Miller and Associates, a national consulting firm specializing in workforce and economic development issues.

The WDB started their strategic planning process in September 2016 with the intention of developing a workforce strategy that would balance a regional vision with local needs, and would also be actionable in nature. Following a preliminary discussion with the WDB Executive Committee, the planning process engaged additional stakeholders through community input sessions and one-on-one interviews. There were five input sessions, one in each county, and the sessions included a diverse set of participants. Over 60 individuals participated, representing economic development, education, health and human services, and various community-based programs. Additionally, one-on-one interviews were conducted with key stakeholders across the region to get more candid and in-depth information on the strengths, challenges, opportunities, and priorities. The five input sessions and one-on-one interviews consisted of standard questions, allowing key themes to emerge in the process.

To collect additional input and reach more stakeholders, MWSE released four separate surveys developed for specific stakeholder groups. The groups surveyed included jobseekers, businesses, community partners, and staff. The surveys asked similar questions to those posed during the community input sessions, along with additional details about experiences respondents had with MWSE.

An on-site strategic planning session was held with Board members and key staff. The day-long session included an overview of the strategic planning process; findings to-date from the community input sessions, one-on-one interviews, and surveys; a review of the mission, vision, and value statements; and an activity to discuss and identify priorities. Following the session, the Board had updated its mission, vision, and value statements and a created a list of priorities for the strategic plan, including some preliminary goals, strategies, and actions.

Following the planning session, the Executive Committee continued the conversation through multiple meetings and conference calls to refine the mission, vision, and value statements of Michigan Works! Southeast. The Executive Committee also identified strategic plan priorities, four vision elements, nine strategic intents, and the corresponding 3-5 Year Goals and Goals for 2017-2018. Each board committee, and all key management staff, developed specific action plans and metrics around the goals.

The MWA leadership in Region 9 are confident that this process has resulted in a regional plan that will continue to meet the needs of business and workers and drive workforce solutions. This will ensure that American Job Centers provide excellent customer service to workers, job seekers and employers, while focusing on continuous improvement. These efforts will build a workforce system that supports strong regional economies and plays an active role in community, economic and workforce development.

Part II: Labor Market Data and Economic Conditions

Provide a thorough analysis of regional labor market data and economic conditions. This shall include an analysis of existing and emerging in-demand industry sectors and occupations, and the employment needs of employers in those existing and emerging in-demand industry sectors and occupations. All core partners (WIOA Titles I-IV) should be involved in both providing and analyzing the data.

Core Partner Involvement

To ensure an accurate analysis of regional labor market data economic conditions, the MWAs in WIOA Planning Region 10 engaged core partners during all phases of the process. MWA leadership identified the following core partners representing WIOA Titles I – IV programs:

- Title I: Job Corps, YouthBuild and Migrant Seasonal Farmworkers
- Title II: Local and intermediate school districts and literacy programs
- Title III: MWA-contracted service providers
- Title IV: MI Rehabilitation Services and MI Bureau of Services for Blind Persons

During the initial planning phase, core partners were sent e-mails asking them to identify available data to help understand the nature and special needs of populations served, and to provide input on the strengths and weaknesses of workforce development activities and the region’s capacity to provide their respective populations with workforce services. The survey questions and responses can be found in the Part II: Workforce Development Activities section.

When the draft regional plan was made available for public comment, core partners were notified and encouraged to make comments on their organizations’ behalf. During the initial public comment phase, no formal comments were made. Core partners who have representatives on WDBs did have an opportunity to review and give input on both the original plan and mid-cycle modification. Several WDB members made comments during the initial review process, many of which have been incorporated into this Mid-Cycle Modification. As described above, core partners were involved in the WDB’s strategic planning process, participating in focus groups, surveys, individual interviews, and through their participation on the WDB board and its committees. Finally, this Mid-Cycle Modification was made available for public comment and all comments received are addressed in the public comment section at the end of this plan.

Employment Needs

The knowledge and skills necessary to meet the employment needs of the employers in the region, including employment needs in in-demand industry sectors and occupations.

Existing In-Demand Occupations

These are occupations that are showing high real-time demand today, are projected to continue to grow in the short run (through 2020), and offer a relatively high wage (+\$17.62 per hour).

Figure 1: WIOA Planning Region 9's Top 12 Existing/Currently In-Demand Occupations

| SOC | Description | Postings Q2 2017 | 2018 Jobs | 2020 Jobs | 2018 - 2020 Change | Annual Openings | Median Hourly Earnings | Typical Entry Level Education |
|---------|---|------------------|-----------|-----------|--------------------|-----------------|------------------------|-----------------------------------|
| 29-1141 | Registered Nurses | 903 | 10,130 | 10,535 | 405 | 677 | \$33.66 | Bachelor's degree |
| 15-1132 | Software Developers, Applications | 293 | 1,692 | 1,785 | 93 | 147 | \$42.13 | Bachelor's degree |
| 11-9111 | Medical and Health Services Managers | 177 | 1,548 | 1,579 | 31 | 133 | \$42.37 | Bachelor's degree |
| 53-3032 | Heavy and Tractor-Trailer Truck Drivers | 364 | 2,981 | 3,043 | 63 | 355 | \$19.08 | Postsecondary nondegree award |
| 49-9071 | Maintenance and Repair Workers, General | 244 | 4,552 | 4,687 | 135 | 504 | \$18.37 | High school diploma or equivalent |
| 15-1121 | Computer Systems Analysts | 144 | 1,326 | 1,400 | 74 | 115 | \$41.59 | Bachelor's degree |
| 43-1011 | First-Line Supervisors of Office and Administrative Support Workers | 179 | 2,296 | 2,378 | 82 | 257 | \$25.65 | High school diploma or equivalent |
| 15-1199 | Computer Occupations, All Other | 205 | 884 | 909 | 24 | 71 | \$39.44 | Bachelor's degree |
| 15-1151 | Computer User Support Specialists | 173 | 2,571 | 2,661 | 90 | 231 | \$21.71 | Some college, no degree |
| 17-2141 | Mechanical Engineers | 145 | 2,630 | 2,684 | 53 | 210 | \$39.95 | Bachelor's degree |
| 41-1011 | First-Line Supervisors of Retail Sales Workers | 326 | 2,493 | 2,516 | 23 | 276 | \$18.42 | High school diploma or equivalent |
| 15-1134 | Web Developers | 152 | 348 | 373 | 25 | 35 | \$30.10 | Associate's degree |

Source: Bureau of Labor Statistics, Economic Modeling Specialists, Intl (EMSI), HWOL™

- These are occupations that display a high level of real-time job postings online, are projected to grow in the short-term (through 2020), and pay a wage above the median wage in Michigan (\$17.62).
- A majority of the current most in-demand occupations in Region 9 require advanced levels of education. Half of these occupations require a bachelor's degree or higher. The hourly pay range is between \$18.37 for Maintenance and Repair Workers, General to \$42.37 for Medical and Health Service Managers (Figure 1).

Emerging In-Demand Occupations

Figure 2 presents occupations that are projected to record solid job expansion over the longer term (until 2028); along with high annual job openings and an above average wage (Figure 2).

Figure 2: WIOA Region 9's Top 25 Emerging/Future In-Demand Occupations

| SOC | Description | 2018 Jobs | 2028 Jobs | 2018 - 2028 % Change | Annual Openings | Median Hourly Earnings | Typical Entry Level Education |
|---------|--|-----------|-----------|----------------------|-----------------|------------------------|-----------------------------------|
| 25-1099 | Postsecondary Teachers | 14,851 | 17,057 | 15.0% | 1,429 | \$40.63 | Doctoral or professional degree |
| 15-1132 | Software Developers, Applications | 1,687 | 1,980 | 17.0% | 146 | \$42.13 | Bachelor's degree |
| 15-1121 | Computer Systems Analysts | 1,323 | 1,573 | 19.0% | 117 | \$41.59 | Bachelor's degree |
| 29-1123 | Physical Therapists | 730 | 932 | 28.0% | 54 | \$40.49 | Doctoral or professional degree |
| 29-1141 | Registered Nurses | 10,118 | 11,401 | 13.0% | 669 | \$33.66 | Bachelor's degree |
| 13-1161 | Market Research Analysts and Marketing Specialists | 1,646 | 1,937 | 18.0% | 200 | \$29.15 | Bachelor's degree |
| 41-4012 | Sales Representatives, Wholesale and Manufacturing, Except Technical and Scientific Products | 3,541 | 4,054 | 14.0% | 433 | \$29.44 | Bachelor's degree |
| 11-9033 | Education Administrators, Postsecondary | 1,115 | 1,262 | 13.0% | 104 | \$56.08 | Master's degree |
| 29-1171 | Nurse Practitioners | 490 | 597 | 22.0% | 37 | \$49.78 | Master's degree |
| 13-1111 | Management Analysts | 1,913 | 2,171 | 13.0% | 198 | \$35.31 | Bachelor's degree |
| 11-1021 | General and Operations Managers | 4,549 | 4,971 | 9.0% | 425 | \$47.80 | Bachelor's degree |
| 11-3021 | Computer and Information Systems Managers | 1,025 | 1,145 | 12.0% | 91 | \$58.73 | Bachelor's degree |
| 29-1069 | Physicians and Surgeons, All Other | 1,243 | 1,395 | 12.0% | 51 | \$93.53 | Doctoral or professional degree |
| 13-2052 | Personal Financial Advisors | 309 | 394 | 28.0% | 35 | \$34.73 | Bachelor's degree |
| 49-9051 | Electrical Power-Line Installers and Repairers | 568 | 652 | 15.0% | 57 | \$36.64 | High school diploma or equivalent |
| 29-2061 | Licensed Practical and Licensed Vocational Nurses | 1,262 | 1,495 | 18.0% | 120 | \$23.64 | Postsecondary nondegree award |
| 13-2011 | Accountants and Auditors | 2,579 | 2,849 | 10.0% | 264 | \$30.56 | Bachelor's degree |
| 15-1134 | Web Developers | 341 | 426 | 25.0% | 35 | \$30.14 | Associate's degree |
| 29-1071 | Physician Assistants | 428 | 495 | 16.0% | 31 | \$50.17 | Master's degree |
| 49-9041 | Industrial Machinery Mechanics | 1,166 | 1,360 | 17.0% | 127 | \$23.76 | High school diploma or equivalent |
| 31-2021 | Physical Therapist Assistants | 346 | 448 | 29.0% | 57 | \$24.00 | Associate's degree |
| 15-2031 | Operations Research Analysts | 243 | 306 | 26.0% | 22 | \$42.89 | Bachelor's degree |
| 13-1199 | Business Operations Specialists, All Other | 2,934 | 3,232 | 10.0% | 306 | \$30.34 | Bachelor's degree |
| 53-2012 | Commercial Pilots | 426 | 491 | 15.0% | 49 | \$38.58 | High school diploma or equivalent |
| 43-1011 | First-Line Supervisors of Office and Administrative Support Workers | 2,249 | 2,526 | 12.0% | 260 | \$25.63 | High school diploma or equivalent |

Source: Economic Modeling Specialists, Intl (EMSI)

- The criteria used were a combination of positive projected growth (numeric and percent), numerous annual openings, and an above-average hourly median wage.
- Most of the future in-demand occupations in Region 9 require education or training of a bachelor's or greater. Seven occupations require education ranging from a high school diploma to an associate's degree or equivalent.

In-Demand Middle Skills Occupations

- Figure 3 represents occupations that show high real-time demand, provide a “livable” wage, and require training or education beyond high school but less than a bachelor’s. While the top current in-demand occupations generally require a bachelor’s or higher education, many Region 9 MWA customers seek shorter-term education or training to find work. Figure 3 provides a snapshot of the middle skills occupations growing in Region 9.

Figure 3: Region 9’s Top 25 Currently In-Demand Middle Skills Occupations

| SOC | Description | 2018 Jobs | 2028 Jobs | 2018 - 2028 Change | 2018 - 2028 % Change | Annual Openings | Median Hourly Earnings | Typical Entry Level Education |
|---------|--|-----------|-----------|--------------------|----------------------|-----------------|------------------------|-----------------------------------|
| 41-4012 | Sales Representatives, Wholesale and Manufacturing, Except Technical and Scientific Products | 3,541 | 4,054 | 513 | 14% | 433 | \$29.44 | High school diploma or equivalent |
| 15-1134 | Web Developers | 341 | 426 | 85 | 25% | 35 | \$30.14 | Associate's degree |
| 31-2021 | Physical Therapist Assistants | 346 | 448 | 102 | 29% | 57 | \$24.00 | Associate's degree |
| 29-2061 | Licensed Practical and Licensed Vocational Nurses | 1,262 | 1,495 | 233 | 18% | 120 | \$23.64 | Postsecondary nondegree award |
| 43-1011 | First-Line Supervisors of Office and Administrative Support Workers | 2,249 | 2,526 | 277 | 12% | 260 | \$25.63 | High school diploma or equivalent |
| 41-3099 | Sales Representatives, Services, All Other | 1,686 | 1,876 | 190 | 11% | 230 | \$27.64 | High school diploma or equivalent |
| 33-3051 | Police and Sheriff's Patrol Officers | 1,024 | 1,128 | 104 | 10% | 78 | \$28.11 | High school diploma or equivalent |
| 15-1152 | Computer Network Support Specialists | 373 | 422 | 49 | 13% | 34 | \$29.36 | Associate's degree |
| 11-9141 | Property, Real Estate, and Community Association Managers | 492 | 549 | 57 | 12% | 45 | \$28.44 | High school diploma or equivalent |
| 41-1012 | First-Line Supervisors of Non-Retail Sales Workers | 445 | 487 | 42 | 9% | 46 | \$31.56 | High school diploma or equivalent |
| 29-2032 | Diagnostic Medical Sonographers | 216 | 257 | 41 | 19% | 16 | \$29.26 | Associate's degree |
| 29-2071 | Medical Records and Health Information Technicians | 530 | 602 | 72 | 14% | 41 | \$23.12 | Postsecondary nondegree award |
| 29-1126 | Respiratory Therapists | 359 | 421 | 62 | 17% | 24 | \$26.14 | Associate's degree |
| 19-4091 | Environmental Science and Protection Technicians, Including Health | 89 | 110 | 21 | 24% | 14 | \$30.38 | Associate's degree |
| 29-2021 | Dental Hygienists | 806 | 861 | 55 | 7% | 55 | \$30.91 | Associate's degree |
| 15-1151 | Computer User Support Specialists | 1,882 | 2,078 | 196 | 10% | 163 | \$21.71 | Some college, no degree |
| 31-2011 | Occupational Therapy Assistants | 104 | 140 | 36 | 35% | 19 | \$25.61 | Associate's degree |
| 19-4031 | Chemical Technicians | 254 | 307 | 53 | 21% | 31 | \$20.13 | Associate's degree |
| 11-9051 | Food Service Managers | 428 | 466 | 38 | 9% | 51 | \$27.70 | High school diploma or equivalent |
| 49-3011 | Aircraft Mechanics and Service Technicians | 438 | 482 | 44 | 10% | 39 | \$24.31 | Postsecondary nondegree award |
| 29-2031 | Cardiovascular Technologists and Technicians | 278 | 312 | 34 | 12% | 19 | \$27.78 | Associate's degree |
| 17-3023 | Electrical and Electronics Engineering Technicians | 205 | 232 | 27 | 13% | 21 | \$26.90 | Associate's degree |
| 29-1124 | Radiation Therapists | 66 | 78 | 12 | 18% | 5 | \$43.36 | Associate's degree |
| 51-4012 | Computer Numerically Controlled Machine Tool Programmers, Metal and Plastic | 208 | 238 | 30 | 14% | 25 | \$23.63 | Postsecondary nondegree award |
| 29-2099 | Health Technologists and Technicians, All Other | 378 | 419 | 41 | 11% | 29 | \$23.07 | Postsecondary nondegree award |

Source: Economic Modeling Specialists, Intl (EMSI)

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

Knowledge, Skills, and Abilities Needed in Industries and Occupations In-Demand

- A close look at the Region 9 existing and emerging high-demand, high-wage occupations reveals that these positions are concentrated in a handful of categories including: Healthcare Practitioners and Technicians, Information Technology, Installation, Maintenance, and Repair, Businesses and Financial, and Management occupations. It is critical to understand what knowledge, skills, and abilities and what tools and technologies and certifications (if available) are expected of successful job candidates in these occupations.
- These occupations all require a solid foundation in basic skills, such as reading, communication, math, and cognitive abilities that influence the acquisition and application of knowledge in problem solving. Most require active learning and critical thinking skills. In addition, these occupations require workers to possess technical skills and knowledge related to their specific occupational discipline and to master certain tools and technologies and even achieve particular certifications.

Healthcare Practitioner and Technician Occupations

Knowledge, Skills, and Abilities

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

| Knowledge | Skills | Abilities |
|-------------------------------|-----------------------|---------------------|
| Medicine and Dentistry | Active Listening | Problem Sensitivity |
| Biology | Reading Comprehension | Oral Comprehension |
| Customer and Personal Service | Speaking | Oral Expression |
| English Language | Critical Thinking | Deductive Reasoning |
| Psychology | Monitoring | Inductive Reasoning |

Tools, Technologies, and Certifications

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

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

Tools and Technologies

Quality Assurance
 Patient Electronic Medical Records
 Microsoft Office
 Time Management
 Quality Control

Certifications

Basic Life Support
 Certification in Cardiopulmonary Resuscitation
 Advanced Cardiac Life Support
 Pediatric Advanced Life Support
 Nurse Administration

Information Technology Occupations

Knowledge, Skills, and Abilities

- These positions require an important mix of technical, business, and problem-solving skills. Information technology jobs require knowledge of circuit boards, processors, chips, electronic equipment, and computer hardware and software, including applications and programming. Design and systems analysis skills are also vital.
- Abilities for these occupations are typically related to computer usage and programming. For example, job seekers should have the ability for mathematical reasoning, number facility, and deductive reasoning.

Knowledge

Computer and Electronics
 Customer and Personal Service
 Mathematics
 English Language
 Design

Skills

Active Learning
 Reading Comprehension
 Complex Problem Solving
 Critical Thinking
 Troubleshooting

Abilities

Mathematical Reasoning
 Number Facility
 Oral Comprehension
 Problem Sensitivity
 Deductive Reasoning

Tools, Technologies, and Certifications

- Computer occupations have a number of technologies associated with them. Depending on the occupation, individuals employed in these occupations will need to know everything from traditional software packages to advanced computer programming languages, like Structured Query Language (SQL), Java, and Linux.
- Similarly, there are numerous certifications associated with computer occupations. Often, certifications are specific to some software package or technology, like the Cisco Network Associate certification. In other instances, certifications are more general, like Project Management Professional. These and other certifications for Information Technology occupations are listed below.

Tools and Technologies

Structured Query Language (SQL)
 Project Management
 Software Development
 Oracle Java
 Other Programming Languages

Certifications

Web Services
 Top Secret Sensitive Compartmented Information
 Project Management Professional (PMP)
 Certified Information Systems
 Cisco Network Associate (CCNA)

Installation, Maintenance, and Repair Occupations*Knowledge, Skills, and Abilities*

- Occupations found in this category will require workers to possess skills such as repairing, critical thinking, and troubleshooting. These workers must also be able to maintain cooperative relationships with customers and also possess knowledge about specialized sectors like telecommunications and general public safety and security laws.

Knowledge

Mechanical
 Telecommunications
 Customer and Personal Service
 Public Safety and Security
 English Language

Skills

Repairing
 Critical Thinking
 Operation Monitoring
 Troubleshooting
 Equipment Maintenance

Abilities

Near Vision
 Manual/Finger Dexterity
 Problem Sensitivity
 Arm-Hand Steadiness
 Deductive Reasoning

*Tools and Technologies***Tools and Technologies**

Levels
 Blow Torch
 Specialty Wrenches/Screwdrivers
 Drill Press or Radial Drill
 CAM Software

Business and Financial Occupations*Knowledge, Skills, and Abilities*

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

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

Tools, Technologies, and Certifications

- Most of the occupations in this category will need to use office productivity software like Microsoft Office for documents, spreadsheets, publications, and database administration.
- In addition to productivity software, many tools and technologies for business and financial occupations involve risk management and even technical proficiencies like Generally Accepted Accounting Principles.
- A large number of certifications in this area are occupation specific, like Certified Public Accountant (CPA) and Series 7, which allow an individual to practice their trade in conformity with state and federal licensure requirements.

Tools and Technologies

Microsoft Office
 Business Development
 Risk Management
 Project Management
 Generally Accepted Accounting Principles

Certifications

Certified Public Accountant (CPA)
 Financial Industry Regulatory Authority (FIRA)
 Certified Internal Auditor (CIA)
 General Securities Representative Exam (Series 7)
 Chartered Financial Analyst (CFA)

Management and Supervisory Occupations

Knowledge, Skills, and Abilities

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

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

Tools and Technologies

Tools and Technologies

Spreadsheet Software

Personal Computers

Electronic Mail Software

Word Processing Software

Notebook Computers

Education and Training Alignment with Industries and Occupations

Information regarding the employment needs of employers, including how education and training align with targeted industries and occupations.

A close look at the Region 9 existing and emerging high-demand, high-wage occupations reveals that these positions are concentrated in a handful of categories including Healthcare Practitioners and Technicians, Information Technology, Installation, Maintenance, and Repair, and Management occupations. Moreover, half of the top 12 existing in-demand, high-wage occupations in the region and an even greater proportion of emerging occupations require a bachelor's degree as a minimal level of education. Figure 4 shows the number of programs available in Region 9 for each of the top 12 existing in-demand occupations.

The education and training availability was found via both the Michigan Training Connect portal on the Pure Michigan Talent Connect website and the Integrated Postsecondary Education Data Systems (IPEDS).

Note: The data in Figure 4 does not necessarily encompass all of the education and training opportunities for each occupation in Region 9. Rather, it provides a snapshot based on the data available within the Michigan Training Connect portal and IPEDS.

Figure 4: Education Opportunities for the Top 12 Existing In-Demand Occupations in Region 9

| SOC | Description | Postings Q2 2017 | 2018 Jobs | 2020 Jobs | 2018 - 2020 % Change | Annual Openings | Median Hourly Earnings | Typical Entry Level Education | Programs Available |
|---------|---|------------------|-----------|-----------|----------------------|-----------------|------------------------|-----------------------------------|---|
| 29-1141 | Registered Nurses | 903 | 10,130 | 10,535 | 4.0% | 677 | \$33.66 | Bachelor's degree | 4 Associate's 8 Bachelor's 3 Certificates 11 Master's |
| 15-1132 | Software Developers, Applications | 293 | 1,692 | 1,785 | 5.5% | 147 | \$42.13 | Bachelor's degree | 9 Associate's 10 Bachelor's 10 Certificates 5 Master's 2 Doctorates |
| 11-9111 | Medical and Health Services Managers | 177 | 1,548 | 1,579 | 2.0% | 133 | \$42.37 | Bachelor's degree | 1 Associate's 8 Bachelor's 3 Certificates 7 Master's 1 Doctorate |
| 53-3032 | Heavy and Tractor-Trailer Truck Drivers | 364 | 2,981 | 3,043 | 2.1% | 355 | \$19.08 | Postsecondary nondegree award | 10 Certificates |
| 49-9071 | Maintenance and Repair Workers, General | 244 | 4,552 | 4,687 | 3.0% | 504 | \$18.37 | High school diploma or equivalent | 3 Certificates |
| 15-1121 | Computer Systems Analysts | 144 | 1,326 | 1,400 | 5.6% | 115 | \$41.59 | Bachelor's degree | 11 Associate's 5 Bachelor's 9 Certificates 1 Master's |
| 43-1011 | First-Line Supervisors of Office and Administrative Support Workers | 179 | 2,296 | 2,378 | 3.6% | 257 | \$25.65 | High school diploma or equivalent | 2 Associate's 1 Certificate 3 Bachelor's |
| 15-1199 | Computer Occupations, All Other | 205 | 884 | 909 | 2.7% | 71 | \$39.44 | Bachelor's degree | 6 Associate's 11 Bachelor's 3 Certificates 8 Master's 2 Doctorates |
| 15-1151 | Computer User Support Specialists | 173 | 2,571 | 2,661 | 3.5% | 231 | \$21.71 | Some college, no degree | 12 Associate's 13 Certificates 9 Bachelor's 2 Master's |
| 17-2141 | Mechanical Engineers | 145 | 2,630 | 2,684 | 2.0% | 210 | \$39.95 | Bachelor's degree | 1 Bachelor's 1 Master's 1 Doctorate |
| 41-1011 | First-Line Supervisors of Retail Sales Workers | 326 | 2,493 | 2,516 | 0.9% | 276 | \$18.42 | High school diploma or equivalent | 2 Associate's 6 Certificates 2 Bachelor's 1 Master's |
| 15-1134 | Web Developers | 152 | 348 | 373 | 7.2% | 35 | \$30.10 | Associate's degree | 23 Associate's 21 Certificates 15 Bachelor's 4 Master's 1 Doctorate |

Source: Bureau of Labor Statistics, Economic Modeling Specialists, Intl (EMSI), HWOL™

- All of the top existing in-demand occupations in Region 9 have some form of education or training available in the region.
- Many top Region 9 programs have training options well beyond the typical entry level education, suggesting a competitive job market.
- Overall, Region 9's education and training program availability is strong with a number of colleges and universities in the area.

Workforce Analysis

An analysis of the current workforce in the region, including employment/ unemployment data, labor market trends, and the educational and skill levels of the workforce, including individuals with barriers to employment.

WIOA Planning Region 9 does not have uniform educational attainment levels across its diverse counties. Washtenaw county has the highest rate of educational attainment with 53.2% of the adult population holding a bachelor’s degree or higher. This is nearly twice the state average of 27.4%. Livingston is also a well-educated county relative to the state, with 34.0% of residents holding a bachelor’s or higher. All other counties in WIOA Planning Region 9 are below the state average by at least seven percentage points.

Figure 5: Educational Attainment

| | Hillsdale County | Jackson County | Lenawee County | Livingston County | Washtenaw County | State of Michigan |
|---|------------------|----------------|----------------|-------------------|------------------|-------------------|
| Population 25 years and over | 31,222 | 109,502 | 67,537 | 127,944 | 221,550 | 6,682,881 |
| High school graduate or higher, number of persons, age 25 years+ | 27,182 | 98,297 | 61,139 | 121,691 | 209,773 | 6,006,414 |
| High school graduate or higher, percent of persons, age 25 years+ | 87.1% | 89.8% | 90.5% | 95.1% | 94.7% | 89.9% |
| Bachelor's degree or higher, number of persons, age 25 years+ | 5,206 | 22,542 | 13,462 | 43,504 | 117,944 | 1,831,798 |
| Bachelor's degree or higher, percent of persons, age 25 years+ | 16.7% | 20.6% | 19.9% | 34.0% | 53.2% | 27.4% |

Source: 2012-2016 ACS Five-Year Estimates

Labor force participation rate estimates show that Washtenaw and Livingston counties have the highest labor force participation rates in the region, several percentage points higher than the state average of 61.2 percent. The remaining counties, Lenawee, Hillsdale, and Jackson, have participation rates below 60 percent. Figure 5 displays these values.

Figure 6: Labor Force Participation Rates

| | Hillsdale County | Jackson County | Lenawee County | Livingston County | Washtenaw County | State of Michigan |
|--|------------------|----------------|----------------|-------------------|------------------|-------------------|
| Total Population 16 years + | 36,960 | 128,501 | 79,830 | 148,977 | 296,674 | 7,953,581 |
| In civilian labor force, age 16 years+ | 20,766 | 72,345 | 46,747 | 98,594 | 192,214 | 4,862,651 |
| In civilian labor force, percent of population age 16 years+ | 56.2% | 56.3% | 58.6% | 66.2% | 64.8% | 61.1% |

Source: 2012-2016 ACS Five-Year Estimates

13.5% of the unemployed in WIOA Planning Region 9 are long-term unemployed. Of the communities in WIOA Planning Region 9, Washtenaw, Livingston, and Jackson have the largest population of the region’s long-term unemployed.

Figure 7: Long-Term Unemployment (2015 – 2017)
WIOA Planning Region 9

| Geography | 2015 Total Unemployment | 2015 > 26 Weeks Unemployed | 2015 % of Total Unemployed | 2017 Total Unemployment | 2017 > 26 Weeks Unemployed | 2017 % of Total Unemployed |
|-------------------------------|-------------------------|----------------------------|----------------------------|-------------------------|----------------------------|----------------------------|
| WIOA Planning Region 9 | 18,790 | 4,181 | 22.3% | 17,163 | 2,314 | 13.5% |
| Hillsdale County | 1,101 | 277 | 25.2% | 1,044 | 178 | 17.0% |
| Jackson County | 3,857 | 1,136 | 29.5% | 3,515 | 636 | 18.1% |
| Lenawee County | 2,375 | 620 | 26.1% | 2,274 | 304 | 13.4% |
| Livingston County | 4,469 | 999 | 22.4% | 3,362 | 563 | 16.7% |
| Washtenaw County | 6,988 | 1,149 | 16.4% | 6,968 | 633 | 9.1% |
| State of Michigan | 257,787 | 74,300 | 28.8% | 226,543 | 45,100 | 19.9% |

Source: DTMB, Bureau of Labor Market Information and Strategic Initiatives, Local Area Unemployment Statistics (LAUS)

The unemployment rate for youth in WIOA Planning Region 9 is significantly larger than the overall unemployment rate in WIOA Planning Region 9, and sharply decreases for older individuals. Altogether, WIOA Planning Region 9 was among the region’s lowest unemployment rates during this time period. Figure 8 displays this data.

Figure 8: Civilian Labor Force by Demographic Group - 2016
WIOA Planning Region 9

| Demographic Group | Civilian Labor Force | Total Employment | Total Unemployment | Unemployment Rate |
|---|----------------------|------------------|--------------------|-------------------|
| Total Population 16+ | 430,666 | 401,730 | 28,936 | 6.7% |
| Sex | | | | |
| Male 16+ | 227,747 | 211,788 | 15,959 | 7.0% |
| 16-19 | 11,218 | 8,415 | 2,803 | 25.0% |
| 20-24 | 27,090 | 23,903 | 3,187 | 11.8% |
| 25-54 | 140,771 | 132,989 | 7,782 | 5.5% |
| 55-64 | 37,238 | 35,671 | 1,567 | 4.2% |
| 65 Plus | 11,430 | 10,810 | 620 | 5.4% |
| Female 16+ | 202,919 | 189,942 | 12,977 | 6.4% |
| 16-19 | 11,777 | 9,426 | 2,351 | 20.0% |
| 20-24 | 26,636 | 24,369 | 2,267 | 8.5% |
| 25-54 | 122,172 | 115,375 | 6,797 | 5.6% |
| 55-64 | 34,324 | 33,102 | 1,222 | 3.6% |
| 65 Plus | 8,010 | 7,670 | 340 | 4.2% |
| Race | | | | |
| White | 372,809 | 350,327 | 22,549 | 6.0% |
| Black / African American | 27,727 | 23,762 | 3,887 | 14.0% |
| Native American | 1,233 | 1128 | 105 | 8.5% |
| Asian | 16,825 | 16003 | 829 | 4.9% |
| Native Hawaiian / Pacific Islander | 172,954 | 148 | 25 | 14.5% |
| Some Other Race | 2,786 | 2389 | 397 | 14.3% |
| Two or More Races | 9,268 | 8088 | 1139 | 12.3% |
| Ethnicity | | | | |
| Hispanic | 15,500 | 14,031 | 1,462 | 9.4% |

Source: U.S. Bureau of the Census, 2012-2016 American Community Survey Five-Year Estimates

Figures 9 through 11 show how the labor force, employment, and unemployment have changed over recent years, and how they compare to the nation and state as a whole.

Figure 9: Labor Force Trends (2011 – 2017)

WIOA Planning Region 9

| Geography | 2011 | 2013 | 2015 | 2017 | 2011 – 2017 Numeric Change | 2011 - 2017 Percent Change |
|------------------------|-------------|-------------|-------------|-------------|----------------------------------|----------------------------------|
| WIOA Planning Region 9 | 414,957 | 419,597 | 426,375 | 437,727 | 22,770 | 5.5% |
| Hillsdale County | 20,651 | 20,580 | 21,015 | 21,084 | 433 | 2.1% |
| Jackson County | 72,614 | 72,368 | 73,006 | 74,314 | 1,700 | 2.3% |
| Lenawee County | 48,269 | 47,760 | 47,455 | 47,363 | -906 | -1.9% |
| Livingston County | 92,626 | 94,529 | 96,529 | 101,400 | 8,774 | 9.5% |
| Washtenaw County | 180,797 | 184,360 | 188,370 | 193,566 | 12,769 | 7.1% |
| State of Michigan | 4,685,000 | 4,724,000 | 4,751,000 | 4,884,000 | 199,000 | 4.2% |
| United States | 153,617,000 | 155,389,000 | 157,130,000 | 160,320,000 | 6,703,000 | 4.4% |

Source: DTMB, Bureau of Labor Market Information and Strategic Initiatives, Local Area Unemployment Statistics (LAUS)

Figure 10: Employment Trends (2011 – 2017)

WIOA Planning Region 9

| Geography | 2011 | 2013 | 2015 | 2017 | 2011 – 2017 Numeric Change | 2011 - 2017 Percent Change |
|------------------------|-------------|-------------|-------------|-------------|----------------------------------|----------------------------------|
| WIOA Planning Region 9 | 379,892 | 390,096 | 407,631 | 420,564 | 40,672 | 10.7% |
| Hillsdale County | 18,454 | 18,734 | 19,920 | 20,040 | 1,586 | 8.6% |
| Jackson County | 65,424 | 66,332 | 69,164 | 70,799 | 5,375 | 8.2% |
| Lenawee County | 43,261 | 43,986 | 45,088 | 45,089 | 1,828 | 4.2% |
| Livingston County | 84,286 | 87,521 | 92,051 | 98,038 | 13,752 | 16.3% |
| Washtenaw County | 168,467 | 173,523 | 181,408 | 186,598 | 18,131 | 10.8% |
| State of Michigan | 4,198,000 | 4,308,000 | 4,493,000 | 4,657,000 | 459,000 | 10.9% |
| United States | 139,869,000 | 143,929,000 | 148,834,000 | 153,337,000 | 13,468,000 | 9.6% |

Source: DTMB, Bureau of Labor Market Information and Strategic Initiatives, Local Area Unemployment Statistics (LAUS)

Figure 11: Unemployment Rates, Percent (2011-2017)

WIOA Planning Region 9

| Geography | 2011 | 2013 | 2015 | 2017 | 2011 - 2017 Rate Change |
|------------------------|-------|------|------|------|----------------------------|
| WIOA Planning Region 9 | 8.5% | 7.0% | 4.4% | 3.9% | -0.046 |
| Hillsdale County | 10.6% | 9.0% | 5.2% | 5.0% | -0.057 |
| Jackson County | 9.9% | 8.3% | 5.3% | 4.7% | -0.052 |
| Lenawee County | 10.4% | 7.9% | 5.0% | 4.8% | -0.056 |
| Livingston County | 9.0% | 7.4% | 4.6% | 3.3% | -0.057 |
| Washtenaw County | 6.8% | 5.9% | 3.7% | 3.6% | -0.032 |
| State of Michigan | 10.4% | 8.8% | 5.4% | 4.6% | -0.058 |
| United States | 8.9% | 7.4% | 5.3% | 4.4% | -0.045 |

Source: DTMB, Bureau of Labor Market Information and Strategic Initiatives, Local Area Unemployment Statistics (LAUS)

Workforce Development Activities

An analysis of workforce development activities in the region, including available education and training opportunities. This analysis must include the strengths and weaknesses of workforce development activities in the region and the region's capacity to provide the workforce development activities necessary to address the education and skill needs of the workforce, including individuals with barriers to employment, and the employment needs of employers in the region.

Even though the region's economy has improved significantly since the end of Great Recession, there are still many critical workforce issues within the WIOA Planning Region 9 that still need to be addressed. Based on an analysis of the data the following workforce issues and solutions continue to be top priorities.

- *Aging workers leaving the workforce and taking skilled knowledge with them:* MWSE, MWAs in Regions 6 and 10, and their partners are working together on grants to encourage more apprenticeship programs with employers. This will help younger workers learn from more experienced workers and will ensure that companies do not lose important knowledge.
- *Educational attainment not matching employer needs:* MWSE is encouraging workers and job seekers to pursue career pathways that lead to industry recognized, portable, stackable credentials so that these individuals are able to fill in-demand jobs and increase their earnings.
- *Job seekers and entry-level workers lack the employability skills necessary for successful employment:* MWSE! is collaborating with non-profits and other local partners to train job seekers in employability skills making it more likely that they gain and retain employment. MWSE staff are trained in the "Bring You're a-Game" curriculum which addresses key workforce readiness skills and is offered throughout the region.
- *Workers need to be upskilled for new technologies:* MWSE, the other MWAs in Regions 6 and 10, and their partners are continuing to engage employers and make available workforce programs and funding provided by the state and federal government that will help them upskill their current workers, increasing retention of workers and increasing wages.

Strengths and Weaknesses

To help inform this plan, core partners from Region 6, 9 and 10 were sent a questionnaire to get their input on workforce system strengths and weaknesses and the region’s capacity to provide the needed workforce development activities. Once these comments were received, a team of MWA directors and lead staff met to review their feedback and identify other strengths and weaknesses in the system.

Question 1: Identify regional strengths and weaknesses of WIOA Title I program activities (Adult, Dislocated Worker and Youth formula programs, Job Corp, YouthBuild) and the regional capacity of these program activities to address educational and skill needs of the workforce, including individuals with barriers to employment, and the employment needs of employers.

| Regional Strengths | Regional Weaknesses |
|--|---|
| <ul style="list-style-type: none"> • Title I performance goals consistently met. • Local MWAs within the region are working to be more creative with program design. • MWAs in all 3 WIOA Regions have embraced a demand driven approach. • All MWAs are funding and supporting more short-term training programs. • Community colleges are providing many high-quality learning opportunities. • MWAs in Regions 6, 9 and 10 work closely with community colleges to plan, fund, and support high demand programming. • MWAs in Regions 6, 9 and 10 are collaborating to help large employers access MI’s Skilled Trades Training Funds. • MWAs in the all 3 regions partner to provide braided funding to help move job seekers from training to employment. • The MWAs in Regions 6, 9 and 10 have formed a Business Services Network that meets to discuss best practices and | <ul style="list-style-type: none"> • The MWAs in Regions 6, 9 and 10 need additional training for front-line staff. • There is not enough capacity and funding for all Title 1 programs to be successful. • MWAs are not always able to meet the needs of individuals with barriers. • Inflexibility in programs makes it difficult to serve certain special populations. • Employer involvement is not always as strong as it needs to be. • There is a disconnect between the labor pool and employer demand. Many in-demand jobs require advanced training that workforce programs cannot fund. • Transportation issues are a consistent struggle. Many workers are not close to job opportunities and do not access to vehicles or public transportation. • The majority of current clients MWAs work with are the hardest to serve. • MWAs do not have enough funds for employability or soft skills training which are often what workers need the most. |

| Regional Strengths | Regional Weaknesses |
|---|--|
| <p>create protocols for working with employers.</p> <ul style="list-style-type: none"> • MWAs and partners from all 3 regions participate in joint training opportunities offered by SEMWAC, WIN the Michigan Works Association and the State. • MWAs augment USDOL and MiLMI data with real time and other labor information to help make sound workforce decisions. • Information is shared across all MWAs to reduce overlap with employers. • Many highly skilled job seekers are served at American Job Centers. | <ul style="list-style-type: none"> • Performance outcomes often do not measure jobs created by entrepreneurs and contract employees. • Current funding streams create unnecessary competition between MWAs and their partners. Funding requirements restrict regional sharing and partnering. • There is a perception by some that clients served by MWAs are unemployable. |

Question 2: Identify regional strengths and weaknesses of WIOA Title II program activities (Adult Education and Literacy programs), administered by DOL, and the regional capacity of these program activities to address educational and skill needs of the workforce, including individuals with barriers to employment, and the employment needs of employers.

| Regional Strengths | Regional Weaknesses |
|---|--|
| <ul style="list-style-type: none"> • ESL programming is helping many English language learners secure employment. • Many new regional partnerships and programs are getting started in this area. • The region is very connected, helping to bring partners and programs together. • Adult education partners are reaching out more to MWAs about available programming opportunities. • Employment has become the primary goal of adult education versus just earning credentials. • Many groups participate in meetings including Adult Education providers, MWAs, and Community Colleges. This results in the development of lasting partnerships and collaboration. | <ul style="list-style-type: none"> • The lack of adult education programming capacity is a prevalent issue. • There is not enough funding creating many gaps for where services are available. • Most Adult Education programs follow a traditional K-12 model and are not necessarily designed for adult learners. • Required metrics do not align with reality. • The central cities and many rural areas in each region have underperforming K-12 systems, resulting in extensive needs for many young adults. • There is a large demand for adult services, a problem that is beyond the MWAs capacity to address. |

| Regional Strengths | Regional Weaknesses |
|--|--|
| <ul style="list-style-type: none"> Program design is strong. Adult education programming follows a traditional K-12 model. They may also use other methods, like distance learning, small group instruction, and open enrollment. | <ul style="list-style-type: none"> Many schools in the region are not producing graduates with the right skills needed to sustain employment. Some Adult Education programs are not designed to meet current employer needs. |

Question 3: Identify regional strengths and weaknesses of WIOA Title III program activities (Wagner Peyser Act employment services) and the regional capacity of these program activities to address educational and skill needs of the workforce, including individuals with barriers to employment, and the employment needs of employers in the region.

| Regional Strengths | Regional Weaknesses |
|---|---|
| <ul style="list-style-type: none"> The Michigan model of fully-integrated American Job Centers is a strength. Locally provided workforce services, wrap-around services, and braided funding, help MWAs serve job seekers as best as possible given constraints. MWAs in Regions 6, 9 and 10 have created an innovative system for programming that helps provide short-term demand driven training. Examples of successful short-term employment services programs include boot camps, creative workshops, and in-house classes. Employment Services curriculum and program resources are often shared across MWAs in all three regions. Examples of shared resources include business services techniques, labor market Information and joint staff training. As WIOA Title II is implemented, Adult Ed partners are getting more actively engaged in developing regional solutions. | <ul style="list-style-type: none"> It is difficult to serve all special populations with current levels of funding and resources. Meeting the diverse needs of all customers is difficult even with information sharing and resource sharing. MWA staff does not have the capacity to be experts in serving all types of special populations. The MWAs have some expertise but must collaborate more with other organizations to better serve special populations. Many of the hardest-to-serve do not have skills needed to meet employer demand. |

Question 4: Identify regional strengths and weaknesses of WIOA Title IV program activities (Michigan Rehabilitation Services (MRS) and Bureau of Services for Blind Persons) and the regional capacity of these program activities to address educational and skill needs of the workforce, including individuals with barriers to employment, and the employment needs of employers.

| Regional Strengths | Regional Weaknesses |
|--|--|
| <ul style="list-style-type: none"> • Partnerships and braided funding are a consistent success, especially with MRS. • MRS and BSBP are meeting directly with MWA staff more often, and participating in the regions’ Business Services Network. • MRS and BSBP have been conducting training sessions for MWA frontline staff. • There is more collaboration with veteran’s organizations to make sure veterans are engaged in MWA initiatives. | <ul style="list-style-type: none"> • MRS staff are no longer co-located in all one-stop centers making partnering more difficult. • MWAs and MRS do not always collaborate enough to serve the diversity of individuals using the system. • Need to collaborate more on capacity building, Information sharing, and working with a population that is getting more difficult to serve. • MWAs have concerns about duplicating employer outreach and engagement efforts with MRS. |

Question 5: Identify any possible strategies or activities the regions could explore or engage in to build on these strengths or address weaknesses.

The MWAs in regions 6, 9 and 10 identified the following possible strategies or activities:

- MWAs and core partners should work towards common metrics across the system to ensure successful strategic partnerships.
- MWAs and core partners need to think regionally and develop better strategies about how to allocate resources to address the most critical needs of both job seekers and businesses.
- MWSE has entered into Memorandums of Understanding (MOUs) with core partners and other organizations to help will create stronger partnerships and clarify roles and responsibilities of each partner
- The MWAs have created boilerplate language for MOUs with partners to ensure more consistency with how MWAs collaborate with different groups across the region.

Important Industry Sectors in WIOA Planning Region 9

An analysis of what sectors/industries are considered mature but still important to the regional economy, current and in-demand, and which are considered emerging in the regional economy.

Figure 12 highlights the most in-demand industry sectors in WIOA Planning Region 9. In-demand is defined as those industries with the highest number of job postings, high numeric growth between now and 2020, and a high annual wage (over \$35,000, or about \$17.50 hourly). Ten of the top twelve in-demand industries in this region feature wages above this level. This average wage aligns with what is used in the regional in-demand and emerging industries in the Michigan's WIOA Unified State Plan. Many workers earn above or below this amount in every industry since there are a variety of occupations in every industry with varying wages depending on tenure and other factors. While the industry average is an important wage factor to consider, the wages paid to workers in each occupation is a more relevant metric for workforce development. See Figures 1, 2, and 3 for more detail on occupations. Also shown are the 2018 employment levels for these industries in the region.

Figure 12: WIOA Planning Region 9's Top 12 In-Demand Industries

| SOC | Description | Job Postings, Q2 2017 | 2018 Jobs | 2020 Jobs | 2018 - 2020 % Change | Annual Openings | Median Hourly Earnings |
|---------|--|-----------------------|-----------|-----------|----------------------|-----------------|------------------------|
| 29-0000 | Healthcare Practitioners and Technical Occupations | 1,761 | 29,065 | 30,034 | 3.0% | 2,024 | \$31.25 |
| 11-0000 | Management Occupations | 1,035 | 18,457 | 18,890 | 2.0% | 1,661 | \$47.19 |
| 15-0000 | Computer and Mathematical Occupations | 1,342 | 10,500 | 10,939 | 4.0% | 914 | \$36.91 |
| 13-0000 | Business and Financial Operations Occupations | 601 | 17,254 | 17,843 | 3.0% | 1,845 | \$30.23 |
| 17-0000 | Architecture and Engineering Occupations | 705 | 10,868 | 11,020 | 1.0% | 847 | \$37.70 |
| 25-0000 | Education, Training, and Library Occupations | 438 | 31,865 | 32,328 | 1.0% | 3,061 | \$27.26 |
| 43-0000 | Office and Administrative Support Occupations | 1,327 | 51,672 | 52,448 | 2.0% | 6,359 | \$16.21 |
| 53-0000 | Transportation and Material Moving Occupations | 784 | 16,801 | 17,255 | 3.0% | 2,274 | \$14.29 |
| 47-0000 | Construction and Extraction Occupations | 375 | 8,557 | 8,766 | 2.0% | 987 | \$22.83 |
| 49-0000 | Installation, Maintenance, and Repair Occupations | 595 | 12,189 | 12,520 | 3.0% | 1,312 | \$21.70 |
| 23-0000 | Legal Occupations | 28 | 1,554 | 1,576 | 1.0% | 105 | \$37.34 |
| 31-0000 | Healthcare Support Occupations | 394 | 13,672 | 14,434 | 6.0% | 1,940 | \$13.63 |

Source: EMSI; DTMB, Bureau of Labor Market Information and Strategic Initiatives, HWOL™

Figure 13 highlights the top emerging industries in WIOA Planning Region 9. Emerging industries are defined here as those with high growth (numeric and percent) expected over the next ten years, through 2028, and a high number of annual openings through 2028.

Figure 13: WIOA Planning Region 9 Top 12 Emerging Industries

| SOC | Description | 2018 Jobs | 2028 Jobs | 2018 - 2028 % Change | Annual Openings | Median Hourly Earnings |
|---------|--|-----------|-----------|----------------------|-----------------|------------------------|
| 29-0000 | Healthcare Practitioners and Technical Occupations | 29,065 | 32,201 | 11% | 1,926 | \$31.25 |
| 13-0000 | Business and Financial Operations Occupations | 17,254 | 19,094 | 11% | 1,805 | \$30.23 |
| 31-0000 | Healthcare Support Occupations | 13,672 | 16,319 | 19% | 1,954 | \$13.63 |
| 15-0000 | Computer and Mathematical Occupations | 10,500 | 11,885 | 13% | 875 | \$36.91 |
| 11-0000 | Management Occupations | 18,457 | 19,746 | 7% | 1,613 | \$47.19 |
| 25-0000 | Education, Training, and Library Occupations | 31,865 | 33,546 | 5% | 2,986 | \$27.26 |
| 39-0000 | Personal Care and Service Occupations | 13,083 | 15,027 | 15% | 2,269 | \$10.73 |
| 35-0000 | Food Preparation and Serving Related Occupations | 34,435 | 36,667 | 6% | 6,339 | \$9.40 |
| 43-0000 | Office and Administrative Support Occupations | 51,672 | 53,741 | 4% | 6,271 | \$16.21 |
| 53-0000 | Transportation and Material Moving Occupations | 16,801 | 18,172 | 8% | 2,256 | \$14.29 |
| 47-0000 | Construction and Extraction Occupations | 8,557 | 9,305 | 9% | 985 | \$22.83 |
| 49-0000 | Installation, Maintenance, and Repair Occupations | 12,189 | 13,195 | 8% | 1,282 | \$21.70 |

Source: EMSI

Geographic Factors

A discussion of geographic factors (inherent geographic advantages or disadvantages) that may impact the regional economy and the distribution of employers, population, and service providers within the region.

WIOA Planning Region 9 is a relatively large geographic area of approximately 3,300 square miles. The most recent Census estimate puts the region's population at 860,420, about 8.6 percent of the state's population. WIOA Planning Region 9 is also home to 7.5 percent of the state's business establishments and 9.0 percent of the state's employed population. The region has a greater population density than the state with an average of 259 individuals per square mile, compared to the state average of 175 individuals per square mile.

Most workers in the region commute to at least some degree. 58.5 percent of workers travel more than ten miles to their jobs each direction and 32.6 percent travel more than 25 miles each direction, according to data from the LODS survey and Census OnTheMap. This can be exacerbated because parts of the region are heavily concentrated and well connected by highways, but not all. Much of Hillsdale county, for example, is not well connected by major highways. Population density in the region ranges from 488 individuals per square mile in Washtenaw down to 78 per square mile in Hillsdale. For workers without regular access to a vehicle, traveling to work may be difficult as the region lacks a comprehensive transit system. Available jobs for individuals with lower than average education are located far from where many individuals live. According to OnTheMap data, 39.7 percent of residents in WIOA Planning Region 9 commute outside of the region for their primary job, and 12.1 percent commute more than 50 miles each direction for work.

Demographic Characteristics

The demographic characteristics of the current workforce and how the region's demographics are changing in terms of population, labor supply, and occupational demand.

WIOA Planning Region 9's geographic make-up is unique in Michigan. It is home to not only two of Michigan's wealthiest and most-educated counties (Livingston and Washtenaw) but also to some of its poorest rural areas and to urban poverty in cities like Ypsilanti and Jackson. The vast differences in the nature of poverty, racial demographics, land area, and economics represent exceptional challenges in the region for workforce development.

The fastest growing jobs and the most hiring in the region are for occupations that require post-secondary training and often a bachelor’s degree.

The region is not ethnically diverse compared to the rest of the state, other than Washtenaw County, which has a greater share of ethnic minorities than the state as a whole. Other counties in the region have a higher concentration of white residents than the state on average. Figure 14 highlights this data.

Figure 14: Population Demographics

| | Hillsdale County | Jackson County | Lenawee County | Livingston County | Washtenaw County | State of Michigan |
|--|---------------------|-------------------|-------------------|----------------------|---------------------|----------------------|
| Total Population | 46,024 | 159,483 | 98,673 | 185,841 | 358,082 | 9,909,600 |
| White | 44,692 | 139,499 | 91,338 | 179,295 | 264,906 | 7,817,827 |
| White Percent of Total | 97.1% | 87.5% | 92.6% | 96.5% | 74.0% | 78.9% |
| Black or African American | 286 | 13,659 | 2,891 | 921 | 42,970 | 1,376,446 |
| Black or African American Percent of Total | 0.6% | 8.6% | 2.9% | 0.5% | 12.0% | 13.9% |
| American Indian and Alaska Native | 142 | 741 | 443 | 449 | 1,076 | 52,891 |
| American Indian and Alaska Native Percent of Total | 0.3% | 0.5% | 0.4% | 0.2% | 0.3% | 0.5% |
| Asian | 127 | 1,135 | 264 | 1,751 | 30,582 | 276,769 |
| Asian Percent of Total | 0.3% | 0.7% | 0.3% | 0.9% | 8.5% | 2.8% |
| Native Hawaiian and Other Pacific Islander | 0 | 107 | 55 | 81 | 151 | 2,492 |
| Native Hawaiian and Other Pacific Islander, Percent of Total | 0.0% | 0.1% | 0.1% | 0.0% | 0.0% | 0.0% |
| Two or more races | 715 | 3,520 | 2,444 | 2,818 | 15,343 | 271,798 |
| Two or more races, Percent of Total | 1.6% | 2.2% | 2.5% | 1.5% | 4.3% | 2.7% |
| Hispanic or Latino, of any race* | 659 | 4,316 | 5,997 | 2,753 | 8,502 | 474,381 |
| Hispanic or Latino Percent of Total* | 1.4% | 2.7% | 6.1% | 1.5% | 2.4% | 4.8% |

Source: 2012-2016 ACS Five-Year Estimates

*Note: Hispanic and Latino is considered an ethnicity, not race, designation; individuals of any race or combination of races may also identify as Hispanic or Latino. Therefore, if this data is included in calculation, the distribution will not add to 100 percent.

WIOA Planning Region 9 is also home to 7.9 percent of the state’s veteran population, with about 2 percent of the state’s veterans each in Washtenaw, Livingston, and Jackson counties.

Figure 15: Veteran Population

| | Hillsdale County | Jackson County | Lenawee County | Livingston County | Washtenaw County | State of Michigan |
|--------------------------------|------------------|----------------|----------------|-------------------|------------------|-------------------|
| Veterans, 2012-2016 | 3,534 | 11,108 | 7,234 | 11,360 | 14,521 | 602,630 |
| Share of Veterans in the State | 0.6% | 1.8% | 1.2% | 1.9% | 2.4% | 100.0% |

Source: 2012-2016 ACS Five-Year Estimates

Much of the population in WIOA Planning Region 9 matches the state’s average age demographics. Livingston County has a modestly higher share of individuals under 18, while Hillsdale county has a larger share of those over 65. The population of those over 65 is growing in all WIOA Planning Region 9 communities.

Figure 16: Age Distribution

| | Hillsdale County | Jackson County | Lenawee County | Livingston County | Washtenaw County | State of Michigan |
|------------------------------------|------------------|----------------|----------------|-------------------|------------------|-------------------|
| Total Population | 46,024 | 159,483 | 98,673 | 185,841 | 358,082 | 9,909,600 |
| Persons under 5 years | 2,577 | 9,073 | 5,333 | 9,453 | 18,568 | 573,965 |
| Persons under 5 years, Percent | 5.6% | 5.7% | 5.4% | 5.1% | 5.2% | 5.8% |
| Persons under 18 years | 10,320 | 35,399 | 21,599 | 42,923 | 70,046 | 2,227,763 |
| Persons under 18 years, Percent | 22.4% | 22.2% | 21.9% | 23.1% | 19.6% | 22.5% |
| Persons 65 years and over | 8,095 | 25,355 | 16,495 | 27,278 | 42,876 | 1,527,698 |
| Persons 65 years and over, Percent | 17.6% | 15.9% | 16.7% | 14.7% | 12.0% | 15.4% |

Source: 2012-2016 ACS Five-Year Estimates

WIOA Planning Region 9’s counties differ dramatically from the state when looking at the foreign-born and non-English speaking population. Washtenaw County is home to many of these individuals; 11.7 percent of residents were born outside the U.S., compared to a 6.4 percent average in the state. 14.6 percent of residents speak a language other than English at home, compared to 9.3 percent in the state. For the other counties in WIOA Planning Region 9, the situation is different. All four counties outside of Washtenaw have half or less than the state average rates for these metrics. However, while a large portion of the population in Washtenaw county is foreign-born and speaks a language other than English at home, only 3.1 percent of households in the region have limited English proficiency.

Figure 17: Foreign-born Population

| | Hillsdale County | Jackson County | Lenawee County | Livingston County | Washtenaw County | State of Michigan |
|---|------------------|----------------|----------------|-------------------|------------------|-------------------|
| Foreign-born persons | 434 | 2,485 | 1,797 | 5,325 | 41,751 | 632,482 |
| Foreign-born persons, percent | 0.9% | 1.6% | 1.8% | 2.9% | 11.7% | 6.4% |
| Language other than English spoken at home, number of persons, age 5 years+ | 1,680 | 4,612 | 4,118 | 5,469 | 49,686 | 865,075 |
| Language other than English spoken at home, percent of persons age 5 years+ | 3.9% | 3.1% | 4.4% | 3.1% | 14.6% | 9.3% |

Source: 2012-2016 ACS Five-Year Estimates

Figure 18: Limited English-Speaking Households

| | Hillsdale County | Jackson County | Lenawee County | Livingston County | Washtenaw County | State of Michigan |
|---|------------------|----------------|----------------|-------------------|------------------|-------------------|
| Total Households | 17,775 | 60,803 | 37,856 | 69,763 | 138,672 | 3,860,394 |
| Limited English-speaking households | 39 | 240 | 238 | 246 | 4,235 | 67,920 |
| Limited English-speaking households, percent of total | 0.2% | 0.4% | 0.6% | 0.4% | 3.1% | 1.8% |

Source: 2012-2016 ACS Five-Year Estimates

Washtenaw and Livingston counties in WIOA Planning Region 9 have a significantly lower share of working age individuals with disabilities than the state average, while others have close to the state average of 10.4 percent.

Figure 19: Disabled Population (Under 65)

| | Hillsdale County | Jackson County | Lenawee County | Livingston County | Washtenaw County | State of Michigan |
|---|------------------|----------------|----------------|-------------------|------------------|-------------------|
| Total population under age 65 years | 37,718 | 127,164 | 79,586 | 158,104 | 311,091 | 8,309,254 |
| Persons with a disability, under age 65 years | 3,830 | 14,617 | 9,066 | 11,033 | 18,214 | 862,578 |
| Persons with a disability, under age 65 years, percent of total | 10.2% | 11.5% | 11.4% | 7.0% | 5.9% | 10.4% |

Source: 2012-2016 ACS Five-Year Estimates

Figure 20 indicates that 6.9% of the state’s disabled population resides in WIOA Planning Region 9. The region is home to 8.6% of the state’s overall population. This indicates that the region has a smaller share of the state’s disabled population than would be expected based on the population.

Figure 20: Individuals with Disabilities in Michigan by County
WIOA Planning Region 9

| Geography | 2012 – 2016 Estimate | 2012 – 2016 Share of State |
|-------------------|----------------------|----------------------------|
| Hillsdale County | 6,594 | 0.5% |
| Jackson County | 23,359 | 1.7% |
| Lenawee County | 14,876 | 1.1% |
| Livingston County | 19,139 | 1.4% |
| Washtenaw County | 30,467 | 2.2% |
| State of Michigan | 1,394,263 | 100.0% |

Source: 2012-2016 ACS Five-Year Estimates

Figure 21 shows that the current disabled population in WIOA Planning Region 9 is divided between individuals of working age and over 65. In general, other demographic characteristics reflect the region’s population.

Figure 21: Individuals with Disabilities by Demographic Group – 2016
WIOA Planning Region 9

| Demographic Group | Individuals | Percent Distribution |
|-----------------------------|-------------|----------------------|
| Total Population | 94,435 | 100.0% |
| Sex | | |
| Male | 46,133 | 48.9% |
| Female | 48,302 | 51.1% |
| Age | | |
| Under 17 | 7,179 | 7.6% |
| 18-64 | 49,581 | 52.5% |
| 65 + | 37,675 | 39.9% |
| Race | | |
| White | 82,611 | 87.5% |
| Black / African American | 7,158 | 7.6% |
| Native American | 413 | 0.4% |
| Asian | 1,263 | 1.3% |
| Hawaiian / Pacific Islander | 76 | 0.1% |
| Some Other Race | 595 | 0.6% |
| Two or More Races | 2,319 | 2.5% |
| Ethnicity | | |
| Hispanic | 2,681 | 2.8% |

Source: 2012-2016 ACS Five-Year Estimates

Income distribution in WIOA Planning Region 9 differs dramatically by county. Washtenaw and Livingston counties have significantly higher incomes than the state average, while other counties in the region are near or below the state average. Income levels are lowest in Hillsdale and Jackson counties.

Figure 22: Households by Income Bracket
WIOA Planning Region 9

| | Hillsdale County | Jackson County | Lenawee County | Livingston County | Washtenaw County | State of Michigan |
|--|------------------|----------------|----------------|-------------------|------------------|-------------------|
| Total Households | 17,775 | 60,803 | 37,856 | 69,763 | 138,672 | 3,860,394 |
| Households with Income of \$0-\$9,999 | 1,406 | 4,596 | 2,164 | 2,120 | 9,824 | 299,722 |
| Households with Income of \$0 - \$9,999, Percent | 7.9% | 7.6% | 5.7% | 3.0% | 7.1% | 7.8% |
| Households with Income of \$10,000 - \$14,999 | 991 | 3,171 | 2,055 | 1,689 | 5,631 | 204,099 |
| Households with Income of \$10,000 - \$14,999, Percent | 5.6% | 5.2% | 5.4% | 2.4% | 4.1% | 5.3% |
| Households with Income of \$15,000 - \$24,999 | 2,534 | 8,050 | 4,424 | 4,440 | 11,962 | 428,734 |
| Households with Income of \$15,000 - \$24,999, Percent | 14.3% | 13.2% | 11.7% | 6.4% | 8.6% | 11.1% |
| Households with Income of \$25,000 - \$34,999 | 2,127 | 6,625 | 4,401 | 4,654 | 12,474 | 414,604 |
| Households with Income of \$25,000 - \$34,999, Percent | 12.0% | 10.9% | 11.6% | 6.7% | 9.0% | 10.7% |
| Households with Income of \$35,000 - \$49,999 | 2,905 | 9,042 | 6,139 | 8,236 | 17,046 | 552,450 |
| Households with Income of \$35,000 - \$49,999, Percent | 16.3% | 14.9% | 16.2% | 11.8% | 12.3% | 14.3% |
| Households with Income of \$50,000 - \$74,999 | 3,578 | 12,227 | 7,734 | 12,684 | 22,244 | 714,153 |
| Households with Income of \$50,000 - \$74,999, Percent | 20.1% | 20.1% | 20.4% | 18.2% | 16.0% | 18.5% |
| Households with Income of \$75,000 - \$99,999 | 2,023 | 7,142 | 4,802 | 11,315 | 16,427 | 463,821 |
| Households with Income of \$75,000 - \$99,999, Percent | 11.4% | 11.7% | 12.7% | 16.2% | 11.8% | 12.0% |
| Households with Income of \$100,000 - \$149,999 | 1,477 | 6,411 | 4,449 | 14,095 | 21,743 | 471,265 |
| Households with Income of \$100,000 - \$149,999, Percent | 8.3% | 10.5% | 11.8% | 20.2% | 15.7% | 12.2% |
| Households with Income of \$150,000 - \$199,999 | 430 | 2,060 | 1,004 | 6,066 | 10,295 | 164,910 |
| Households with Income of \$150,000 - \$199,999, Percent | 2.4% | 3.4% | 2.7% | 8.7% | 7.4% | 4.3% |
| Households with Income of \$200,000+ | 304 | 1,479 | 684 | 4,464 | 11,026 | 146,636 |
| Households with Income of \$200,000+, Percent | 1.7% | 2.4% | 1.8% | 6.4% | 8.0% | 3.8% |
| | | | | | | |
| Average Household Income | \$56,422 | \$61,718 | \$62,041 | \$92,442 | \$88,161 | \$68,928 |
| Median Household Income | \$44,458 | \$47,709 | \$49,300 | \$76,764 | \$62,484 | \$50,803 |
| Per Capita Income | \$22,435 | \$24,444 | \$24,512 | \$35,156 | \$35,888 | \$27,549 |

Source: 2012-2016 ACS Five-Year Estimates

WIOA Planning Region 9 does not have a high share of residents living in poverty compared to the state, on average. In 2016, 4.9 percent of the state’s public assistance registrants lived in the region. This share is low relative to the 8.6 percent of state’s population in the region. The numbers are dropping, due to lifetime benefit limits in the State of Michigan and as many individuals exit the system. While the numbers are dropping, WIOA Planning Region 9’s workforce system is more heavily utilized by the public assistance population, creating a strain

on resources. The following figures highlight the number of individuals registered to receive assistance from the state that also have a work requirement.

Figure 23: Public Assistance Recipients in Michigan by County
WIOA Planning Region 9

| Geography | 2014 | 2017 | 2014 - 2017 Percent Change | 2017 Share of the State |
|-------------------|---------|---------|-------------------------------|----------------------------|
| Hillsdale County | 2,090 | 1,665 | -20.3% | 0.4% |
| Jackson County | 7,928 | 6,392 | -19.4% | 1.5% |
| Lenawee County | 4,848 | 3,821 | -21.2% | 0.9% |
| Livingston County | 3,684 | 2,631 | -28.6% | 0.6% |
| Washtenaw County | 10,502 | 6,582 | -37.3% | 1.5% |
| State of Michigan | 547,047 | 425,786 | -22.2% | 100.0% |

Source: Michigan Department of Health & Human Services

Figure 24 indicates that the 2017 population on public assistance in WIOA Planning Region 9 was primarily female and aged 22 to 44. This is similar to the state and other surrounding regions. Compared to the general population demographics in the region, these groups are over-represented.

Figure 24: Public Assistance Registrants – June 2017
WIOA Planning Region 9

| Demographic Group | Assistance Program Registrants | Percent of Total |
|--------------------------|---------------------------------------|-------------------------|
| Total | 21,091 | 100.0% |
| Sex | | |
| Male | 9,373 | 44.4% |
| Female | 11,718 | 55.6% |
| Age | | |
| 14-15 | 125 | 0.6% |
| 16-19 | 1,507 | 7.2% |
| 20-21 | 832 | 3.9% |
| 22-44 | 13,420 | 63.6% |
| 45-54 | 3,766 | 17.9% |
| 55-64 | 1,440 | 6.8% |
| 65+ | 1 | 0.0% |
| Race | | |
| White | 13,928 | 66.0% |
| Black / African American | 3,984 | 18.9% |
| Native American | 191 | 0.9% |
| Other | 2,009 | 9.5% |
| Ethnicity | | |
| Hispanic | 979 | 4.6% |

Source: Michigan Department of Health and Human Services

Part III: Regional Service Strategies

Provide a description of regional service strategies that have been or will be established as a result of coordinated regional analysis and delivery of services, including the use of cooperative service delivery agreements, when appropriate. Regions may consider:

- *Existing service delivery strategies that will be expanded, streamlined, or eliminated.*
- *New service strategies necessary to address regional education and training needs.*
- *Strategies to address geographic advantages.*
- *Approaches to improve services to individuals with disabilities, veterans, youth, or other hard to serve populations.*
- *Strategies to connect the unemployed with work-based learning opportunities.*
- *Strategies to integrate existing regional planning efforts among core partners.*

Michigan Works Southeast (MWSE) and the MWAs from Regions 6 and 10 often work together with each other and with partners to address regional education and training needs, develop approaches to improve services for hard-to-serve populations, and connect the unemployed with work-based learning opportunities. What follows are several examples regional collaboration:

Skilled Trades Training Funds and Incumbent Worker Training: MWAs in WIOA Planning Regions 6, 9 and 10 have been and will continue to work together to optimize implementation of the State of Michigan’s Skilled Trades Training Fund (STTF), which provides competitive awards for employer responsive training that enhances talent, productivity, and employment retention. These MWAs work together to identify and provide opportunities to employers who have locations in more than one service area, by designating one MWA to serve as the administrative agent for the grant.

MWSE has successfully partnered with economic development organizations and training institutions to develop and administer the STTF in the region. Last year the region secured 61 grants totaling more than \$2.8 million. For example, MWSE is partnering with other MWAs on several STTF multi-region industry led collaborative grants, including a robotics training program for six companies in Hillsdale and Calhoun counties, an ISO 9001 training for companies in Livingston and Ingham Counties, and an industrial design program for companies in Jackson and Van Buren Counties.

MWSE also uses federal WIOA Adult and Dislocated Worker grants to support incumbent worker training at companies that need to improve the skills of their existing workforce either to fill critical skill gaps or to avert layoffs. This funding often results in these companies creating new positions due to growth, or backfilling existing jobs due to promotions.

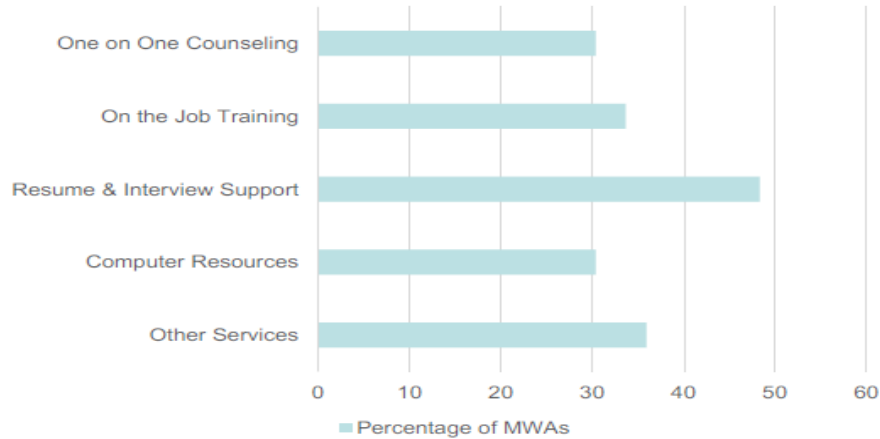
Long-Term Unemployed Outreach Initiative: In 2016, SEMCA spearheaded this initiative, which included MWSE and MWAs in Region 10. This initiative developed service strategies for identifying and engaging long-term unemployed (LTU), to help this population increase their awareness about job opportunities in high demand industries throughout Southeast Michigan, and encourage them to access services available at Michigan Works! American Jobs Centers.

The MWAs pooled funds allowing SEMCA to hire an established marketing and publications firm to create an outreach campaign that targeted the long-term unemployed. They conducted qualitative and quantitative research including a thorough review of secondary research, analysis of local and national LTU populations, development and distribution of an online survey to more than 40,000 Michigan Works! customers to assess behaviors and attitudes of current and former unemployed and underemployed individuals, visits to a dozen Michigan Works! American Jobs Centers to conduct interviews with staff and customers, and media planning/advertising research of media outlet demographics, reach and advertising costs.

Based on an analysis of this research, this firm then developed and implemented a comprehensive communications plan that included brand creation, key message/theme development, a radio and digital advertising plan, development of videos and photographs, a keyword advertising campaign (Google AdWords), a website landing page, a media relations plan, and social media tutorial workshop sessions for MWA staff. The following table summarizes some of the results achieved:

Survey of MWAs: Notable Increases in Program Requests

Percentage of MWA staff members who reported seeing an increase in clients requesting specific services (staff could choose all that apply):



For MWSE, the data from the initiative helped guide its outreach to this population. MWSE contracted with another marketing firm to develop a campaign to increase the engagement of this population with its services. A targeted social media and e-mail campaign has generated additional traffic to its American Job Centers.

MI Career Quest: On Nov. 28, 2018, more than 10,000 high school students will participate in MI Career Quest Southeast. This event is led by Oakland County Michigan Works! and Oakland County Economic Development, in conjunction with five MWAs from across Region 6, 9 and 10. It will provide students with the opportunity to experience hands-on, interactive exhibits in four growing industries - Advanced Manufacturing, Health Sciences, Information Technology and Construction. On March 1, 2018, a kick-off meeting with over 200 people took place to engage school districts, partners, and employers to encourage their participation in this event.

National Emergency Grants: MWSE jointly implemented several National Emergency Grants (NEGs), including the Jobs Driven and Strategic Planning NEGs, with SEMCA which is now in WIOA Planning Region 10. If possible, MWSE will continue to partner with other MWAs on future NEG grant opportunities.

The Amazon Project: In 2017, the SEMCA team led a collaboration with MEDC, TIA, DESC, MWSE, OCMW, MSCMW! that partnered with Amazon to coordinate local resources and facilitate recruitment for the opening of Amazon's Livonia Fulfillment Center, in an effort to meet the need of hiring over 2500 fulltime employees, plus seasonal workers for its Livonia Fulfillment Center.

Amazon utilizes a “paperless” hiring process that requires applicants to have ongoing access to a desktop or laptop computer. Recognizing that this process may create barriers for many individuals who may have low computer skills, and limited or no access to a computer and/or internet, SEMCA created Train the Trainer workshops that other regional MWA staff utilized to develop Amazon Application Assistance Sessions at their local service centers resulting in assisting over 740 individuals in southeastern Michigan.

SEMCA also developed and shared all materials including but not limited to an application Process checklist, flyers, and social media postings. These combined efforts resulted in over 14,000 applicants for Amazon. SEMCA will continue to lead this regional effort as Amazon begins recruitment for the new Romulus and Shelby township facilities, and for recruitment efforts at their newly acquired Whole Foods store locations throughout the southeast Michigan region.

Older Worker Initiative: The MWSE Workforce Board has identified the 55+ worker as a major target for additional support and is developing strategies and services to re-engage those workers who have left the labor force, and to provide assistance to those still in the labor force who are transitioning to new jobs. MWSE is partnering with the Michigan AARP Foundation to expand outreach to this population and have Memorandums of Understanding with regional SCSEP providers to coordinate and improve services.

Career and Educational Advisory Council (CEAC): In 2018, MWSE established a Career and Educational Advisory Council (CEAC) which replaced the former Talent District Career Council (CEAC). It is comprised of representatives of educational institutions, employers, and labor organizations from all five counties. The CEAC serves in an advisory capacity to MWSE’s Workforce Development Board regarding educational issues including Adult Education, Perkins, and 61b Early College funding. Strategies for PY 18-19 include:

- Identifying gaps in the regional talent infrastructure including the secondary and post-secondary education systems, other training programs
- Actively engaging with educational partners to design training programs and career preparation services which will address employer needs.
- Developing and supporting career exploration events such as Manufacturing Day, MI Career Quest, Just Build It Construction Expo, etc.
- Coordinating regional initiatives related to the governor’s Marshall Plan.

Region 9 Regional Prosperity Initiative

The Region 2 Planning Commission is leading the Region 9 Regional Prosperity Initiative (RPI), now called the Greater Ann Arbor Regional Prosperity Initiative. This consortium of public,

private, and nonprofit organizations in the six-county Prosperity Region 9 were awarded grant funds from the State of Michigan's RPI program in 2014. The purpose of the grant was to establish a prosperity vision and five-year strategy for how regional partners will work together to enhance economic prosperity in the region. The final result is a reflection of the enormous talent and passion our public, private, educational, and non-profit partners bring to the work of bettering the region every day.

The goals of the initiative are to grow and attract talent to meet industry needs and advance a high quality and diverse regional transportation system to support industry growth and community vitality. The five major areas that advance the goals of the initiative's Five-year Prosperity Strategy include:

1. Expanding and deepening the engagement of business partners in talent pipeline development;
2. Mapping and identifying regional public transportation needs and gaps;
3. Evaluating and establishing a unified voice and brand for the region;
4. Completing a feasibility study and action plan for moving toward a more structured, broad-based Regional Council;
5. Developing a communications and engagement strategy and expanding the scope and frequency of outreach efforts;

To help achieve these goals, the RPI's management team has awarded two sets of challenge grants that help implement strongly supported and timely strategies included in the five-year strategy. The first set of Challenge Grants included funding for:

- Greater Ann Arbor Region's Familiarization Tour
- Hillsdale EDP's Wage and Benefits Study
- Jackson College's Advance Manufacturing Credential
- Livingston Education Service Agency's Career Exploration Summer Experience
- Ann Arbor SPARK's Software Talent Attraction and Retention
- WIN's LinkedIn Recruiter project

These second set of Challenge Grants include funding for:

- Jonesville Community School's Student Success Program
- Lenawee Now's regional best practices for business/school partnerships conference
- Michigan Broadband Cooperative's survey of broadband availability in the region
- Livingston Career and College Access Network's implementation models for MI Bright Future and development of testimonial videos.

The Greater Ann Arbor Regional Prosperity Initiative region is soliciting proposals for a new round of grants to be awarded in the summer of 2018.

Southeast Michigan Works Agency Council (SEMWAC)

The Southeast Michigan Works Agencies Council (SEMWAC) is a regional initiative that brings together leadership and staff from all six MWAs in WIOA Planning Regions 6, 9 and 10. The directors from these MWAs meet every other month to discuss policy, coordinate staff development activities and plan, implement, and monitor regional initiatives. Together they have procured a workforce development consultant to plan and facilitate meetings, and along with WIN staff help implement many regional initiatives. SEMWAC has been in existence in one form or another for over 20 years, having leveraged millions of dollars for the greater region.

The primary goals of SEMWAC are to secure regional funding, implement regional workforce development initiatives, build stronger partnerships, and improve communication, collaboration, and consistency of service delivery throughout the larger region. Currently these MWAs are working together on regional implementation of America Promise and American Apprenticeship grants, and supporting MICareer Quest and the efforts of the Business Services Coordinating Committee. They also worked together to develop WIOA Regional Plans and Mid Cycle Modifications in all three regions that represent the true levels of cooperation and coordination throughout the greater region.

SEMWAC also convenes and supports the SEMWAC Managers Workgroup, Business Service Coordinating Committee, and Business Services Network. What follows are descriptions of these groups and some of the activities they are engaged in.

SEMWAC Managers Workgroup: This workgroup is comprised of lead administrative staff from all six MWAs in SEMWAC. The main purpose of this group is to help plan, implement and monitor many of SEMWAC's and WIN's regional initiatives. They also share best administrative and programmatic practices and help identify opportunities for collaboration.

SEMWAC Business Services Coordinating Committee: This committee includes Business Services managers and select staff from all six MWA in SEMWAC. This group has developed and helped implement strategies and guidelines for engaging employers, recruiting new talent, improving access to job ready talent and sharing job leads. In 2016, they held sessions on On-the-Job (OJT) best practices and Equal Employment Opportunity (EEO). In 2017 and 2018, the committee identified and helped convene Business Services training on consultative sales, recruitment strategies and providing human resource services. They are currently working on convening a

workshop on realities of the workforce, and are developing guidelines for engaging employers to assess and meet training, employment, and other business needs.

Business Services Network (BSN): The BSN has been bringing front line business services staff together from workforce and economic development agencies, educational institutions, and nonprofit organizations throughout the three WIOA planning regions since 2009. There are currently over 300 people registered with the BSN. Over 75 people from over 20 organizations attend each BSN meetings. At these meetings business services staff learn about current workforce development initiatives, share best practices, and engage in networking activities that foster strong working relationships. Recent topics have included promoting apprenticeships, target populations and youth employment. Meetings are planned that will focus on sharing best practices, networking and employer engagement.

Workforce Intelligence Network for Southeast Michigan (WIN)

The Workforce Intelligence Network for Southeast Michigan (WIN) is a partnership of six MWAs and ten community colleges located in WIOA Planning Regions 6, 9 and 10. The Southeast Michigan Community Alliance (SEMCA) serves as WIN's fiduciary and employer of record, and provides a variety of administrative services to WIN. WIN's goals are to:

- Provide current and actionable labor market intelligence to allow for greater regional talent system effectiveness
- Strengthen and sustain an employer-driven talent system that serves as a resource hub and connection point for regional businesses, industries, and other stakeholders
- Develop workforce solutions in collaboration with partners that support positive change in the greater southeast Michigan region

Several WIN initiatives have resulted in cooperative service agreements with all six MWAs, 10 Community Colleges and other partners in WIOA Planning Regions 6, 9 and 10. What follows are descriptions of service strategies developed and in most cases managed by WIN:

Workforce-related Data Services: WIN has an agreement with all MWAs and community colleges in Prosperity Regions 6, 9, and 10 to provide real-time data and other labor market information on a regular basis. Regional and county-based reports are produced on a quarterly basis and data support is provided for various project and grant-based initiatives. The MWAs use this information when working with job seekers and employers to provide local, real-time labor market information to promote data-driven decision making when it comes to employment, training, recruitment, and employment. Similarly, community colleges use this information to inform their curriculum and ensure enhanced marketability for their current students and

graduates upon entering the local workforce. Knowing what skills, certifications, degrees, and more are required by employers allows the MWAs and community colleges the opportunity to proactively address various industry trends and help to close local skill gaps. The data is also being utilized by economic development partners to inform businesses about the quality of southeast Michigan's talent pool, including what their qualifications and skills sets are, and how to access training for existing employees. Moving forward, WIN and its partners will continue to explore additional opportunities to utilize this valuable information to attract and retain employers and provide them with a reliable source of qualified employees.

Partnership with National Manufacturing Institutes: WIN's data and research team has been contracted to complete workforce-related research and data analysis for several national manufacturing institutes. The workforce profiles and quarterly reports done for manufacturing institutes have been shared with MWA and community college partners to ensure local readiness for a variety of technology and process-related industry changes that impact the current or future workforce. WIN has completed similar work for NextFlex (the flexible hybrid electronics institute), IACMI (the composites institute), and LIFT (the lightweighting institute).

MI Bright Future: WIN is currently facilitating the implementation of MI Bright Future, a youth-focused, work-based learning initiative. The overall goal is to build partnerships between employers and K-12 partners to provide career awareness and work-based learning opportunities for middle and high school students. MI Bright Future is a partnership of K-12, workforce development, post-secondary partners, and community organizations. MI Bright Future helps MWAs and their educational partners promote important in-demand careers, as well as career programs and initiatives that may help to get them there. MI Bright Future is a web-based platform that enables companies to choose their level of engagement with schools and students, that can be accessed from anywhere with an internet connection. MI Bright Future is currently active in schools in Wayne, Oakland, Macomb, Livingston, St. Clair, Lenawee, Jackson, Monroe, Ingham, and Muskegon counties. MI Bright Future has received state appropriations for statewide expansion and is also included in Governor Rick Snyder's Marshall Plan for Talent with a recommendation for future funding.

Learning Network Meetings: WIN's learning network is designed to provide quality data resources and tutorials to community college and MWA representatives throughout greater southeast Michigan. These professional development opportunities allow for MWAs and community colleges to share best practices related to the attraction, development, and retention of talent throughout prosperity regions 6, 9, and 10. Previous topics include apprenticeships in Michigan, how to use data to assist local job seekers and employers, how to apply the findings from WIN's labor market reports, hands-on data tutorials for various workforce-related scenarios, and more.

Advance Michigan: Center for Apprenticeship Innovation (AMCAI): WIN helped SEMCA and several community college partners secure a \$4 million grant to lead the Advance Michigan Center for Apprenticeship Innovation (AMCAI) project. This project engages organizations focused on special populations in STEM careers including organizations like the Michigan Council of Women in Technology, Detroit Area Pre-College Engineering Program, and Black Girls Code. Funds are being utilized to establish or expand apprenticeship programs responsive to the evolving technical needs in the high-demand, new age automotive and transportation sectors of the Advanced Manufacturing industry. Members from WIN's AMCAI team provide technical assistance and expertise for MWAs interested in creating and expanding registered apprenticeship opportunities for their job seekers and employers. As part of the grant deliverables, WIN created and launched a comprehensive website at miapprenticeship.org that contains apprenticeship resources including an interactive process guide and one-of-a-kind ROI calculator for employers.

America's Promise/Catalyst Grant: WIN helped the local MWA and community college partners secure a \$6 million USDOL grant to train 900 primarily unemployed and underemployed individuals in robotics and automation. Data shows that robotics and automation is among the fastest growing classifications of job growth in the region and is a top workforce priority for regional automotive companies. The goal of the grant is to help students obtain the high-demand, high skills and confidence needed to be the region's next robotics technicians. It focuses on a large variety of occupations along the robotics technician and engineering pathways and provides a great opportunity to braid and leverage WIOA funds with these additional training funds from the USDOL. Grant outcomes also include credential attainment, employment rate, and median earnings similar to WIOA performance measures.

MWSE is working with MWAs in Region 10 to develop a non-traditional apprenticeship standard for 2 occupations in the St. Joseph/Mercy Health System. Technical assistance is being provided by West Michigan Works! which developed the program for the Health System's locations in the Grand Rapids area.

Other Cooperative Service Agreements

There are many formal and informal cooperative service delivery agreements between MWAs, and between MWAs and their partners in Region 10 and across Regions 6, 9, and 10. They include agreements between MWAs for implementation of regional grants and initiatives; agreements between community colleges and MWAs for providing training and in some cases, employment services; agreements between nonprofit organizations and MWAs for providing employment and

program delivery services; and agreements between government entities and MWAs to provide administrative services. Other types of cooperative service delivery agreements include:

- MWAs serving participants from other MWAs when they walk in, or when they are referred by an MWA to take advantage of a special program or funding opportunity.
- MWA business services staff sharing job orders across MWAs, and working together on regional job fairs, employer forums, educational opportunities, and other special programs.
- MWAs and their partners developing and implementing sustainability plans that continue to serve customers after a regional grant expires.

Services to Individuals with Disabilities, Veterans, Youth, or other Hard to Serve Populations

MWSE has given special emphasis to regional collaboration around meeting the needs of special populations. This has become particularly important as job seekers from these groups continue to struggle to find sustainable employment. The MWSE Workforce Development Council has tasked its Job Seeker Services Committee with setting goals and metrics to improve outcomes for these populations, and MWSE will continue to explore opportunities for the coordination of service strategies in the following areas:

- *Out-of-School Youth:* MWSE will continue to work with local partners to design and implement targeted strategies to reach this population, remove barriers, and address needs.
- *Work Based Experience:* MWSE will continue to expand work-based learning, earn and learn opportunities such as apprenticeships, paid internships, and other paid work experience opportunities.
- *Adult Education:* MWSE will continue to build strong partnerships with Adult Education and other Title II partners, and to proactively address basic skills deficiencies, including literacy and limited English language skills.
- *Serving People with Disabilities:* MWSE will continue to work with Michigan Rehabilitation Services (MRS), the Michigan Bureau of Services for Blind Persons and other Title IV partners to expand services to people with disabilities. This includes making sure people with disabilities are identified early in the intake process, are referred appropriately to receive the support services they may need, making sure that employers are informed about the value of people with disabilities as employees, and connecting people with disabilities with employers and career opportunities.

Regional Strategies aimed at Serving Special Populations

What follows are some examples of programs and initiatives currently underway in the MWSE region that are focus on special populations.

Out-of-School Youth: MWSE operates a Jobs for Michigan Graduates (JMG) program for out-of-school youth ages 16-24. The program is part of a statewide and national movement that uses a proven model to engage high school dropouts ages 16-24. Participants complete high school or obtain a high school equivalency while learning the technical and employability skills needed for success in post-secondary education and employment.

Work-Based Experiences: MWSE's Apprenticeship Coordinator works with business and educators to expand apprenticeships and other work-based experiences in the region. We are working with the Jackson Area Manufacturers Association (JAMA) to expand services to employers in Washtenaw and Livingston Counties. Apprenticeship classes will be offered at Washtenaw Community College with JAMA holding the standards. MWSE will continue to partner with JAMA on their many initiatives in Jackson, Hillsdale, and Lenawee Counties.

MWSE's Summer 18: This program provides work-based experiences, mentoring and employability skills training to 16-24-year-olds in Washtenaw and Jackson Counties. MWSE partners with business, government, and the University of Michigan to offer summer employment experiences to at-risk youth. Employers contribute funds to cover participant wages, with other funding coming from community partners. This program will be expanded region wide in the coming years.

Adult Education: MWSE is the sole provider of WIOA Title II funded adult education programs in Hillsdale, Jackson and Lenawee Counties, and partners with programs in Washtenaw and Livingston counties. Some recent initiatives include:

- Providing assistance to Jackson College on programming in the Federal Prison in Milan;
- Formalizing remediation options to participants in post-secondary activities increasing participant success;
- Creating a seamless process for JMG participants and adult education providers;
- Participating in the 107 special Pilot Project for Adult Education CTE programming in Lenawee county;
- Participating in Regional Career promotion activities for K-12 education;
- Providing soft skill training to numerous secondary programs creating Career Portfolios that have become recognizable documents for youth applying for entry level positions;

- Implementing career assessment tools to identify career aptitude and interest which has become part of the counseling practice within adult education programming;
- Promoting greater cooperation of workforce development with adult education providers thus assisting in facilitating career development with participants;
- Sharing marketing with regional adult education and workforce development entities providing greater cohesion in respective services;
- Increasing participation with MRS and other partner agencies throughout the region;
- Increasing visibility of adult education and workforce development partnerships throughout the region promoting the interdependency of each entity.

Serving Individuals with Disabilities: MWSE has established a written referral system with its local MRS representative to provide information regarding customer needs and a process for follow-up and feedback. MWSE is exploring a partnership to offer a CNA training program for MRS customers based on a successful model in southwest Michigan. MWSE is reviewing the accessibility of all of our services and American Job Centers to ensure that individuals with disabilities can fully participate in our services and programs.

Returning Citizens: MWSE has developed partnerships with courts, probation and parole offices, law enforcement and community partners to expand outreach and services to returning citizens. Staff have regular office hours at county probation and parole offices to provide career coaching and information about our services and programs. MWSE staff also regularly meets with inmates at two county jails, two state prisons, and one federal prison in our region.

MWSE has developed partnerships with the Washtenaw County Friend of the Court to expand services to non-custodial parents who are in arrears on child support. MWSE is beginning a pilot program with DHHS and the Jackson County Friend of the Court called Family Forward. Non-custodial parents referred by Friend of the Court will be offered a comprehensive array of services designed to prepare participants for careers in high wage, high demand fields.

Last year MWSE piloted a successful “Expungement Fair” in Washtenaw county. MWSE partnered with the courts, law enforcement, prosecutors, probation and parole offices and other community partners to help more than 30 individuals apply to have their criminal record expunged. The program is now being replicated in other communities in the MWSE region, and in other regions of the state.

Part IV: Sector Initiatives for In-Demand Industry Sectors and Occupations

Provide a description of plans for the development and implementation of, or the expansion of, sector initiatives for in-demand industry sectors or occupations for the region. Regions should consider:

- *Current in-demand industry sectors and occupations within the region.*
- *The status of regional collaboration in support of the sector initiatives.*
- *Current sector based partnerships within the region.*
- *Which sectors are regional priorities, based upon data-driven analysis.*
- *The extent of business involvement in current initiatives.*
- *Other public-private partnerships in the region that could support sector strategies.*

Michigan Works! Southeast along with the MWAs in WIOA Planning Regions 6 and 10 have a long history of working together to implement regional industry sector initiatives. These have included sector initiatives in Health Care, Technology, Advanced Manufacturing, and Hospitality. MWSE is currently actively involved in several multi-WIOA region sector initiatives including the Advance Michigan Defense Collaborative, the Michigan Academy for Green Mobility Alliance and IT Apprenti.

There are also many other public-private partnerships in WIOA Region 9 that support sector strategies being led by county economic development agencies and other community partners. These include the Jackson Area Manufacturing Association, and continuing efforts to partner with Consumers Energy and the Michigan Energy Workforce Development Consortium.

In addition, Community Colleges, along with other educational institutions and training organizations, utilize Employer Advisory Councils to identify and address training needs of in-demand occupations. MWSE partners with these schools by assisting with recruitment and funding training as resources allow.

All of these initiatives match current in-demand industry sectors and occupations within the region, as determined by data collected by the WIN and described in Part II of this plan. They engage employers from throughout the region, and as a result have regional workforce implications. MWSE is very active in the Region 9 providing support to these initiatives by providing important labor market information, talent recruitment and other employment services, funding for training, and in-kind staffing and service support.

What follows are descriptions of several current regional sector initiatives and the extent of partner and business involvement, a summary of other public-private efforts that support sector strategies, and plans for exploring future sector initiatives.

Jackson Area Manufacturers Association (JAMA): JAMA is a not-for-profit association of manufacturers and associate members located or doing business in Jackson county and the surrounding region. Their goal is the continued prosperity of manufacturers and the broader regional community as a whole. They focus on helping to improve the manufacturing climate of south-central Michigan as a leading provider of technology information, training, workforce and economic development support services, and issue advocacy at the local, state, and federal levels. JAMA partners with MWSE to identify apprenticeship opportunities, provide apprenticeship, certificate, and customized training in in-demand advanced manufacturing occupations.

Jackson Chamber of Commerce IT Initiative: MWSE is collaborating with the Jackson Chamber of Commerce and other partners to engage area employers to identify and address their need for IT workers. MWSE expects this will lead to additional training options, including IT registered apprenticeships.

Pinckney Community Schools Cyber Training Institute: MWSE collaborates with the Pinckney Community Schools Cyber Training Institute and other secondary and post-secondary partners to expand cyber security training for secondary students, post-secondary students, and incumbent workers to meet the growing demand for this critical skill set.

American Center for Mobility: MWSE is developing partnerships with the Washtenaw Community College and the American Center for Mobility to address workforce training needs in this emerging sector. MWSE has already targeting some STTF and incumbent worker funds to area firms in the autonomous vehicle sector.

Washtenaw County Convention and Visitors Bureau: MWSE is partnering with the Washtenaw County Convention and Visitors Bureau to build career pathways and address critical labor shortages in the region's hospitality industry. This industry is the first employer for many of the region's workers, but few people are aware of the variety of family sustaining jobs and careers available in the industry for those without a bachelor's degree. MWSE is in the process of designing solutions to address the identified needs.

Michigan Talent Pipeline Management: To better meet the specific talent needs of employers, many MWAs in the region are embracing the U.S. Chamber of Commerce Talent Pipeline Management approach that helps in-demand industry employers' work together to develop

talent pipelines for specific occupations. Once these employers identify which occupations are highest in demand, they “back map” how job seekers receive the training and services they need, and then partner with specific educational and workforce development providers to develop curricula and credentials that meet employer demand, and then streamline the process to expedite moving people into employment.

Advance Michigan Defense Collaborative: Macomb /St. Clair Michigan Works! from WIOA Region 10 is the fiscal agent for two DoD Office of Economic Adjustments grants which include three sub recipients and 19 subtasks. This initiative includes a Defense Industry Transition Center that provides services to people displaced from defense contracts. This center is co-located with an American Job Center in Macomb county and provides virtual services to qualified participants in other centers throughout the region. Other projects under this funding source include, but are not limited to: skills gap analyses for cybersecurity and for connected and automated vehicles (CAV), a CAV social network analysis, and several employer convening efforts around workforce and economic development issues.

What follows is a description of some of the grants’ activities:

- Formation of a regional Connected Life Collaborative and a strategy and implementation plan for a Connected Life Lab (internet of things [IoT]) aimed at entrepreneurship and commercialization around connected products;
- Development of two cyber range facilities and Merit Secure Sandbox testing centers;
- A university-based Detroit Regional Cyber Training Center pilot;
- A regional connectivity plan including an asset map and strengths assessment;
- Launch of several demonstrations of autonomous and connected technologies, with targeted firms receiving technical assistance and commercialization support;
- Initiatives to support capacity of the Advance Michigan Defense Collaborative, including a regional defense supply chain map;
- Participation in a national network of 13,500 members with commercialization interest and expertise, along with a regional technology transfer/innovation plan;
- Enhancement of the state’s bid targeting system (BTS) to better connect suppliers to business opportunities; economic impact analysis of the Michigan defense industry;

A defense skills-gap analysis, action plans and staffing support for the Michigan Automated Systems Collaborative and Opportunity Detroit Tech.

Michigan Alliance for Greater Mobility Advancement (MAGMA): Since 2013, WIN has convened and facilitated MAGMA, an industry sector initiative. The consortium was established in 2009 by the Workforce Development Agency, the State of Michigan, automotive manufacturing employers, and educational institutions. MAGMA's initial focus was to help update and train employees of automotive manufacturers and their suppliers in the field of electrification and "green" mobility. From 2009-2012, MAGMA managed over \$4.3 million to support training in advanced energy storage, hybrid electric battery engineering, and vehicle electrification, and MAGMA-endorsed or supported courses trained over 800 individuals. Today, MAGMA has positioned itself to assist Michigan's rapidly changing automotive industry as it moves towards connected and autonomous vehicles, cybersecurity, embedded software systems, and other emerging technologies.

As an industry-led consortium, MAGMA is administered by a governing board made up of industry, educators, the workforce development system, and state government. MAGMA industry board members include General Motors, Ford Motor Company, Fiat-Chrysler Automobiles, Nissan, Robert Bosch, BorgWarner, MAHLE, and GKN Driveline. As of late 2017, these industry partners helped identify short course training programs as a key industry need, helping to further develop individuals and teams and equip them with multi-disciplinary skills necessary for developing next generation connected vehicles and related technologies.

IT Apprenti: In an effort to expand the IT talent pool in southeast Michigan, WIN has become an official affiliate partner with Apprenti, a USDOL registered IT apprenticeship program. In addition, WIN has secured \$1.5 million in funding from the Ralph C. Wilson Foundation to cover the training costs for the first one hundred apprentices accepted into the Apprenti program. WIN will also look to obtain braided funding through local MWAs. WIN's first planned expansion will be in Washtenaw county in partnership with Ann Arbor SPARK, Michigan Works! Southeast, and Washtenaw Community College. Nationally, there are currently over two hundred apprentices going through the Apprenti program and the program has since expanded into Michigan, Oregon, Texas, Ohio, California, and Virginia.

The InnoState Project: This sector initiative ended in early 2017. SEMCA served as the fiscal agent and WIN served as the convener. MWAs in Regions 6, 9, and 10 and many of their community colleges and employers benefited from this initiative.

- InnoState was formed to supplement the region's traditional parts-making economy with a fast-growing community of firms pursuing a different business model. The project team represented regional organizations well positioned to support the initiative's development and growth, including the Detroit Regional Chamber Foundation, Michigan Manufacturing Technology Center, and the National Center for Manufacturing Sciences.

- The overall objective was for southeast Michigan to become a global destination for firms looking to develop actual products and processes that could buffer the region in economic downturns as well as adding diversity to the regions manufacturing base.
- InnoState worked with over 112 companies with a track record or strong interest in engaging in manufacturing for customers who are new product developers, and has helped connect them to product developers and modeling/optimization tool providers. Although this grant has ended, the infrastructure and training and support services developed by the project partners will continue to service this sector for years to come.

Michigan Energy Workforce Development Consortium: The Michigan Energy Workforce Development Consortium (MEWDC) is an industry-led partnership of more than 30 representatives of industry, workforce, education, and veterans that are focused on workforce issues that are crucial to Michigan’s energy industry. In 2017, MEWDC was successful at building talent pipelines for gas and electric line workers. Partnerships with Detroit Public Schools, Oakland Schools, and MWAs solidified the state’s pathways into postsecondary programs and apprenticeships. In 2018, MEWDC will focus on workforce planning, career awareness, and workforce development and education.

Michigan Works Southeast will continue to develop sector initiatives in the Advanced Manufacturing, Technology, Health Care, and Energy sectors. This will include working in collaboration with Regions 6 and 10 on its initiatives, and developing Region 9 initiatives that address the needs of industries and businesses in the region.

Part V: Administrative Cost Arrangements

Provide a description of any administrative cost arrangements that currently exist or that will be established within the region, including the pooling of funds for administrative costs, as appropriate. Regions may consider:

- *Current or proposed resource leveraging agreements.*
- *Establishing a process to evaluate cost sharing arrangements.*

Over the last decade, Michigan Works! Southeast and the MWAs in WIOA Planning Regions 6 and 10 have developed a wide variety of administrative cost sharing arrangements. Two cost-sharing arrangements that have been particularly successful are activities driven by the Southeast Michigan Works Agencies Council (SEMWAC) and the Workforce Intelligence Network (WIN). It is the intention of the MWAs in Region 10, as well as those in Regions 6 and 10, to continue to support SEMWAC and WIN activities.

As described above, SEMWAC is comprised of six MWAs from WIOA Planning Regions 6, 9, and 10. Each MWA contributes a designated amount of funds proportionate to their size as determined by their funding allocations. SEMCA serves as the fiscal agent and is responsible for administering SEMWAC activities. A workforce development consultant has been procured by SEMCA using these funds to help plan and facilitate meetings and work of related regional workforce development projects.

Some of the services provided by SEMWAC to the regions include:

- Planning and facilitation of regular meetings with MWA Directors, MWA Administrative Managers, and Business Services Managers.
- Facilitation of annual regional planning that helps determine joint goals and priorities.
- Convening the Business Services Network, which brings business service representatives together from across the SEMWAC service area to network and share best practices.
- Convening regional staff work groups that research and develop shared service strategies. Most recently, this included development of communications, business services, and customer service strategies. The Business Services Coordination Committee is currently developing strategies for identifying and meeting employer needs.
- Providing joint staff development training like On-the-Job (OJT) training, Equal Employment Opportunity training and Customer Services training for staffs from all six MWAs. Currently a session on Realities of the Workforce is under development.

WIN is comprised of six MWAs and ten Community Colleges from WIOA Planning Regions 6, 9 and 10. Each MWA and Community College contributes an equal share annually to support WIN operations and activities. SEMCA acts as the fiscal agent and is responsible for administering WIN activities. Some of the services provided by WIN to the regions include:

- Providing real-time labor market information on a regular basis to individual MWAs, WIOA Planning Regions, and the WIN service region.
- Convening conferences and writing reports including the Career Pathways Conference and Disrupters Conference, and publishing reports on Innovation and Disruption and on understanding jobs and talent in southeast Michigan.
- Providing public relations services by contracting with a public relations firm to develop and implement communications strategies, and contracting with Crain's Detroit Business and other media outlets to help write and disseminate high-level, research-based blogs and stories for publication in Crain's Detroit and other news sources.
- Researching and writing regional grant proposals and convening grant initiatives. Currently, WIN is convening and/or providing staffing for the Investing in Manufacturing Partnership (Advance Michigan), the Advance Michigan Defense Collaborative (AMDC), MAGMA, Apprenti, America's Promise (Catalyst), American Apprenticeship Initiative grant (AMCAI), and Opportunity Detroit Tech.
- Spearheading the MI Bright Future initiative aimed at introducing K-12 students to work-based training opportunities in high-demand industries and occupations.
- Convening the Learning Network designed to provide quality data resources and tutorials to community college and MWA representatives throughout greater southeast Michigan.

Memorandums of Understanding and Infrastructure Funding Agreements

Michigan Works Southeast has been actively developing MOUs and Infrastructure Funding Agreements to comply with provisions of the WIOA, the WIOA Final Regulations, federal guidance, and state policy. All American Jobs Center partner programs must contribute to the infrastructure costs and certain additional costs of the one-stop delivery system based on their proportionate use. Costs are assigned to each partner based on the number of housed in the American Job Centers and the relative benefit each partner gains by the operation of the centers.

Other Administrative Cost Arrangements

WIOA Planning Region 9 has also established administrative arrangements in a number of other areas and will continue to look for new cost sharing opportunities. Many of these initiatives are described in detail in Part III of this Regional Plan.

- *Fiscal and Employer of Record Services:* SEMCA has an arrangement with MWSE to serve as its fiscal agent and employer of record. In this capacity SEMCA is responsible for managing all fiscal matters including accounts payable, grant reporting, and payroll and benefits management. As the employer of record, SEMCA is responsible for overseeing hiring, on boarding and off boarding of staff and other human resource-related activities.
- *Joint Procurements:* MWSE and the other MWAs in Regions 6 and 10 have jointly procured services through their administrative arrangements with SEMWAC and WIN, including procurement of consultants, facilitators, project managers, publications such as Crain’s Detroit Business, and public relations firms. They have also been able to jointly negotiate pricing to bring down costs of technologies including Burning Glass job parsing technology and Salesforce contact management technology. One challenge that makes joint procurements difficult is that each MWA involved is responsible for documenting procurements and is accountable for monitoring/audits.
- *National Emergency Grant Administration:* Administrative cost-sharing arrangements were made to support the Strategic Planning NEG, which ended in 2018, and the Job Driven NEG, which ended in 2017. In both cases, one MWA was the lead agency and fiscal agent responsible for administering the funds, making sure each MWA had access to their share of the funds and reporting on outcomes. The lead agency was able to draw down administrative funds to support these administrative activities.
- *The Long-Term Unemployed Outreach Initiative:* MWSE and MWAs in Region 10 pooled funds to have SEMCA work with a public relations firm to assess the needs of long-term unemployed, and to develop and implement strategies for increasing awareness about job opportunities in high-demand industries and employment services available at Michigan Works service centers. This initiative is described in detail in Part III.
- *In-Kind Contribution Arrangements:* All of the MWAs in Region 10 make in-kind contributions to support regional initiatives, primarily by subsidizing staff time for their involvement in the initiatives described in this section and the sector initiative section. This is especially true for fiscal agents who dedicate administrative resources as well.

There are many other cost sharing agreements and informal arrangements between MWAs and their partners in the region. In Region 9 these include:

- Arrangements between MWAs to serve participants from each other’s counties.
- Agreements with Jackson College and Washtenaw Community College to provide training services to participants of MWSE and other MWAs.

- Agreements with Washtenaw Community College to provide employment services and employment service-related training.
- Agreements between MWSE and nonprofit organizations for providing employment and program delivery services.
- Arrangements with the Michigan Works! Association to provide advocacy, education, and professional development services for the MWSE and other MWAs and their respective staffs.
- Arrangements with the Veterans Services Division to house on-site Disabled Veteran Outreach Program staff to work with disabled veterans.
- Arrangements between MWSE and TIA to house on-site Migrant and Seasonal Farmworkers staff.

Part VI: Coordination of Transportation and Other Supportive Services

Provide a description of how transportation and other supportive services, as appropriate, currently are coordinated or will be coordinated within the region. Regions may consider:

- *Whether the provision of transportation or other supportive services could be enhanced, and if so, how.*
- *What organizations currently provide or could provide supportive services.*
- *Establishing a process to promote coordination of supportive services delivery.*

Regional Transportation Services

Transportation continues to be one of the greatest barriers for job seekers in WIOA Planning Region 9. MWSE has and is collaborating with many organizations throughout the region to address this critical issue. Given the current state of transportation services in the region and the lack of funding for transportation-related supportive services, there has been very little MWSE or Region 9 can do to address the immediate concerns of job seekers. There is a need that exceeds the limited transportation-related subsidies that currently go to qualified participants. Several promising regional transportation planning and development initiatives are underway, which should begin to address this need over the next four years.

The Greater Ann Arbor Regional Prosperity Initiative (RPI) Transportation Team is comprised of many regional stakeholders, including transportation planners, economic developers, businesses, community planners, and community leaders. They have been working together to identify key regional transportation issues and strategies. The group is particularly focused on identifying transportation strategies that could be better advanced through regional collaboration and that could support talent development and attraction strategies identified by the prosperity initiative talent teams. The group agrees that recommended transportation-related economic prosperity issues, goals, or strategies should meet the following guiding principles:

- Help the RPI Region maintain or expand its competitiveness within the Midwest, U.S., or global markets.
- Include non-highway or automobile infrastructure and/or programs.
- Help attract and retain young people to the region.
- Modernize existing infrastructure systems in the region.
- Have a multijurisdictional impact.
- Improve access to jobs, services, and goods.

- Be politically feasible (i.e., able to garner political support and funding).
- Minimize environmental impacts.
- Help engage the region’s business community.
- Offer an opportunity to be a model for other regions and states.

To date, the Transportation Team has conducted an extensive study of regional transportation needs called “Connecting to Opportunity”, developed several transportation goals, objectives and strategies that are included in the RPI’s Five-Year Plan.

MWSE continues to partner with county transportation authorities to access special services like Dial-A Ride in Lenawee county, and the WAVE transportation service for disabled workers being offered by the Ann Arbor Transportation Authority. MWSE also partners with the Department of Health and Human Services (DHHS) to help cover transportation costs for PATH participants and provide mileage reimbursements to MWA program participants.

The following organizations also partner with MWSE to provide transportation services:

- The Ann Arbor Area Transportation Authority provides MWSE customers that are enrolled in our programs with discounted bus transportation.
- Lenawee Transportation transports PATH participants to and from PATH activities. Lenawee Transportation provides a vehicle and funds for MWSE to hire a driver.
- The Jackson Transportation Authority provides bus transportation 6am-6pm 6 days a week. Their “Reserve a Ride” service provides 24/7 transportation for employment and training Monday- Sunday within the Jackson county borders.
- Jackson’s City Cab service provides transportation 24/7 for jobs and training.

Employers in Livingston county have partnered with the Metropolitan Transit Authority in Genesee county to develop an innovative service which transports workers who live in the Flint area to jobs in Livingston county. The program is funded through a variety of sources including Community Ventures, employer subsidies, rider fares, and grants.

Regional Supportive Services Strategies

The counties in WIOA Planning Region 9 have a wealth of organizations that provide a wide variety of supportive services, many of which work with the MWSE and their American Job Centers in the region. MWSE has entered into memorandums of understanding with many of these supportive service providers to clarify referral processes and delineate the types of services

which can be offered to qualified participants. MWSE also collaborates with DHHS and other state and local agencies to provide needed supportive services.

MWSE's American Job Center Operator, Thomas P. Miller Associates, is working with the required WIOA job center partners and other organizations in the region to coordinate and enhance supportive services in the region. This may include exploring joint procurements and creating regional online directories and advisories of available supportive services in the region. It may also include developing strategies and programs to address identified gaps.

MWSE is also involved in two active Business Resource Networks (BRN) in Jackson and Livingston County. These are private-public consortiums whose purpose is improved workforce retention by providing a success coach funded primarily by member businesses to help employees at those companies with issues that impact their ability to keep their job. The success coach helps identify and secure community resources needed to address these issues. The BRN facilitates business engagement; cross-sector collaboration among employers, human services, and educators; workplace-based employee success coaching (case management); and real-time referrals to community resources. There is interest in expanding these efforts to the other counties of our region and to other employer groups within the two counties where BRNs currently exist.

Part VII: Coordination of Workforce Development and Economic Development Services

A description of how workforce development services currently are, or could be, coordinated with economic development services and providers within the region, and a description of the strategies that have been or will be established to enhance service delivery as a result of the coordinated regional analysis of such services. Regions may consider:

- *Current economic development organizations engaged in regional planning.*
- *Education and training providers involved with economic development.*
- *Current businesses involved with economic development organizations.*
- *Targeted businesses from emerging sectors/industries.*

Michigan Works Southeast will continue to collaborate with many different economic development organizations on a variety of workforce development-related economic development activities and initiatives. Many economic development organizations in the region are aligned with industry sectors, while others are broad-based economic development agencies housed in county and city governments. MWSE often collaborates with these organizations by helping them develop business recruitment and retention strategies, and by providing labor market information and access to MWA business services, training grants and talent. In return, these partnerships ensure that MWSE is business driven and that the workforce system aligns with business needs.

MWSE has formal contractual arrangements with all of the county based economic development providers in the region. These contracts formalize the partnership between the workforce and economic development partners and identify clear deliverables tied to the goals of the MWSE strategic plan. These deliverables include increased job postings on MiTalent.org from companies not previously working with MWSE, increased number of formal training arrangements with companies new to MWSE (e.g. OJT, apprenticeships, STTF, incumbent worker training) and increased job placements with these companies. These Economic Development organizations also partner with us to expand the connections between the business community and our educational system by helping promote and organize events such as Manufacturing Day, Talent Tours, speakers, business mentors, and other programs. All economic development partners meet quarterly with each other to identify and address opportunities in the region.

A description of some of the WIOA Planning Region 9 Economic Development organizations who have partnerships with MWSE are included below.

The Greater Ann Arbor Region: This is a collaborative effort that includes Ann Arbor SPARK, Hillsdale County Economic Development Partnership, The Enterprise Group of Jackson, Monroe County Business Development Corp, and Lenawee Now. Funded by the Michigan Economic Development Corporation, the Greater Ann Arbor Region partners to attract growing businesses seeking a destination for relocation or expansion.

Ann Arbor SPARK: Economic Development services in Washtenaw and Livingston counties are provided by Ann Arbor SPARK. This innovative organization is dedicated to the economic prosperity of the greater Ann Arbor region. They use their skills and knowledge to attract, develop, strengthen, and invest in driving industries to help our region thrive.

Enterprise Group of Jackson, Inc. (EG): Established in 1997 to lead business recruitment and retention in Jackson county, the EG is a private/public partnership organized to promote and coordinate economic development initiatives and create wealth within Jackson county. The EG is comprised of Jackson's leading business organizations.

Hillsdale County Economic Development Partnership (EDP): Hillsdale County EDP is a local nonprofit organization committed to the growth of Hillsdale county. It provides economic development for the area through entrepreneurial development, business and industry retention & expansion, and business attraction efforts. It also provides services, resources, and advocacy efforts on behalf of area business.

Jackson Area Manufacturers Association (JAMA): A non-profit association of manufacturers and associate members providing training, networking, legislative and media advocacy.

Lenawee Economic Development Corporation (LEDC): The LEDC is a non-profit organization dedicated to economic and business expansion throughout Lenawee county. It focuses on attracting new businesses, helping to grow established businesses, and supporting entrepreneurial endeavors in Lenawee. LEDC is creating an economically viable and vibrant region. In addition to business attraction, retention, and start-up activities, LEDC provides critical services to support business growth including access to funding sources and talent enhancement.

Michigan Economic Development Corporation (MEDC): The MEDC is a public-private partnership serving as the state's marketing arm and lead agency for business, talent, and jobs. MEDC offers a number of business assistance services and capital programs for business attraction and acceleration, economic gardening, entrepreneurship, strategic partnerships, talent enhancement and urban and community development. MEDC, founded in 1999, also developed and manages the state's popular Pure Michigan brand.

Michigan Small Business Development Center (MI-SBDC): The Michigan Small Business Development Center (MI-SBDC) enhances Michigan's economic well-being by providing confidential one-on-one counseling, business plan development, business education and training, marketing strategies and research, information based planning, and technology commercialization for new ventures, existing businesses, growing businesses, and advanced technology companies.

MWSE has a formal contract with MI-SBDC to provide services to small businesses in the region and to our participants. Outcomes are tied to the goals of the MWSE strategic plan and are similar to those described above for economic development organizations. In addition, MI-SBDC will provide additional workshops and training in our service centers on entrepreneurship.

The Partnership for Regional Solutions (PRS): The Partnership for Regional Solutions is a comprehensive grouping of partners and organizations that meet the needs of the south central Michigan area businesses, community leaders and community organizations. It exists to provide solutions to the economic challenges of the region. It does so by providing a venue to which individuals, organizations or businesses can bring their issues and concerns. The PRS then draws upon the expertise and resources of its partners to deliver solutions. PRS includes:

- Southeast Michigan Consortium
- The Enterprise Group
- Jackson Area Manufacturing Association
- Economic Development Partnership of Hillsdale
- Jackson College
- Lenawee Now

MWSE along with their many partners in the region will continue to explore opportunities to coordinate these services. This may include exploring joint procurements and creating regional online directories and advisories of available supportive services in the region.

Part VIII: Local Levels of Performance

A description of how the region will collectively negotiate and reach agreement with the Governor on local levels of performance for, and report on, the performance accountability measures described in the WIOA Section 116(c), for the local areas or the planning region.

Given that WIOA Planning Region 9 is now a single area region, with only one Workforce Development Board, this section no longer applies to MWSE, since it no longer needs to collectively negotiate and reach agreements with the Governor on local levels of performance with other Michigan Works Agencies MWSE performance levels are described in Section II – Local Plan Requirements.

LOCAL PLAN

Part 1: Analysis of Regional Labor Market Data

An analysis of regional labor market data and economic conditions including:

- *The regional analysis prepared as part of the regional plan*

The analysis of regional labor market data and economic conditions appears in the regional plan section of this document.

- *A description of the local board's strategic vision and goals for preparing an educated and skilled workforce (including youth and individuals with barriers to employment).*

The Michigan Works! Southeast Workforce Development Board developed its strategic plan in 2017. The plan identified the board's mission, vision, values and objectives.

Mission

Our mission is to develop today's workforce and tomorrow's economy by engaging employers, jobseekers and partners.

Vision

Our vision is a community that fosters and sustains a strong, diverse economy where people can live, work, and prosper.

Strategic Values

Partnerships: We convene partners strategically to better meet needs, leverage resources, and more efficiently deliver workforce services to the community.

Responsiveness to Employer Needs: We promote a demand-driven system that anticipates and responds to employer needs.

Service with Respect: We serve jobseekers with integrity and dignity by delivering services with respect for cultural diversity, fairness, and differences of opinion.

Education: We value the importance of the education continuum of Pre-K, K-12, postsecondary, and lifelong learning, leading to the development of a sustainable workforce.

Innovative Leadership: We foster innovation to maximize the economic impact of workforce funding and resources.

Continuous Improvement and Accountability: We evaluate services and programs based on meeting or exceeding customer satisfaction, tracking performance to core metrics, and implementing continuous improvement processes to ensure a sound return-on-investment of taxpayer dollars.

Strategic Objectives

- Seamlessly align and partner with economic development, education, and community organizations
- Effectively communicate Michigan Works! Southeast’s role and services to the community
- Promote, advocate for, and develop the workforce development system
- Foster lifelong learning and career development by helping individuals be successful in higher education, earn credentials, and enjoy career satisfaction in high skill, high demand, high wage jobs
- Provide every willing individual, regardless of age, ability, or preparedness, access to sustainable employment

The plan’s vision elements and 3-5 year goals are found in Attachment A. The Workforce Board has established work plans for each of its four standing committees that align with and support these vision elements. These plans are updated annually, and contain metrics that are tracked and reported to the board on a regular basis. Additionally, the Director and the management team all have their own balanced scorecards that align with and support the board’s vision and goals.

As part of the board’s strategy to engage partners it has entered into Memorandums of Understanding with all partners who carry out core programs, and with other key partners. The Board’s one-stop operator convenes these partners on a regular basis to identify ways to improve coordination and delivery of services, and to monitor the progress in meeting the objectives identified in the MOUs. All required partners have also entered into Infrastructure Funding Agreements to share the costs of operating the American Job Centers.

Expected levels of performance for Adult, Dislocated Worker, Youth, Adult Education and Literacy, and Wagner-Peyser, as described in the WIOA Section 116(b)(2)(A).

The Talent Investment Agency has proposed the Performance Standard below. Michigan Works! Southeast expects to surpass all of these measures for FY 2016 and 17:

| SE Michigan Consortium | Adults | Dislocated Workers | Youth | Wagner-Peyser * |
|---|---------------|---------------------------|--------------|------------------------|
| Employment Rate 2nd Quarter After Exit | 87% | 87% | 78% | 70% |

| | | | | |
|---|---------|---------|----------|---------|
| Employment Rate 4th Quarter After Exit | 73% | 77% | 65% | 64% |
| Median Earnings 2nd Quarter After Exit | \$7,900 | \$7,600 | Baseline | \$7,243 |
| Credential Attainment within 4 Quarters After Exit | 70% | 75% | 70% | N/A |

Goals for PY 2018 have not been negotiated. These goals will be included in a future modification to this plan.

Part 2: Description of Local Workforce Development System

A description of the workforce development system in the local area including:

- *The programs that are included in that system.*
- *A description of the local board’s strategy to work with entities carrying out core programs and other workforce development programs to provide service alignment (including programs of study authorized under the Carl D. Perkins Career and Technical Education Act of 2006).*

The workforce development system must be flexible and varied, as the job seekers we serve vary from rural to urban settings and the employers vary from very small businesses to multi-billion dollar organizations. With this in mind, the various Service Centers of the Consortium specialize in the populations and employers they serve and tailor their services to meet the local needs.

The SEMC currently has five One-Stop Service Centers, one in each County of the Consortium:

Washtenaw County- Ypsilanti
 Jackson County- Jackson
 Livingston County- Howell
 Hillsdale County- Hillsdale
 Lenawee County- Adrian

The five Service Centers are strategically located in each County with considerations for overall population, eligible population for services, employer location and access. The five service centers have been at their current locations for many years and are well-established in the communities where they reside. All five Service Centers lease space for their current location.

The Consortium offers the following programs at each of the Service Centers:

WIOA Adult, Dislocated Worker and Youth
 Wagner-Peyser Employment Services
 Partnership, Accountability Training and Hope (PATH)

Trade Adjustment Assistance (TAA)
Food Assistance Employment & Training (FAE&T)
Job for Michigan Graduates – Out of School Youth program

Other programs that are offered in the Consortium are TANF Refugee Program (TANF-TRP) and Reemployment Services and Eligibility Assessment (RESEA). Currently, service providers are contracted for Wagner-Peyser and TAA eligibility determination.

The Workforce Development Board (WDB) will provide Career Services through direct staff. Contractors will be solicited for merit-based staffing programs and specialized programs for Refugee Services, some types of business services and some types of Youth services.

The WDB of the SEMC aims to use existing partnerships as a way to refer and augment services available to job seekers. Each Service Center has local relationships with non-profits, schools, community service agencies and employer organizations that will be further developed to keep expanding services. Close partnerships with organizations such as Veteran’s Services, Michigan Rehabilitation Services (MRS) and local Adult Education organizations will continue to be fostered through promotion, information sharing and convenient referral systems. The Board’s Career Education Advisory Council serves as the primary vehicle for coordinating services with programs authorized under the Carl D. Perkins Career and Technical Education Act. The CEAC’s membership includes CTE administrators and one function of the CEAC is to review Career and Technical Education programs to ensure that offerings are consistent with labor market demand.

Partnerships with organization such as the United Way, Community Action Agency, Office of Community and Economic Development in Washtenaw, the Oakland Livingston Human Services Agency and the local intermediate school districts form a strong referral network. Potential participants are sent to the Consortium’s offices while meeting space and specific training workshops (such as soft skills and adult education) are available through these other community agencies.

The local workforce development system also has strong relationships with local employers and employer-support organizations such as Chamber of Commerce and economic development organizations. As the Consortium continues the demand-driven approach to workforce development, support of employers and employer organizations will become a larger part of the organization’s focus. MWSE is engaged with all local chambers of commerce in the region and partner on a variety of business services including workshops and educational program, job fairs, and networking events.

Part 3: Carrying out Core Programs

A description of how the local board, working with the entities carrying out core programs will:

- *Expand access to employment, training, education, and supportive services for eligible individuals, particularly eligible individuals with barriers to employment.*
- *Facilitate the development of career pathways and co-enrollment, as appropriate, in core programs.*
- *Improve access to activities leading to a recognized postsecondary credential (including a credential that is an industry-recognized certificate or certification, portable, and stackable*

The four core programs of the Workforce Innovation and Opportunity Act law must work together in order to form a well-rounded and effective workforce system. Some of these core programs are handled directly by Michigan Works Southeast staff and others are available from partner agencies. In some parts of our region Adult Education Programs are provided by MWSE staff while in other areas we partner with other providers. Vocational Rehabilitation services are delivered by Michigan Rehabilitation Services and the Bureau of Services for Blind Persons, and we have developed partnerships with these state agencies to coordinate services. MRS staff are physically located in some of our service centers and close referral relationships have been established where they are not co-located. Wagner-Peyser services are provided at the One-stops through contracts with merit-based employers.

WIOA emphasizes services that lead to career pathways and stackable credentials as well as specialized services to those with substantial barriers to employment. The One-Stop Service Centers in the SEMC have already embraced many of these concepts and look to continue expanding their usage in the coming years. When staff meet with job seekers, a longer-term job plan is explored that may include several steps such as a “starter” credential, job placement to gain experience and eventually an additional credential. While training funds will often only cover the initial credential, helping place job seekers on the career pathways that have potential for growth will lead to better success for them and for employers in their industry/occupation. Co-enrollment in programs (such as TAA and WIOA DW) is a practice that will be utilized as much as possible in the Consortium. Providing flexibility for funding streams allows for better use of organizational funds and program planning.

SEMC uses both WIOA incumbent worker training funding and the state’s Skilled Trades Training program to enhance skills and provide credentials

The Consortium also promotes programs and services that support career pathways in the K-12 system. It has partnered with schools to implement the MI Bright Future enhancement to Career Cruising, a web based tool used by schools to advance career awareness. MI Bright Future links the career planning tools in Career Cruising to the jobs and careers available in their community, and provides a vehicle to facilitate work-based learning opportunities with area employers. The Consortium is also active in the College and Career Access Networks operating in the region, and MWSE staff routinely visit area high schools to provide labor market information, work readiness skills, and job search skills.

The Workforce Board strongly supports the philosophy of the Governor’s “Marshall Plan” which emphasizes the need for an education and training system that promotes lifelong learning through the acquisition of stackable, industry recognized credentials. The Board will continue to promote the Marshall Plan by encouraging stronger linkages between business and education.

By working with employers and developing strong, work-based training relationships, the SEMC expects to have greater employment placement and retention. Traditional classroom training will continue to be widely used in high demand fields such as Information Technology, health care and manufacturing. Support Services, when need is demonstrated, will be available for items such as mileage reimbursement to and from school, uniforms/work clothing and books. Training in fields and occupations that have clear and attainable pathways will be the focus of classroom training as well as work-based training. Case management and career advising will be geared towards long-term career growth and not focus solely on placing job seekers into immediate jobs with limited wage and advancement potential.

The work and close partnership with employers will lend itself to discussions on the actual skills needed for the industry and/or occupation. All five counties of the Consortium have strong relationships with local community college and flexible trainers that can and have created curriculums based on feedback from employers. The development of these programs has led to accelerated training that involves both work skills and employment/job skills. All core programs, but especially Title I WIOA Adult, DW and youth, have been instrumental in this partnership with updating and adapting curriculums as needed to best meet employer's needs.

Part 4: Description of strategies and services in the local area

A description of the strategies and services that will be used in the local area to:

- *Facilitate engagement of employers, including small employers and employers in in-demand industry sectors and occupations, in workforce development programs.*
- *Support a local workforce development system that meets the needs of businesses in the local area.*
- *Improve coordination between workforce development programs and economic development.*
- *Strengthen linkages between the One-Stop delivery system and Unemployment Insurance programs.*

The Southeast Michigan Consortium will utilize any and all necessary strategies to assist the employers in our counties. In the past, all five counties have had great success promoting and implementing the Skilled Trade Training Fund (STTF), Incumbent Worker (IW) and On-the-Job Training (OJT) programs as a way to facilitate employer engagement with the workforce system. The Consortium plans to continue building on this approach and continue close communication with employers to address the training and credentialing needs of demanded occupations. STTF, IW, OJT and apprenticeship training will be used with small and large employers and in various industries. Expansion of use of these employer-based training tools is being sought in additional industries and for various occupations.

Through close partnerships with business organizations such as local Chambers of Commerce, the Southeast Michigan Consortium will promote opportunities and employer-based training programs available through Michigan Works. Local economic developers will continue to work with Business Service staff to address the talent needs of employers they meet. Often times, economic developers will refer business to our services if they find a need for talent enhancement with the employer they see. When visiting larger employers, business service staff will sometimes accompany economic development representatives to assist with the outreach. The more information that can be collected regarding the current and projected needs of employers, the better the workforce development system can be. All members of our Business Services team are certified Business Services Professionals and use a common method to assess and identify the needs of employers. We work with a variety of local education and training institutions, and have found most to be very open to designing programs and courses that meet the needs of employers. This practice will be continued and expanded in the coming years.

The overarching goal of the Southeast Michigan Consortium when it comes to training and employer support is to place job seekers in high-demand fields that are on career pathways, allowing for promotion and wage growth. Regionally, these fields are in the sectors of advanced manufacturing, health care and information technology and construction. We are also exploring opportunities in the

hospitality sector and agriculture as those sectors are important in some parts of the region. Our training efforts are concentrated in these sectors as they provide the best opportunities for career advancement opportunities.

When it comes to partnering with unemployment insurance programs, the One-Stop Centers often play a vital role. Since people applying for UI insurance visit One-Stop Centers for registration onto Pure Michigan Talent Connect, MWAs are often asked questions regarding the UI system. Staff are instructed to refer all question to UI employees for proper explanation. From time to time, UI and Michigan Works! will partner on programs such as RESEA or other profiling programs that try to target services to those likely to be unemployed for extended periods of time. These programs have shown promise and it is hoped that they are expanded and made permanent in the future.

To help address a decrease in the number of UI applicants and overall visitors, all UI applicants will be heavily encouraged to attend orientations and to meet Career Advisors. Assisting job seekers with not just job placement, but identification of career pathways will be a priority.

Part 5: Work with regional economic development activities

A description of how the local board will coordinate local workforce investment activities with regional economic development activities that are carried out in the local area and how the local board will promote entrepreneurial skills training and microenterprise services.

In addition to the efforts described in Part 4 above and the efforts described in the Regional Plan, the SEMC supplements the work of its business services team by contracting with local economic development organizations and other entities to provide specialized business services. In this manner we are able to build stronger partnerships that contribute to the achievement of our strategic goals by increasing the number of companies using our services and by increasing job placements, wages, and retention. One of our contracts is with the Small Business Development Center serving our region. This partnership enables the SBDC to expand entrepreneurial and microenterprise services throughout the region and to offer workshops and programs in our service centers to our customers interested in starting their own business.

Part 6: One-Stop Delivery System

A description of the One-Stop delivery system in the local area, including:

- *How the local board will ensure the continuous improvement of eligible providers of services through the system and that such providers will meet the employment needs of local employers, workers, and jobseekers.*
- *How the local board will facilitate access to services provided through the One-Stop delivery system, including in remote areas, through the use of technology and other means.*

- *How entities within the One-Stop delivery system, including One-Stop operators and the One-Stop partners, will comply with the nondiscrimination provisions of the WIOA (Section 188), if applicable, and applicable provisions of the Americans with Disabilities Act of 1990 (42 United States Code [U.S.C.] 12101, et seq.) regarding the physical and programmatic accessibility of facilities, programs and services, technology, and materials for individuals with disabilities, including providing staff training and support for addressing the needs of individuals with disabilities.*
- *A description of the roles and resource contributions of the One-Stop partners.*

The Workforce Development Board monitors outcomes of eligible providers of services through its committee system. MWSE provides services both with its direct employees and through services providers and partners. The managers of direct service staff have an annual work plan tied to the strategic goals of the organization. The plans contain goals and metrics which they are expected to meet and achievement of those goals is a factor in their performance reviews.

Service providers are expected to be of the highest quality when working with the SEMC. Contracting decisions will be based on meeting the needs of the job seekers and employers, as well as cost and quality of service considerations. Oversight and monitoring of service providers will be conducted at least annually by MWSE staff with file, fiscal and contract requirement reviews. Monitoring results are reported to the appropriate Workforce Board committee. Continuous improvement will be a two-way street with feedback from service providers on potentially unnecessary paperwork or procedures encouraged to see if administrative and programmatic policies can be updated to become more streamlined.

The SEMC will continue to explore the use of technology to reach out to job seekers, especially those in the rural and more remote areas of the region. We are working to improve our use of social media to reach and distribute information to our customers and will continue to add resources and features to our website. Service Center Managers will have cell phones or similar technology to communicate with customers via texting. In addition, we have a mobile one stop center called MOC 1 which allows us to provide workshops, job search assistance, rapid response services and computer access to job seekers across the Consortium. MOC 1 is a fully equipped computer lab with satellite connections. The Consortium will also seek out partner organizations, such as libraries and other public, centralized locations, where workshops, resume reviews and employer recruiting events can be held.

The Southeast Michigan Consortium will comply with the nondiscrimination provisions of the WIOA (Section 188) and applicable provisions of the Americans with Disabilities Act of 1990 (42 U.S.C. 12101, et seq.) regarding the physical and programmatic accessibility of facilities, programs and services, technology, and materials for individuals with disabilities. Reasonable accommodations for individuals with disclosed disabilities will be made unless doing so would result in an undue hardship. Training on nondiscrimination will be provided at minimum once a year to its staff members and contractors as well as ongoing support for addressing the needs of individuals with disabilities. All contracts, agreements and MOUs require partner organizations to adhere to these non-discrimination standards as well. All of the leased spaces have landlords that meet building access requirements. Several of the Service Centers have at least a periodic presence from MRS.

The roles and resource contributions of one-stop partners are reflected in formal Memorandums of Understanding (MOUs) and Infrastructure Finance Agreements (IFAs) which have been negotiated with all required partners. These agreements describe the services provided by each partner, how the services will be accessed by customers, and how referrals and communication will occur between the

partners. The IFAs describe how each partner contributes to the cost of maintaining the one-stop infrastructure based on a common methodology used statewide. These MOUs are monitored both by our staff, and by our One-Stop Operator.

Part 7: Availability of employment and training activities in the area for adults

A description and assessment of the type and availability of adult and dislocated worker employment and training activities in the local area.

The intake/eligibility process begins with the Orientation workshop in which all interested participants will be directed. At this workshop, available services and the purpose/goals of Michigan Works! program will be discussed. Additionally, the process, paperwork and eligibility requirements for training and case management/career advisor assignment will be revealed.

The next step is the WIOA Intake and Registration Appointment. Eligibility documents are collected and verification of the eligibility items is measured against the available documentation. If an applicant is not eligible for a training program/funding source, they are made aware of the other services still available to them.

A short list of employment and training activities in the Southeast Michigan Consortium:

Employment activities:

- Workshops (including resume writing, interviewing, job search, etc.)
- Resume writing assistance
- Job interview preparation
- Career exploration
- Access to computers, phones, faxes, job search/job posting boards online, etc.

Training activities:

- Classroom training (mostly short term, less than 6 months)
- On-the-Job Training
- Apprenticeship
- Work-experience/Job Shadow

Other services and activities, as allowed by programs and funding sources, are available to job seekers to help them gain the skills they need to find suitable employment.

Research shows that certain, at-risk populations are still struggling despite the improving economy. Per the WIOA law and local policy, the following groups will be the focus of training eligible through the WIOA "Adult" program:

Low-Income Individuals
Public Assistance Recipients
Those with basic skill deficiencies

Other groups that will be considered for WIOA "Adult" funding if funding is available are:

Participants with disabilities
Ex-offenders/ recently released prisoners
Homeless or facing foreclosure
Older individuals (ages 55 or older);
Applicants who are unemployed
Applicants who are employed but at wages below \$12/hour

**Please see Attachment B: WIOA and Training Policy

To provide flexibility in serving employers and avoid unnecessary costs, the Educational Functioning Level (EFL) assessment selected by the agency, the Test of Adult Basic Education (TABE), will be optional for the following WIOA Adult/DW/NEG/TAA participants:

- Participants who will be enrolled directly into OJT training
- Participants who have a Bachelor's degree or higher. Participants must submit proof of this degree attainment
- Participants who are only interested in job search assistance and not in training

In all other situations and for other programs including PATH, WIOA Youth and FAE&T, the TABE will be required.

** Please see Attachment C: TABE Test Requirement Instructional Letter

Dislocated Workers will be assisted if meeting the WIOA definition of "dislocated worker."

The Consortium plans to keep close connections with training institutions and employers as these partnerships ultimately help the job seekers as well. Developing the proper curriculums and work-based opportunities to gain the skills needed for job openings is a top priority for our employer and education partners. The Consortium plans to continue fostering these partnerships and providing the proper opportunities to job seekers to get the training needed.

Community members have identified financial literacy and expanding employer-involved mock interviews as a way to further assist job seekers. The financial literacy piece would need to be developed as that is currently not present in the Adult/Dislocated Worker program but involving employers in mock interviews is something that will be worked on and reviewed as an opportunity for expanding the partnerships.

Part 8: Availability of employment and training activities for Youth

A description and assessment of the type and availability of youth workforce investment activities in the local area, including activities for youth who are individuals with disabilities, which shall include an identification of successful models of such activities. Further, local areas are to define "requires additional assistance" for In-School and Out-of-School Youth eligibility criterion in their local plan.

All programs available through the Southeast Michigan Consortium focus on “employment” as the ultimate goal. However, with regards to the Youth services available, additional focus is placed on educational attainment, career pathway exploration and work-based learning. WIOA requires fourteen different types of activities to be offered to youth participants and through our work with local partner organization, this range of activities are available to youth participants.

The SEMC is focused on helping youth participants engage in their own development and progress toward long-term self-sufficiency. All WIOA required activities will be offered and available to youth participants, if deemed necessary by their career advisor. Working with partners such as Michigan Rehabilitative Services (MRS) and other local non-profits, youth with disabilities will have a range of services and training options available to them.

The SEMC will opt to use the waiver available to Michigan which permits local boards to spend up to 50% of the youth allocation on in-school programs. This waiver is being exercised to give us more flexibility to support preventive programs targeted to high-risk in-school youth. However, our priority will still be to target most of our resources to “out of school” youth who have either dropped out of school or who are not attending post-secondary programs. The goal for this population is employment in a career pathway. SEMC operates a “Jobs for Michigan Graduates” (JMG) program for high school dropouts age 16-24. Participants must be enrolled in a high school completion or high school equivalency program while exploring and pursuing appropriate careers. Some are dual enrolled in the WIOA youth program but all receive the full range of WIOA youth services.

Many out-of-school youth are also enrolled in our WIOA youth program, especially those who have completed high school but are not enrolled in school or employed. Often times, these participants need to obtain a credential and/or complete post-secondary education. Training is concentrated in our high demand sectors of manufacturing, healthcare and information technology and construction. Out-of-School youth will primarily be served by direct staff.

“In-school” youth will mostly focus on high school completion and career exploration, although post-secondary training in a career pathway is highly encouraged. Students eligible for the “in-school” tend to be more high-risk and many need counseling and other social supports to help complete high school and select career pathways. The bulk have IEPs/disabilities and the WIOA Youth program partners with other non-profits to provide training and other support to meet their needs. Procured Service Providers will provide nearly all of the services for “In-School” Youth.

Support services are a key component for the WIOA Youth program and most of these funds are spent on mileage and books/supplies for post-secondary education. The Consortium plans to make mileage reimbursement to help students get to/from work and school a main priority of the funds available.

The use of *MI Bright Future*, an online tool connect to *Career Cruising*, is available in most parts of the Consortium and is being expanded statewide. This tool helps to connect students with local employers to explore career opportunities, internships, career guidance and career exploration. The Consortium also hopes to reach students as early as possible, with the help of local partners, to get students to begin thinking about career opportunities. Research shows that students with defined, clear career goals when they graduate high school complete post-secondary education at higher rates than those without clear ideas on what career they would like. By encouraging internships and career exploration throughout the high school, and perhaps even job shadowing in the middle school years, students can begin formulating long-term career and educational plans.

Michigan Works! Southeast is partnering with the other Michigan Works! agencies in the greater southeast Michigan region to offer the MI Career Quest opportunity for in-school youth. Students will be able to experience hands-on demonstrations of about 100 occupations in high-demand sectors. The first MI Career Quest Southeast will be held on November 28, 2018.

“Requires additional assistance” is largely left up to the participant’s Career Advisor. Supporting documentation and OSMIS case notes should be used to best describe the applicant’s situation and why additional assistance is needed. Some examples may include (this is not an exhaustive list): Repeating a secondary grade level, emancipated youth, multiple suspensions/expulsions, have never held a job (for older youth only) and no relevant or “in-demand” work history.

Part 9: Information Regarding Waivers

Information regarding any waivers being utilized by the local area, in accordance with any Michigan Talent Investment Agency/ Workforce Development Agency (TIA/WDA) communicated guidelines or requirements regarding the use of the waiver(s).

As mentioned above, the SEMC will take advantage of the waiver approved by the US Dept. of Labor on January 2, 2018 which permits local areas to lower WIOA Title I Youth funding requirement for out-of-school youth from 75% to 50%.

Part 10: Coordination with Secondary and Post-Secondary programs

A description of how the local board will coordinate relevant secondary and postsecondary education programs and activities with education and workforce investment activities to coordinate strategies, enhance services, and avoid duplication of services.

The SEMC has a history in working with local secondary and post-secondary partners. The Career Education Advisory Council will have primary responsibility for coordination of educational services. The CEAC membership includes representatives from both secondary and post-secondary institution in our regions. Secondary partners have worked with all five One-Stop Centers in the Consortium to develop strong in-school/younger youth programs for both WIA and WIOA. Post-Secondary partnerships have been on-going for years, especially around ways to adopt and create training programs to meet the needs of employers. Special emphasis is now being placed on apprenticeships and other work-based learning programs. The local community colleges in each county have proven to be invaluable partners when it comes to designing programs that meet the in-demand job needs of employers. Their involvement on the CEAC, WDB and local youth committees will continue to be important to communicating what is needed.

As short term training continues to become a key piece of Michigan Works! services, the work with post-secondary training institutions will continue to grow as programs must be efficient, highly structured and targeted to the needs of employers. Working with the Workforce Intelligence Network, the SEMC

will continue its work on industry councils and grant applications to develop these partnerships and continue working with secondary and post-secondary institutions. Many of these partnerships have been described in the Regional Plan portion of this document.

Part 11: Supportive Services

A determination of whether the Michigan Works! Agency (MWA) has elected to provide supportive services and needs related payments. The MWAs that elect to provide supportive services to participants during program enrollment must describe the procedure to provide supportive services. The procedure will include the conditions, amounts, duration, and documentation requirements for the provision of supportive services.

Support Services, especially in the WIOA Youth program, are an important piece of the support provided by the Consortium. Exact policies and procedures are in place to guide front-line staff on the requirements. Please See Attachment D: Support Service Policy for details on these policies.

The SEMC will provide supportive services to participants who are registered in appropriate programs and unable to obtain supportive services through other programs providing such services. Services may be provided to registered individuals between registration and exit dates (unless programs explicitly allow for support services for a certain amount of time after exit). There is no limitation on the total dollar amount of supportive services per participant nor is there a time limit, but this will be decided on a case-by-case basis regarding the participant's background and specific needs. Career advisors will be required to track and "make the case" for the participant to receive support services.

In general, support services are largely in the form of mileage reimbursement, work clothing or uniforms, and tools and equipment needed for training or work. Other services are available as needed provided they are consistent with our policy. Needs related payments are allowed, but only after a strong case is made and is deemed vitally necessary for the participant to continue with training or employment readiness/job search.

Part 12: Coordination with transportation and other appropriate support services

A description of how the local board will coordinate the WIOA Title I workforce investment activities with the provision of transportation and other appropriate supportive services in the local area.

Each County has a local bus/transportation system, but it is a local system with no options across the counties. Some counties, such as Washtenaw, have a set bus system that covers much of the heavily trafficked areas in the County while others, like Livingston, have a relatively affordable, on-call system, subject to certain restrictions. Locating other transportation options will be an on-going activity for the Consortium. In Lenawee County, an agreement is in the process of negotiation with Lenawee Transportation to use JARC and MDOT funding to fund a van to transport job seekers to/from the Service Center.

Transportation will be one of the main support services offered in the five counties of the Consortium. After deemed eligible and in need of transportation support services to continue/completion training and or employment, the participant will submit documentation of mileage driven for school/work. Bus tokens or gas cards may also be used if available and if the need is more time sensitive. The need for assistance and efforts to meet will be documented in the participant's ISS.

Overall, transportation is a large barrier in some areas of the Consortium, especially in the more rural parts of the counties. The use of partner-agency locations to provide workshops, resume reviews and even employer events will be explored as a way to help alleviate the barrier of accessing the Consortium's services.

Part 13: Funding caps

A description of the local per participant funding cap, if applicable

Currently, there are no plans for funding caps for participant training. Classroom and work-based training amounts will be dependent on the assessment of the participant by the career advisor. Information on current education level, desired career, availability of applicable training and employer demand will determine the accepted funding level for each training plan.

Part 14: Maximizing Coordination with Wagner-Peyser Activities

A description of plans, assurances, and strategies for maximizing coordination, improving service delivery, and avoiding duplication of Wagner-Peyser Act services and other services provided through the One-Stop delivery system.

The one-stop system in the SEMC promotes the coordination of programs, services and governance structures so that the participant and employers have access to a seamless system of workforce investment services. Services providers are known throughout the SEMC area as part of the Michigan Works! system and not by individual program or contractor names. This is made a requirement as early as the procurement process and reinforced through language in contracts. It is expected that contractors maximize coordination and work together at every level to improve service delivery and avoid duplication of services. Wagner-Peyser staff will work alongside WIOA staff in differing, but coordinated capacities. The SEMC One-Stop Operator works with all partners, including those providing Wagner-Peyser services to reinforce these values and to provide technical support, training and guidance to ensure that services are provided in a seamless manner.

Part 15: Wagner-Peyser Services

A description of how the local area is planning to deliver employment services in accordance with the Wagner-Peyser Act of 1933, as amended by Title III of the WIOA.

- The identification of a point of contact (name, address, phone number, email).*

Michigan Works! Agency (MWA) Contact Person:

Justin Al-Igoe, Policy and Planning Manager
 Michigan Works! Southeast
 1240 Packard Dr.
 Howell, MI 48843
 Telephone Number: 517-552-2102
 E-mail address: jaligoe@mwse.org

- Information regarding whether the MWA is providing employment services directly in the local area or if service providers are being used. If service providers are being used, please include the name of the provider, the type of entity, and whether or not the provider is a merit-based organization. For type of entity, please choose from the following: state governmental agency, local unit of government, special purpose unit of government, school district, intermediate school district, public community college, public university, or other.*

| 1 | 2 | 3 | 4 | 5 |
|--------------|-----------------------------|---|------------------------------------|--------------------|
| MWA PROVIDED | CONTRACTED SERVICE PROVIDER | NAME OF ENTITY | TYPE OF ENTITY | Merit Based Entity |
| | X | Washtenaw Community College | Public Community College | X |
| | X | Community Mental Health Services of Livingston County | Special purpose unit of government | X |

- Describe how Wagner-Peyser funded services will be provided at no cost to employers and job seekers.*

Services funded by Wagner-Peyser are always provided at no cost to job seekers and employers.

- Explain how Labor Exchange services will be provided using the three tiers of services: self-services, facilitated services, and staff-assisted services.*

Job Seekers will be assisted in the Resource Room of each Service Center while employers will be referred to the local Business Service Coordinator. Job seekers will be assessed and evaluated for staff-assisted services. Employers will discuss their needs with the Business Service Coordinator and act accordingly.

The Service Centers are located in areas of high population or traffic density. Whenever possible, they are located on bus lines or as near to public transportation as possible. Classrooms and meeting areas are available at the service centers on an as-needed basis. The buildings are fully handicap accessible. Assistive technology is available for those requesting mobility, hearing and/or vision assistance.

All job seekers will be provided access and facilitated assistance to the Pure Michigan Talent Connect website to register and update registrations monthly and to search for jobs on the Talent Connect website. These services will be available on a walk-in and appointment basis at the Michigan Works! Service Center. Information regarding general employment services will be provided over the telephone, on our website and at the Service Centers and the following services will be provided directly at the site:

- A. Self service using Pure Michigan Talent Connect Internet-based system and Resource Rooms
- B. Staff assisted self-service to help job seekers and employers who cannot use Pure Michigan Talent Connect or other job search tools unaided.
- C. Facilitated services with staff for those who need more intensive staff assistance to obtain jobs or employees.

Job Seekers and Employers will be greeted on the telephone by friendly, helpful staff who will respond to any questions a seeker might have and offer the job seeker the opportunity to come in to the Center and to utilize Pure Michigan Talent Connect. The caller may also receive information on how to access the Internet site to utilize Talent Connect off site.

On site, the job seeker or employer will receive hard copy information on accessing Pure Michigan Talent Connect. A staff member will be available to answer any questions and provide individual assistance to anyone requiring it. The Resource Room will have a self-serve library of resources to assist job seekers in completing applications and establishing an effective job search plan. The resource materials may include job search and resume books, sample resumes, computer and Internet instructional materials, newspapers, and other resource materials.

Self-Service- After completing a hard copy of the registration material, job seekers and employers will be invited to access the computer to directly register their information onto Pure Michigan Talent Connect system. A staff person will ask a variety of questions to ascertain the job seeker or employer's ability to utilize the system without direct assistance. If it appears that the person will require assistance, a staff person will provide direction and assistance to job seekers in accessing information deemed necessary to the job seeker's job search.

All job seekers will be entered into the G*Stars system and be provided a "swipe card" to track visits and activities to the Centers.

Employers accessing Employment Services may be directed to a Business Services staff person. A hard copy of any open position to be posted may be collected, in addition to having it entered onto Talent Connect.

Staff-assisted services - Another component of the Basic Labor Exchange is the development and implementation of Job Search Workshops. These workshops will be regularly scheduled to meet the needs of job seekers and include topics such as Resume Writing, Developing Job Seeking Skills, Interviewing and Active Job Search Strategies. The workshop schedule is provided to all customers who visit the center and is available on our websites.

Facilitated Services- A staff person will screen job seekers and employers to determine whether he/she has barriers which would impede effective use of the Pure Michigan Talent Connect Internet-based system. Barriers could include lack of computer skills, lack of literacy skills, a disability, or other barriers. A staff person will provide facilitated services and staff-assisted services to these individuals. Adequate staffing will be available at all times for job seekers and employers.

- *A description of the manner in which career services are being delivered.*

Career services are provided through individual appointments with a career advisor, or in workshops. Job seekers can receive assistance with career planning, job search skills, resume writing, interviewing skills, skills assessment, and similar services.

- *A listing of how many staff at each site will be available to provide services*

Below is a listing of FTEs at each site currently available through our contracts with Employment Services contractors. Service levels are currently being negotiated for PY 18 and may change depending on needs. Funding for these staff come from Wagner-Peyser and from WIOA and Trade Adjustment Act.

Livingston: 3
Washtenaw: 3
Jackson: 3
Hillsdale: 1.5
Lenawee: 1.5

- *A description of how the Unemployment Insurance (UI) Work Test will be administered. This description must include an explanation of how the registration of UI claimants will be conducted and how reporting claimant non-compliance with the “able, available, and seeking work” requirements will be managed.*
- *A description of how the Reemployment Service Eligibility Assessment requirements will be administered.*
- *An explanation of how the MWA will participate in a system for clearing labor between the states by accepting and processing interstate and intrastate job orders as a component of the National Labor Exchange System.*
- *An explanation of how the MWA will ensure veterans will be provided access to the same employment services received by the general population. This explanation must include a description of the screening process the MWA uses to refer eligible veterans to Veteran Career Advisors for case management services and how priority of service for veterans and eligible spouses will be applied in the delivery of Wagner-Peyser funded services.*
- *An assurance that Migrant and Seasonal Workers (MSWs) will have equitable access to and receive the full range of employment services that are provided to non-MSW customers.*
- *An explanation of the services and staffing the MWA will use to ensure that MSWs will be provided access to the same employment services, benefits, protections, counseling, testing, and job and training referral services received by the general population. This explanation shall include a description of the referral process to MSWs or other appropriate MWA staff.*
- *A description of any other planned services or activities for which Wagner-Peyser funds will be utilized.*

UI Work Test:

Employment Services staff will provide timely confirmation to the Unemployment Insurance Agency of that a claimant has entered his/her profile in the Pure Michigan Talent Connect system by certifying the entry in the One-Stop MIS system. To facilitate this process, each customer will be asked if he or she has filed for unemployment insurance. If they have not yet filed, staff will provide printed information on filing by phone or Internet. Customers can use the phone or computer at the service center to register if they wish. If they have filed, they will be asked to complete a short questionnaire to collect information needed to enter required data into the Staff-assisted services MIS system.

Employment Services staff's responsibility for the UI Work Test "available and seeking work" requirement will be met by using the designated form. Employment Services staff will report any evidence of a claimant's lack of availability for work or lack of seeking work to the UIA office.

Re-employment Services and Eligibility Assessment (RESEA):

Per the RESEA Policy Issuances, all required services will be provided to those under the RESEA program. Besides the basic requirements of Orientation to MWA Services, UI Eligibility Assessment, Confirmation of an Active Profile on the PMTC, Verification of the Monthly Work Search (Form #1583), Development of an ISS and Discussion of LMI, the additional hours of reemployment services will be likely through case management, in-depth career-advising and specific job search workshops.

Participation in a System of Clearing Labor between the States:

Employment Services staff will participate in the Michigan component of the National Labor Exchange System by providing access to the Pure Michigan Talent Connect labor exchange system and receiving and forwarding interstate and intrastate job orders for processing to the designated Employment Services Agency staff. Staff will assist with posting such jobs on physical job boards at the Service Center and posting them on the Pure Michigan Talent Connect website.

Services to Veterans:

Priority of Service

The Southeast Michigan Consortium will comply with the Jobs for Veterans Act Public Law 107-288 of 2002, Title 38 of U.S. Code. The 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.

Priority of Service for Veterans in the Wagner-Peyser 7(a) Employment Service Program includes preferred registration into workshops and enrollment into programs for training funds. They will also receive preference in the delivery of staff-assisted services. Eligible Veterans that are similarly qualified will receive priority to receive these services before a non-veteran customer. The MWA must also display a notice that informs Veterans that they are entitled to Priority of Service.

Services for Veterans and Referral to the DVOP

Complying with WDA PI-14-06, issued September 5, 2014 and provide the Veteran customer with the same quantity and quality of employment services that are available to all other customers.

- Ask each customer who enters the office if they are a Veteran or an Eligible Spouse.
- If the customer identifies themselves as a Veteran or Eligible Spouse they are given the Veterans' Services Division Eligibility Assessment Form to complete.
- Once the form is complete, the Veteran or Eligible Spouse will be assisted with placing their profile on the Pure Michigan Talent Connect System.
- The Eligibility Assessment form is reviewed by staff to screen for eligibility and the need for services provided by the DVOP specialist.
- Those Veterans and Eligible Spouses who identify situations, problems, complications or limitations preventing them from getting a job will be referred to the DVOP for Case Management Services. DVOPs are assigned to workstations by the WDA to provide specific workforce development services for veterans with employment barriers. Using a case-management approach these services are more intensive than the services normally available to Employment Service customers.
- Individuals not deemed eligible after review of the Veterans Eligibility Assessment form or who do not identify barriers to employment, will be serviced in the same manner as all other customers, except in those cases when Priority of Service is necessary.

Services Provided to Migrant and Seasonal Farm Workers (MSFW):

MSFWs will be provided with access to the same employment services, benefits, protections, counseling, testing, and job and training referral services received by the universal population within the MWA. An Agricultural Employment Specialist is currently stationed at our Lenawee County office and will travel to our other offices on an as needed bases. Referrals will also be made on an as needed basis to Agricultural Employment Specialists stationed at other Michigan Works! Service Centers and/or space will be made available for an Agricultural Employment Specialist to meet.

Additional Services:

ES funds are also used to support outreach efforts for employers and jobs seekers, and Employment Services staff actively engage in follow-up with UI applicants who have not returned to the Center since initial registration. Aiming to increase referrals and enrollments in Wagner-Peyser and WIOA services, these follow-up calls help with keeping Service Center visitors engaged and active with their job search. Wagner-Peyser funds are also used to support activities authorized by the Trade Act.

Part 16: Coordination with adult education

A description of how the local board will coordinate the WIOA Title I workforce investment activities with adult education and literacy activities under the WIOA Title II. This description shall include how the local board will carry out the review of local applications submitted under Title II consistent with the WIOA Sections 107(d)(11)(A) and (B)(i) and the WIOA Section 232.

The Workforce Development Board coordinates with adult education and literacy activities through the Career Education Advisory Council (CEAC) The Washtenaw Intermediate School District is the fiscal agent for state funded adult education programs and WISD representatives sit on both the CEAC and the WDB. WIOA Title II programs are operated by several providers, including Washtenaw Community College, Ann Arbor Schools, Jewish Family Services, and MWSE. The CEAC will review local applications submitted under Title II. In addition to the focus on high school/GED completion, adult education programs in the region feature a variety of work based learning components with primary emphasis on job placement and retention as the ultimate goal of these programs. While adult education services vary in the counties of the Consortium, there has been a shift in recent years to a more regional approach. MWSE staff provide adult education services in three of the five counties of the consortium, and the Workforce Board has MOUs with all other providers of WIOA Title II Adult Education in the region. It is expected that adult education participants, if not already enrolled, will be referred to Michigan Works! for on-going career development.

Part 17: Cooperative Agreements and Memorandums of Understanding (MOU)

Copies of executed cooperative agreements which define how all local service providers, including additional providers, will carry out the requirements for integration of and access to the entire set of services available in the local One-Stop delivery system. This includes cooperative agreements (as defined in WIOA Section 107(d)(11)) between the local Workforce Development Board (WDB) or other local entities described in WIOA Section 101(a)(11)(B) of the Rehabilitation Act of 1973 (29 U.S.C. 721(a)(11)(B)) and the local office of a designated State agency or designated State unit administering programs carried out under Title I of the Rehabilitation Act (29 U.S.C. 720 et seq.) (other than Section 112 or Part C of that Title (29 U.S.C. 732, 741) and subject to Section 121(f)) in accordance with Section 101(a)(11) of the Rehabilitation Act (29 U.S.C. 721(a)(11)) with respect to efforts that will enhance the provision of services to individuals with disabilities and to other individuals, such as cross training of staff, technical assistance, use and sharing of information, cooperative efforts with employers, and other efforts at cooperation, collaboration, and coordination.

The Consortium Board and Workforce Development Board have jointly executed more than 25 Memorandums of Understanding, (MOU) with all required one-stop partners and with other entities that partner with SEMC to carry out the requirements of integration and access to the entire set of services available in the local One-Stop delivery system. Copies of the MOUs are available for review upon request. Attached is the MOU with Michigan Rehabilitation Services (Attachment F). MOUs with other partners follow the same format.

In addition to the MOUs, the SEMC has also executed contracts with entities to deliver services under the Wagner-Peyser Act (Title III of WIOA) and for some services funded by WIOA Title I. These Service providers, through their contracts, are made aware of their role in the One-Stop system and how they are part of the set of services available.

The SEMC One Stop Operator is charged with arranging quarterly meetings with partners to discuss on-going activities and find ways to improve integration of services, reduce overhead costs, and eliminate duplications of services.

Part 18: Description of Grant Recipient

A description of the entity responsible for the disbursement of grant funds (Grant Recipient)

The SEMC is the grant recipient for MWSE programs. SEMC has contracted with the Southeast Michigan Community Alliance (SEMCA) to be the fiscal agent as of July 1, 2016. SEMCA will serve as the employer of record for the staff of the Consortium, and will make all payments on behalf of the consortium, draw down funds from the state, and prepare all required reports. The MWSE director or his/her designee approves all payments and required reports. SEMCA has a wide-range of experience receiving, accounting and disbursing funds for various public grants and for many different public agencies. They will also provide human resource services for the Consortium and assist with budget planning and monitoring/auditing.

Part 19: Sub-Grant/contract competitive process

A description of the competitive process that will be used to award the sub-grants and contracts for the WIOA Title I activities.

As required by Federal rules and regulations, the SEMC will follow all necessary procurement procedures in order to properly secure service providers/sub-grant recipients. A Request for Proposal (RFP) process will be used. In conjunction with the program, purchasing/procurement and legal staff, a RFP will be created for each necessary service that accurately describes the scope of work, administrative requirements and contractual obligations. As much time as possible will be given to bidders to respond. The RFP will be marketed and distributed widely with free and open competition being main goals of the procurement process.

After staff review bid proposals and confirm that technical bid requirements are present, a review team of Board members and pertinent administrative staff will review and grade the proposals. All aspects from the program design, previous experience and fund request will be considered. The committee, if able, will vote and select bid(s) to recommend to the Workforce Development Board and/or the Consortium Board for approval.

Part 20: Levels of performance

If available, the local levels of performance negotiated with the Governor and CEO(s) to be used to measure the performance of the local area and to be used by the local board for measuring the performance of the local fiscal agent (where appropriate), eligible providers under the WIOA Title I Subtitle B, and the One-Stop delivery system in the local area. Local boards are not required to provide or negotiate performance levels for those measures designated by USDOL as baseline measures as described in Section II

The chart shows the Performance Standards negotiated for the Consortium. It is currently unknown what standards have been set for Adult Education and Vocational Rehab.

| SE Michigan Consortium | Adults | Dislocated Workers | Youth | Wagner-Peyser * |
|---|---------------|---------------------------|--------------|------------------------|
| Employment Rate 2nd Quarter After Exit | 87% | 87% | 78% | 70% |
| Employment Rate 4th Quarter After Exit | 73% | 77% | 65% | 64% |
| Median Earnings 2nd Quarter After Exit | \$7,900 | \$7,600 | Baseline | \$7,243 |
| Credential Attainment within 4 Quarters After Exit | 70% | 75% | 70% | N/A |

Performance levels for PY 18 will be incorporated into this plan when they are finalized.

Part 21: Remaining a high performing Board

A description of the actions the local board will take toward becoming or remaining a high-performing board, consistent with the factors developed by the State Board. For this section local boards shall include:

- *Effectiveness and continuous improvement criteria the local board will implement to assess their One-Stop centers.*
- *A description of how the local board will allocate One-Stop center infrastructure funds.*
- *A description of the roles and contributions of One-Stop partners, including cost allocation.*

The Michigan Works! Southeast Workforce Development Board (WDB) was created from three previous workforce boards each covering a different MWA. The Southeast Michigan Consortium Board selected the WDB members to bring geographic balance and experienced talent in workforce development. In 2017, the WDB completed its first strategic plan which outlined the mission, vision, values, vision elements, strategic intent and goals of the organization. The board established four working committees to implement the plan. The board’s nine member executive committee oversees

execution of the plan and is comprised of the officers, the chairs of the standing committees and at large members. Each committee had developed a work plan tied to the strategic plan and has identified measurable goals and outcomes. These outcomes are designed to ensure continuous improvement and effectiveness of the services delivered at the one-stop center. The MWSE management team also has developed their own work plan tied to the strategic plan.

As stated in Part 1 of the local plan, a core value of the Workforce Board is continuous improvement and accountability. The board evaluates services and programs based on meeting or exceeding customer satisfaction, tracking performance to core metrics, and implementing continuous improvement processes to ensure a sound return-on-investment of taxpayer dollars. The board has established five strategic objectives as its criteria for continuous improvement:

- Seamlessly align and partner with economic development, education, and community organizations
- Effectively communicate Michigan Works! Southeast's role and services to the community
- Promote, advocate for, and develop the workforce development system
- Foster lifelong learning and career development by helping individuals be successful in higher education, earn credentials, and enjoy career satisfaction in high skill, high demand, high wage jobs
- Provide every willing individual, regardless of age, ability, or preparedness, access to sustainable employment

One-stop infrastructure funds are used to support the general operations of the One-stop centers. As such, the funds will help offset building costs, equipment purchases and maintenance, information technology costs, insurance and similar costs. A portion of the infrastructure costs may also be used to support general outreach efforts designed to promote the services available at the One-stop centers.

The roles and contributions of the One-stop partners are described in Memorandums of Understanding with each partner and Infrastructure Funding Agreements. The MOUs describe the services provided by each partner, coordination of services, and referral processes and procedures. The Infrastructure Funding Agreement identifies the amount and type of contribution the partner will make, using a standard cost allocation methodology used by all MWAs and agreed to by all required partners. For partners physically located in the center, costs are allocated based on FTE count. For other partners, costs are allocated based on a relative benefit methodology tied to the number of individual served by the partner in the geographic area of the one-stop center.

Once firmly established and working in tandem with the Consortium Board, the WDB intends to implement team-building and educational presentations to keep knowledge up-to-date on the Board. At least once every two years, the Board will hold a strategic planning meeting to review and update the direction of the organization and adjust accordingly.

One stop infrastructure funds are still being negotiated and it is uncertain how they will be allocated at this time.

Roles and contributions of one-stop partners are also being negotiated and will be detailed in a cooperative agreement/MOU.

Part 22: Individual Training Accounts (ITAs)

A description of how training services outlined in the WIOA Section 134 (Adult and Dislocated Worker) will be provided through the use of individual training accounts, including:

- *If contracts for training services will be used.*
- *Coordination between training service contracts and individual training accounts.*
- *How the local board will ensure informed customer choice in the selection of training programs regardless of how the training services are to be provided.*

The SEMC plans to utilize Individual Training Accounts (ITAs) to pay for training for eligible participants. A comp card process and an authorization process will be used. When time permits, comp cards will be created for trainees to use and this will be the preferred method of payment for training. In time sensitive situations, authorization will be created and given to the training institution specifying the amount, dates, training program and participant that funds will cover.

Training Service contracts are not expected to be used for WIOA, although they are an option.

Although staff will provide guidance to participants on training institutions and programs, participants are free to pursue training at an institution of their choice. Limits on funding amounts and training/credentials considered “in-demand” may form boundaries on training institutions and programs available.

Part 23: Public Notice

A description of the process used by the local board, consistent with Section III, to provide a 30-day public comment period prior to submission of the plan, including an opportunity to have input into development of the local plan, particularly for representatives of businesses, labor organizations, and education.

A 30-day public comment period was allowed to receive feedback from the community on the aspects, direction and planned activities of the SEMC for the original WIOA Local Plan and for this modification. The websites currently associated with the counties of the SEMC and local newspapers will post the notice and fulfill any requests for copies of the WIOA Local plan. Partner organizations will receive copies to get their feedback on the plan. All comments will be collected, reviewed and have their concerns further explained or addressed in subsequent versions of the plan.

One comment was received during the public comment period. Washtenaw Community College noted that the plan incorrectly identified the fiscal agents for Title II programs in Part 16 of the Local Plan. That error was corrected and the plan as submitted is accurate.

Part 24: Technology-based in-take/case management system

A description of how One-Stop centers are implementing and transitioning to an integrated, technology-enabled intake and case management information system for programs carried out under the WIOA and by One-Stop partners.

The SEMC uses the G*Stars system to help track job seekers upon intake. This card swipe and log-in system keeps accurate records of what activities job seekers are using at the Service Centers. Beginning July 1, SEMC will transition from G*Stars to Salesforce to track communication and transactions with employers. The state's OSMIS system is used to track all participant activities.

Part 25: Local Priority of Service

A description of the local priority of service requirements.

The Southeast Michigan Consortium is committed to providing Priority of Service to Veteran's and eligible spouses. Please see Attachment H: Veterans Preference and DVOP Referral Policy.

Part 26: Coordinate workforce activities for Rapid Response

A description of how the local board will coordinate workforce investment activities carried out in the local area with statewide Rapid Response (RR) activities.

The SEMC Business Services team, under the leadership of the Business Services Manager, has primary responsibility of coordinating workforce investment activities with the state. The staff has extensive experience providing Rapid Response activities and will cooperate fully with the Rapid Response Section from the TIA to make the full range of workforce development activities available to affected workers as quickly as possible.

SEMC staff will assist companies experiencing Mass layoffs and filing WARN notices. SEMC staff will provide Worker Orientations to laid off workers that provide them with information including services offered at the nearest Service Center. Any necessary activities can be specially scheduled or provided off-site to affected workers if the need arises. Laid-off workers who participated in a Rapid Response Worker Orientations will be given priority into workshops, to see case manager/career advisors and provided assistance as much assistance as possible with UI enrollment and DHHS applications.

The Consortium has established formal policy and processes for Rapid Response activities.

Part 27: Description of Rapid Response activities

A description of RR activities.

The RR activities encompass activities necessary to plan and deliver services to dislocated workers to facilitate a relatively quick and unencumbered transition to employment or training, following either a permanent closure or mass layoff or a natural (or other) disaster resulting in a mass job dislocation. The state is responsible for providing RR activities.

The state staff is assigned a geographic territory with the responsibility for the coordination of RR activities between the state and the local area. A Worker Adjustment Retraining Notification (WARN) Act notice typically activates the RR intervention in plant closings and mass layoffs. The WARN Act requires employers with more than 100 employees to provide at least 60 days advance notice of a covered plant closing or mass layoff at a site where the plant closing/mass layoff will affect at least one-third of the workforce and a minimum of 50 employees.

The state monitors media reports and uses a network of local contacts, such as the MWAs, state and local economic development officials, the Michigan Economic Development Corporation, union officials, United Way, and other partners to identify plant closings or layoffs.

Services included as part of the RR process include:

- a. Initial RR meeting with the company and union officers (if applicable).
- b. Worker orientation meetings for employees. These meetings include presentations by MWA service providers and provide information on employment services; WIOA-funded career services (basic and individualized) and training services; Trade Adjustment Assistance, if applicable; special population services (Michigan Rehabilitation Services, Veterans' services), and local/community services (United Way, local community colleges, credit union counseling, etc.). Collaboration with other state agencies (e.g., Office of Retirement Services, Friend of the Court) are planned as needed. Michigan Unemployment Insurance Agency representatives may also participate in worker orientation meetings and provide information on how to file/claim unemployment insurance benefits. Establishment and organization of a Joint Adjustment Committee (JAC). A JAC is an ad hoc group of workers and managers who organize to provide adjustment services on behalf of the employees who are about to lose their jobs due to a plant closure or a mass layoff. The purpose of a JAC is to help displaced workers make a successful transition to a satisfactory job or training in the shortest possible time (reference PI 06-12, "Establishment of Labor Management Committees, also known as JACs at Sites of Facility Closures and Mass Layoffs," issued September 26, 2006).
- c. Layoff Aversion IWT, which includes an assessment of the potential for averting layoffs in consultation with the state or local economic development agencies, including private sector economic development entities and other key partners, up to a year in advance of an actual or potential dislocation event. Special attention and reference should be given to the timeframes and activities charted in the USDOL Training Employment Notice (TEN) 9-12. An IWT is the actual employment and training instrument to upgrade and alter skills to maintain employment or transition to similar employment, a preventative measure, to save jobs, increase economic

productivity, and decrease the negative impacts of unemployment. Reference the USDOL Training and Employment Guidance Letter (TEGL) 30-09, the USDOL TEN 9-12, and the PI 12-02.

- d. State Adjustment Grants (SAGs) are additional increments to a local area's Dislocated Worker formula funding award to meet documented funding deficits. The MWAs may request additional funding for a single or multiple dislocation event(s) via a SAG, following the application process outlined in the SAG PI 12-32. The process includes review of the application and supporting documents and negotiation with the MWA to finalize the award. The TIA/WDA reserves the right to award SAGs with specific terms and conditions, including demonstration that the SAG aligns with the Michigan Industry Cluster Approach, an obligation to spend all or part of the SAG by the end of the PY in which it was granted, or other time period as determined by the TIA/WDA.
- e. National Dislocated Worker Grants (NDWGs) are another form of assistance provided to dislocated workers. The NDWGs are discretionary grants awarded by the Secretary of Labor to provide employment-related services for dislocated workers in specific circumstances. The TIA/WDA and local MWAs work together to develop the application and project design for an NDWG, in response to a specific dislocation event.
- f. The SEMC has adopted policies and processes describing how the WDB will coordinate workforce investment activities carried out in the local area with the aforementioned statewide RR activities provided by the TIA/WDA to address actual or potential dislocation events, in accordance with the WIOA, Section 134(2)(A) and 20 CFR 682.300 to 682.330. In addition to the general RR elements listed under the subsections above, the policy must include the following actions:
 - i. A listing of the name of the person, title, mailing address, email address, and telephone number primarily responsible for (1) JACs, (2) SAGs, and (3) NDWGs.
 - ii. The steps taken to include layoff aversion as a component of RR, whether realized as a policy or a set of procedures in conformity with the USDOL TEGL 30-09, the USDOL TEN 9-12, and the PI 12-02.
 - iii. A description of the coordination of layoff aversion with IWT.
 - iv. A description of the MWA's role in the function of JACs.
 - v. A description of the local circumstances which would activate a request for a SAG (for example, specific level or percent of local dislocated worker formula funding expended, obligated and/or unobligated; specific level or percent of local and/or regional unemployment; the size of an actual or potential dislocation event; the time period between local dislocation events, etc.)

ATTACHMENT A-STRATEGIC PLAN VISION ELEMENTS AND GOALS

| | |
|---|---|
| <p>Vision Element 1: Establish MWSE as the local leader in workforce development so that partners come to us first when there are workforce issues.</p> | |
| Strategic Intent | 3-5 Year Goals |
| <p>Strategic Intent 1.1 Develop partner engagements that advance the WDB’s mission and vision, and can address critical workforce needs of the region’s employers</p> | <ul style="list-style-type: none"> • Establish seamless alignment with Economic Development, Education and Community partners • Ensure MWSE anticipates and responds to regional needs and changes resulting in more business participation, more job placements, expanded labor pool, and additional resources |
| <p>Strategic Intent 1.2 Effectively promote Michigan Works! Southeast’s role and services to the community</p> | <ul style="list-style-type: none"> • Ensure the awareness of Michigan Works! Southeast brand, programs, and services results in new enrollments, new business partnerships, and increased placements |
| <p>Strategic Intent 1.3 Identify and advocate for needed community resources and infrastructure improvements to prepare all jobseekers for employment opportunities in the region</p> | <ul style="list-style-type: none"> • Implement processes to ensure MWSE anticipates and responds to regional needs and changes resulting in more business participation and additional resources |
| <p>Vision Element 2: Cultivate employer relationships by active outreach and quality, consistent, data-driven services.</p> | |
| Strategic Intent | 3-5 Year Goals |
| <p>Strategic Intent 2.1 Understand, develop, communicate, and demonstrate the MWSE value proposition to engage local employers and manage their talent pipeline resulting in more qualified applicants, lower turnover, and increased placements</p> | <ul style="list-style-type: none"> • Develop education and training programs that meet current and future needs of employers and increase the number of individuals with industry recognized credentials in critical areas • Utilize employer input to establish and identify success factors for jobseekers to ensure work readiness and career satisfaction |
| <p>Vision Element 3: Leverage internal and external resources to ensure consistent, high-quality services are made available to all customers</p> | |
| Strategic Intent | 3-5 Year Goals |
| <p>Strategic Intent 3.1 Deliver high quality workforce services through a combination of innovative and evidence-based approaches that are customer-focused and provide the supports necessary to ensure customer success</p> | <ul style="list-style-type: none"> • Oversee outreach to ensure at-risk populations are being served; by 2020 the region will have reduced unemployment of targeted groups • Ensure that all referred jobseekers are job ready per employer standards |

| | |
|--|--|
| | <ul style="list-style-type: none"> MWSE meets or exceeds all State and Federal mandated performance metrics and fiscal metrics. |
| <p>Vision Element 4: Foster board and staff development to leverage innovation and maximize the economic impact of workforce funding and resources.</p> | |
| Strategic Intent | 3-5 Year Goals |
| Strategic Intent 4.1 Develop staff to ensure successful outcomes for jobseekers and employers | <ul style="list-style-type: none"> Develop and implement a strategy for staff professional development that aligns MWSE values and core competencies |
| Strategic Intent 4.2 Develop board members so they can contribute to the MWSE mission | <ul style="list-style-type: none"> Identify priorities and expectations of board members and implement professional development opportunities that inform, educate, and develop board members |
| Strategic Intent 4.3 Align staff and leadership to ensure effective delivery of services | <ul style="list-style-type: none"> Leadership team alignment and accountability processes effectively implemented on annual basis |
| Strategic Intent 4.4 Ensure staff and board members have the information needed to be successful in their roles and fulfill the MWSE mission | <ul style="list-style-type: none"> Provide adequate communication protocol to ensure staff and board members have the information needed to be successful in their roles |

ATTACHMENT B: WIOA and TRAINING POLICY



MICHIGAN WORKS! SOUTHEAST
OFFICIAL POLICY

Date: January 12, 2017

To: WIOA staff

Subject: WIOA program and Training Policy

References: The WIOA of 2014
2 CFR 200 Super Circular

Original Policy: July 1, 2016

Background: The WIOA of 2014 will have full implementation beginning July 1, 2016. This policy will provide an overview of the WIOA program and how it will be implemented in the Southeast Michigan Consortium's counties. Training will be discussed.

Policy: **In General**

The WIOA Adult, Dislocated Worker and Youth program will adhere to the laws, policies and guidelines of the U.S. Department of Labor (USDOL) and the Talent Investment Agency (TIA).

To the greatest extent possible, forms provided by the USDOL or TIA should be used. Forms may be developed and implemented through the Adult/DW or Youth Workgroups. Workgroups will meet regularly to review suggestions from staff on form, programmatic and policy changes.

In accordance with direction in the WIOA law, training will focus on career pathways and work-based training. Classroom training should lead to a credential and should be on a career pathway allowing for career growth into advancement and higher wages and should be focused in the targeted industries of Advanced Manufacturing, Information Technology, Healthcare or another documented industry that is in demand in the area. Work-based training should also focus in the same targeted industries or another documented industry that is in demand in the area. Any training, classroom or work-based training, will be considered if the participant is deemed to be in need of training for gainful employment and the field/industry is considered in-demand in the area.

Jobs that pay “Self-Sufficiency” wages are the goal of all services provided in the Consortium. Participants who are enrolled into program when they are employed should be trained for and/or placed into occupations making considerably more than when first enrolled.

All training and services provided by the Consortium should lead to occupations that either pay or place participants on the pathway to achieve self-sufficiency; in other words, earn a “living wage.” Measures of the “living wage” will vary by County and family size and there are many tools available to determine an appropriate “living wage” in each county (for example, <http://livingwage.mit.edu/> and the United Way’s ALICE reports are excellent tools to use). Career Advisor discretion will be the main determination if the training being considered will place participants on the career pathway to achieve the local area’s living wage.

“Includable Income” – Note that income that is included in calculating household income has changed from the Workforce Investment Act (WIA). Notably, unemployment insurance, child support payments and old age survivor benefits are now included in determining household income. Career Advisors should make sure to use the most recent forms when documenting and calculating household income as these may

be updated as further clarification is provided by the Talent Investment Agency (TIA) or U.S. Department of Labor.

Conditions for approval/denial of applicants for services

WIOA services are not an “entitlement” and only applicants who have appropriate educational and career goals should be enrolled. Career advisors will be given broad discretion on whom to enroll or not enroll and whom to place into training or not.

The following factors should be considered when deciding whether to enroll someone in WIOA:

- Assessment scores
- Career goals of applicant
- Services needed by applicant (per WIOA or W/P staff interview)
- Previous enrollments in MWA services

For training enrollment, the following factors should be considered:

- Assessment scores
- Likelihood of employment in requested training field
- Cost of training/quality of school
- Previous experience with participant (if applicable)

Decisions to enroll or deny a person in WIOA or training should be documented in detail in OSMIS case notes.

If an applicant/participant is denied enrollment in the program and/or training and they would like to appeal, they will have to follow the approved Equal Opportunity/Grievance Procedure for the Agency.

Authorization to Work

In the rare circumstance that in the process of collecting paperwork and enrolling someone into WIOA and a participant is unable/unwilling to provide staff with proper documentation of residency status signifying citizenship or legal resident status, they can only be provided WIOA self-services and access to the resource room. Referrals to pertinent public or non-profit agencies are allowed and encouraged.

Social Security cards/numbers should be requested from customers at the time of documentation collection for program enrollment. However, note that participants are **not** to be denied services if they refuse to provide their Social Security number. In these rare cases, a Social Security number should be created for them starting with the following enumeration:

1st person: 300-00-0001

2nd person: 300-00-0002 and so on.

These participants with assigned numbers should be kept on a confidential list held by the Service Center Manager. Participants that are hesitant to provide their Social Security cards/numbers should be reassured that their numbers are only used for program tracking with state wage records for employment verification. Their number will not be provided to other agencies.

Assessments

Most WIOA applicants will need to have an assessment that provides for a grade level equivalent. Please see the "TABE Test Instruction Letter" for details. To start off, the Consortium will use the TABE test to meet this requirement. Either the full, three section test (TABE Battery) or the "survey" test is available. The TABE test must be completed and results entered into OSMIS before training begins.

Case Managers are given discretion for any additional assessment(s) given to program participants. There are several no or low cost assessments available to measure a variety of factors regarding academic preparation, career exploration and soft skills training. Case Managers may select from a menu of options regarding assessments. Please note that not all assessments may be available at all Service Centers at this time. Below is a sample listing of possible assessments surveyed across the Service Centers

Type of Test

Test name

Personality

Job Career Accelerator
My Next move (Onet)
Humanmetrics
123test.com (DISC)

| | |
|--------------------|---|
| Career | Job Career Accelerator My Next move (Onet) Career Ready 101 |
| Soft Skills | A Game |
| Work Skills | WorkKeys KeyTrain WK Talent Assessment |

Depending on the applicant's academic background and job search situation, the appropriate assessments to assist with their career plan should be assigned. Staff are encouraged to explore potential options for assessments and inform administrative staff of any potential options they see.

WIOA Adult

If receiving Career Services only, WIOA Adult applicants must be:

- 1) Be a citizen of the United States or an eligible non-citizen
- 2) Be registered with selective service (if applicable)
- 3) Be 18 years of age or older.

For training services, eligibility is broken into two groups:

"Primary eligibility groups"- WIOA Adult training will be focused on the following "Primary" groups:

1. Public Assistance Recipients
2. Job Seekers with basic skills deficiencies
 - o Basic Skills Deficiencies- The individual computes or solves problems, reads, writes, or speaks English at or below the eighth grade level or is unable to compute or solve problems, read, write, or speak English at a level necessary to function on the job, in the individual's family, or in society. May additionally be defined as participants without an industry recognized credentials and/or low test scores on a pertinent (academic, work readiness or job skills) test. Assigned staff person should explain, in detail, how the participant is basic skills deficient and what metrics were used.

3. Low-income participants (defined at 100% Federal Poverty level or 70% of LLSIL, whichever is higher)

NOTE: Eligible Veterans who fall into one of the "Primary" priority groups will be provided services and training funds first.

When there are no participants in the "Primary" areas and funds are not limited, enrollment and training in the following "secondary" priority areas will be considered:

Participants with disabilities

Ex-offenders/ recently released prisoners

Homeless or facing foreclosure

Older individuals (ages 55 or older);

Applicants who are unemployed

Applicants who are employed but at wages below \$12/hour

"Limited" funding determination will be made by the Director.

WIOA Dislocated Worker

Eligibility for Dislocated Worker will follow the USDOL and TIA directed requirements. Dislocated Worker participants must be receiving UI payments in order to qualify for DW. "Monetary Determination" letters are not to be accepted as proof of UI eligibility. Proof of UI payments only, should be accepted for documentation.

Enrolled WIOA Dislocated participants interested in training should have training focus in a targeted industry. Exceptions may be considered in individual cases, with sufficient documentation that gainful employment is the expected outcome, and need to be approved by the Service Center Manager. Classroom training should focus on Career Pathways and stackable, portable credentials when applicable (i.e. for classroom training). National Emergency Grants (NEGs) are often available to supplement the Dislocated Worker population. Depending on the stipulations of the NEG grant, case managers will be required to enroll participants with the option for NEG funding or update participants with completed training and switch them to NEG funding on the OSMIS system.

As part of DW eligibility, the following definitions will be used:

"Unlikely to return to priority industry"- With assistance from assigned Career Advisor if needed, the participant must show that the industry they are laid-off or terminated from is a declining industry. This can be done by using recent Labor Market Information (LMI) data or showing layoff letter due to lack of work or another related reason. Additionally, if the participant lacks a credential or further training needed to be competitive for employment in this field or occupation, this documentation should be kept in the file. Items such as job postings showing the needed certification or job skills would be optimal.

"Attachment to the workforce"- An individual who is "Attached to the workforce" will have had at least one short term employment where he/she did not earn enough to qualify for unemployment compensation. He/she may also have been performing services for an employer that were not covered under a state unemployment compensation law. Case managers should further document attachment to the workforce showing that the individual has been continuing a job search since their qualifying termination/lay-off.

"General Announcement" – any publicly disseminated informational piece (e.g. newspaper article) that communicates a mass layoff or closure of a company or organization for DW eligibility consideration

"Unemployed as a result of general economic conditions in the community in which the individual resides or because of natural disasters" – When labor market conditions in an area rapidly and "across the board" decline affecting multiple industries and/or occupations. Will be determined on a case-by-case basis and must be approved by local Service Center Manager or declared by Director.

"Displaced Homemaker"- an individual who has been providing unpaid services to family members in the home and who:

- (A) (i) Has been dependent on the income of another family member but is no longer supported by that income; or
- (ii) Is the dependent spouse of a member of the armed forces on active duty and whose family income is significantly reduced because of a deployment, a call or order to active duty, a permanent change of station, or

the service-connected death or disability of the member;
and

(B) Is unemployed or underemployed and is experiencing difficulty in obtaining or upgrading employment.

Consistent with Federal policy, males and females are included as "homemakers."

WIOA Youth

Eligibility for Youth will follow the USDOL and TIA directed requirements.

Training requests for Out-of-School Youth will follow the same process and considerations as WIOA Adult and DW.

For in-school youth, high school completion and work experience will be a primary focus of the program. Please see the "Work Experience Policy" for more details. Work experiences must include occupational and academic training, per the WIOA law. Career advisors will be asked to identify the occupational and applicable academic skills that will be learned through the work experience.

For out-of-school youth, the focus of funding expenditure (75%) must be on these eligible participants. Classroom training and OJT training is highly encouraged, when appropriate.

For the WIOA Youth program, the definition of "Requiring additional assistance to complete and educational program or to secure or hold employment" regarding eligibility will be left up to career advisor discretion. Supporting documentation and OSMIS case notes should be used to best describe the applicant's situation and why additional assistance is needed. Some examples may include (this is not an exhaustive list): Repeating a secondary grade level, emancipated youth, multiple suspensions/expulsions, have never held a job (for older youth only) and no relevant or "in-demand" work history.

Training approval

Program participants are expected to help "make the case" for their training request. Classroom training should be in pursuit of in-demand credentials that are "stackable" and "portable."

This means credentials are recognized across the industry and/or occupation and can be part of a basis for future credentials to help with career growth. This will support the concept of “career pathways” and placement in growing, in-demand industries and occupations. The State’s Eligible Training Provider List (ETPL) should be used as a guide to help participant’s make informed choices regarding training program options. Labor Market Information (LMI) should also be used as part of this guidance and informed choice to the participant. Details regarding the communication of LMI and ETPL options will be documented on OSMIS case notes.

Eligible WIOA participants may be enrolled directly into training services (with no career services provided) with proper justification. A case note detailing the reason and rationale for direct placement into training is required.

The “Comp Card request form” must be submitted to local Service Center Manager for approval. These request forms will document the full, projected cost of the entire training program. Each semester or training period will require a separate form. Comp cards will be issued by SEMCA, the Consortium’s fiscal agent. For participants interested in OJT training, Career Advisors should work with business services to communicate details of the training and properly enroll and complete all paperwork. OJT training contracts will be completed on pre-approved templates by Business Services staff.

All training must be approved by the local Service Center Manager before training can begin. Career advisors should allow approximately two weeks before the start of training for comp cards to be fully processed and funded. Career advisors are required to collect all required documents before training requests are submitted for approval. Before training will be approved, participant should be entered in the proper training activity on OSMIS.

Suggestions from staff on possible improvements to the training process, procedures or forms are encouraged.

Actions: WIOA Adult, Dislocated Worker and Youth case managers shall adhere to the guidance in this policy.

Inquiries:

Questions regarding this policy should be directed to Bill Sleight at

wsleight@mwse.org or Justin Al-Igoe at jaligoe@mwse.org

ATTACHMENT C: TABE TEST Instruction Letter



**MICHIGAN WORKS! SOUTHEAST
TABE TEST INSTRUCTION LETTER**

To: Career Advisors

Clarifications: **TABE TEST REQUIREMENTS**

Michigan Works! Southeast has selected the Test for Adult Basic Education (TABE) test to serve as its "Educational Functional Level" assessment, as required by WIOA. Only the "locator" and "survey" are required to meet the testing requirement, although the "full battery" test is available and able to be administered at Career Advisor discretion.

TABE tests are valid for up to six months prior to the participant's enrollment into a workforce program and activity.

Youth/PATH/FAE&T participants- Per program rules, all Youth, PATH and FAE&T participants will be required to take the TABE test

Adult/DW/NEG/TAA program participants- TABE tests will be required for all of these program participants except in the following situations where it becomes optional, but still encouraged. This decision will be made by the participant's Career Advisor:

- Participant who will be enrolled directly into OJT training

- Participant who has a Bachelor's degree or higher. Participant must submit proof of this degree attainment
- Participant who is only interested in job search assistance and not in training

Actions: Career Advisor will implement the directives of this Instructional Letter.

Inquiries: Questions regarding this directive should be directed to Justin Al-Igoe at jaligoe@mwse.org

ATTACHMENT D Support Service Policy



MICHIGAN WORKS! SOUTHEAST
OFFICIAL POLICY

Original Date: July 1, 2016

To: Partnership, Accountability, Training and Hope (PATH),
Workforce Innovation and Opportunity Act (WIOA) and Trade
Adjustment Act (TAA) Staff

Subject: Supportive Services

Programs affected: PATH, TAA and WIOA

References: WIOA of 2014

2 CFR 200

Trade Act of 1974, Public Law (PL) 93-618, as amended

Trade Act of 2002, PL 107-210

The Trade and Globalization Adjustment Assistance Act of 2009
(Division B, Title I, Subtitle I of the American Recovery and
Reinvestment Act of 2009, Public Law No. 111-5)

TAA Extension Act of 2011

Reauthorization of the Temporary Assistance for Needy Families
(TANF) Program; Final Rule, 45 CFR Parts 261, 262, 263, and 265

Personal Responsibility and Work Opportunity Reconciliation Act
(PRWORA) of 1996

Background: It is the policy of Michigan Works! Southeast (MWSE) that supportive services may be provided to any eligible participant registered on the One Stop Management Information System (OSMIS), based on need, to eliminate employment and/or training barriers. Supportive services are not an entitlement.

All supportive services must follow State and Federal guidelines and regulations. Considerations for Support Services should be based on documented financial assessment, individual circumstances, the absence of other resources, and funding limits.

Policy: Prior to requesting supportive services, client must be in compliance with program requirements and be assessed for support service needs. The Individual Service Strategy (ISS) must be completed and the support service linked to an identified barrier. A detailed case note should be used for Support Services to document the participant's financial assessment, individual circumstance and (if applicable) note the absence of other resources.

The following list may be considered for supportive service if all criteria above has been met:

Transportation- Including Public transportation, taxi, mileage reimbursement

Auto Purchase

Auto Insurance (including registration)

Clothing

Relocation

Non Related Payments (NRP)

Transitional supportive services

Pre-Employment health exams

Testing and/or licensing fees

Tools/job specific supplies

Any other allowable supportive service with Administrative approval

Additional Support Services may become available through various programs and some of those listed above may not be available through some programs. Career Advisors are required

to keep up with program changes to be aware of the support services available through various programs. All caps and restrictions implemented by the Talent Investment Agency (TIA) or U.S. Department of Labor (USDOL) will be followed.

A handbook will be provided detailing required backup documentation for the various support services and other limitations. Handbooks will be updated as needed to meet programmatic or budgetary changes. Exceptions to any limitations may be allowed on a case by case basis by the Program Services Manager.

Forms provided by the agency must be utilized with any supportive service request. Additional information or documentation may be requested prior to approval. In general, checks will be issued for reimbursement either to the participant or given to the participant to take to the appropriate vendor.

Actions: Staff in applicable programs will follow and adhere to the guidance in this policy.

Inquiries: Questions regarding this policy should be directed to Bill Sleight at wsleight@mwse.org or Justin Al-Igoe at jalignoe@mwse.org

ATTACHMENT E: Veteran's Preference and DVOP referral Policy



Date: July 1, 2016

To: All Michigan Works! program providers

Subject: Veterans Preference and DVOP referral

References: The Workforce Innovation and Opportunity Act (WIOA) of 2014
2 CFR 200 Super Circular
Chapter 20 Code of Federal Regulations Part 1010
The Jobs for Veterans Act (JVA), PL 107-288
USDOL TRAINING AND EMPLOYMENT NOTICE NO. 15-11

Original Policy: July 1, 2016

Last modification: N/A

Rescissions: None

Policy:

The United States Department of Labor (USDOL) issued regulations implementing priority of service for veterans and eligible spouses, as provided by the Jobs for Veterans Act (JVA), and as specified by the Veterans' Benefits Health Care, and Information Technology Act of 2006. The JVA calls for priority of service to be implemented by all "qualified job training programs," defined as "any workforce preparation, development or delivery program or service that is directly funded, in whole or in part, by the Department of Labor." The purpose of this policy is to clarify to the Michigan Works! Service Center staff about procedures when applying priority of service appropriate to eligible veterans and covered spouses.

Additionally, recent changes at the State level have prompted a change with the job seeker referral process to the Disabled Veteran's Outreach Program (DVOP) specialist.

Veteran priority is not intended to displace the core function of the Workforce Investment Act. Reference to veterans within this policy applies to any of the "covered persons" as defined by law (see definitions).

Definitions:

Covered person – **A covered person is defined as:**

- **Veteran** –
 1. An individual who served in the active military for at least 181 straight days (outside of training) and who was discharged or released from such service under conditions other than dishonorable. This includes a medical discharge. This may include National Guard or Reserve members who have been discharged from active duty service but not necessarily from other reserve commitments such as training.
- **Eligible Spouse**- Generally, an eligible spouse of a Veteran will have a letter from Veteran's Affairs stating her eligibility

Spouse of:

1. Any veteran who died of a service-connected disability;
2. Any member of the armed forces on active duty who, at the time of the spouse's application, is listed in one or more of the following categories and has been so listed for more than 90 days: a) missing in action, b)

- captured in the line of duty by a hostile force, or c) forcibly detained or interned in the line of duty by a foreign government or power;
3. Any veteran who has a total disability resulting from a service-connected disability; or
 4. Any veteran who died while a disability so evaluated was in existence.

Policy:

For programs that have existing statutory priorities that target certain groups, such as Workforce Investment Act (WIA)/Workforce Innovation and Opportunity Act (WIOA) Dislocated Worker and Youth programs and Partnership, Accountability, Training and Hope (PATH), veteran's priority is applied to covered persons that meet program criteria. Thus, an individual meeting both the veteran's priority and the program requirements would receive the highest priority for WIA Youth, Dislocated Worker and PATH services over a non-covered person satisfying the program requirements.

For programs that do not target specific groups (WIA/WIOA Adult program), the veterans priority is given to those that first meet the program's existing eligibility requirements. Thus a covered person would receive priority for services over a non-covered individual only after satisfying the WIA Adult program's eligibility requirements.

Southeast Michigan Consortium staff are to identify Veterans and eligible spouses at the time of initial visit. They should be informed of their Veteran's preference status.

Veteran's Preference:

- Staff are to ask job seekers upon initial visit to the Service Center if they are a veteran or if they are the spouse of a veteran. Responding "yes", will trigger the staff to provide additional information on Veteran's priority.
- Veterans and eligible spouses are to be ensured access to any workshops and appointments with case managers. If a workshop is full, they will be prompted on the website to contact the workshop facilitator, identify themselves as a Veteran or Eligible spouse and then will be provided a seat at the workshop. Any available case manager should be asked to meet with a Veteran, if requested.

- For veterans and eligible spouses for training services, priority of service does apply:
 - If there is a waiting list for training, and the veteran or eligible spouse has been determined suitable and likely to benefit from training, the individual(s) would be moved to the top of the list
 - Priority of service is not intended to bump a “non-covered” person who has been approved for funding, accepted into the training institution and enrolled in training.

DVOP (Disabled Veteran Outreach Program):

- All Veterans (and eligible spouses) will be provided with Career Services like all other job seekers. This includes creation of a Profile and/or Resume on the Pure Michigan Talent Connect System.
- If Michigan Works! staff assess and feel that job seeker may be in need of intensive services to gain employment, the “Veteran’s Services Division Eligibility Assessment Form” will be completed. Michigan Works! staff will review for program eligibility. If determined eligible for DVOP services, a referral will be made to the local DVOP representative. If determined to be ineligible for DVOP services, the job seeker will be provided other Michigan Works! services with Veteran’s preference. The focus of the DVOP’s work is to assist “hard to serve” Veterans.

Note: Disabled Veterans, Homeless Veterans, Vocational Rehabilitation Veterans and Native American Veterans should automatically be referred to DVOP when identified.

- If referred, DVOP Specialists will work with the Veteran to help them address barriers to employment and make them “job ready.” Depending on the barriers, referrals to workshops or for eligibility review for training programs may be coordinated with other contractor organizations. In both workshops and training, Veterans are to receive preference.
- After Veteran is determined to be job ready, DVOP specialist will refer Veteran to Business Services Team at the One-Stop Center. Staff will work with employers to get Veteran placed for employment.
-

IF THERE ARE FUNDING LIMITATIONS:

If funding limitations impede the Michigan Works! Service Centers' ability to serve job seekers, the following priority system will be established:

1. Veterans (and eligible spouses) meeting eligibility
2. Non-veterans meeting income eligibility
3. Veterans not meeting income eligibility

Actions: Michigan Works! staff and program supervisors should implement the directives of this policy.

Inquiries: Questions regarding this policy should be directed to Bill Sleight at wsleight@mwse.org or Justin Al-Igoe at jalogoe@mwse.org

Attachment F: Memorandum of Understanding

MICHIGAN WORKS! SYSTEM MEMORANDUM OF UNDERSTANDING BETWEEN MICHIGAN REHABILITATION SERVICES AND THE MICHIGAN WORKS! SOUTHEAST WORKFORCE DEVELOPMENT BOARD

Part I General formation

This Memorandum of Understanding (hereinafter referred to as the MOU) establishes the terms and conditions between Michigan Rehabilitation Services (hereinafter referred to as partner) and the Michigan Works! Southeast Workforce Development Board (hereinafter referred to as the WDB) for the Southeast Michigan Consortium. This MOU is entered into for the purpose of delineating the respective roles and responsibilities of Michigan Rehabilitation Services (MRS) as a One-Stop partner, in compliance with the provisions of the Workforce Innovation and Opportunity Act (WIOA) of 2014, Section 121(c)(2). By signing this MOU, the parties agree to abide by the terms, conditions, goals, policies, and principles set forth herein.

As a Vocational Rehabilitation (employment and training) organization covering Washtenaw, Jackson, Livingston, Lenawee and Hillsdale, Michigan Rehabilitation Services is a WIOA required partner to the Michigan Works! system.

This MOU is designed to ensure the efficient and effective coordination and delivery of services in the Southeast Michigan Consortium service delivery area in order to prevent duplication and maximize available resources. In addition, this MOU establishes joint processes and procedures that will enable all parties to more fully integrate the current service delivery system, resulting in a more seamless and comprehensive array of education, human service, job training, and other workforce services.

Part II Service Provision and Coordination

Michigan Rehabilitation Services agrees to the following:

- Promote the employment and training services available through Michigan Works! Southeast. Such promotion should include promotions for events, services and programs through social media, press releases and other media used by the Partner
- Work with Michigan Works! Southeast staff on assisting program participants with referrals for training and job search resources

- Assist with an ADA compliance audit of program, policies and recruitment strategies
- Meet quarterly with the procured “One Stop Operator” for Michigan Works! Southeast to coordinate partnership and improved service delivery at the One Stop Centers

The WDB agrees to the following:

- Work with Michigan Rehabilitation Services staff to assist referrals, when eligible for a Michigan Works!’ workforce development programs, with training, job search and other services as appropriate
- Provide training funds to MRS referrals as appropriate and as funding allows
- Have the local Business Services Coordinators in each County work with MRS staff to help place job ready referrals

Part III Funding

Michigan Rehabilitation Services agrees to the following:

- To adhere to the Infrastructure Funding Agreement (IFA) to be separately negotiated from this MOU and scheduled to be executed by September 1, 2017

The WDB agrees to the following:

- To negotiate an Infrastructure Funding Agreement (IFA) to be separately negotiated from this MOU and executed by September 1, 2017

Part IV Referral Strategies

Michigan Rehabilitation Services agrees to the following:

- Referrals of participants in need of training and/or job search assistance be made by direct referral with the MRS case managers contacting the local Service Center Manager. Referral will be case noted in each agencies case management/reporting systems.

The WDB agrees to the following:

- Referrals of participants to MRS will be made by direct referral with the Michigan Works! Career Advisor contacting a local MRS case manager directly. Referral will be case noted in each agencies case management/reporting systems.

Part V Inclusion Strategies

Michigan Rehabilitation Services agrees to the following:

- Adherence to all Equal Opportunity and anti-discrimination laws

The WDB agrees to the following:

- Adherence to all Equal Opportunity and anti-discrimination laws

Part VII Duration of Agreement

In accordance with the provisions of the Workforce Innovation and Opportunity Act of 2014, this MOU is effective this 1st day of July, 2017 by and between the Michigan Works! Southeast WDB and Michigan Rehabilitation Services, as system partners. This MOU shall remain in effect until June 30, 2020, or unless otherwise terminated by mutual agreement of all signing parties, under the following condition:

Any party may withdraw from this MOU by giving written notice of intent to withdraw at least 30 calendar days in advance of the effective date of the withdrawal. Notice of withdrawal shall be given to all parties covered by this agreement. Should any partner withdraw, this MOU shall remain in effect in its entirety with respect to the remaining parties until the expiration date of this agreement, or a new MOU is executed, whichever occurs first.

All signing parties assure that the MOU will be reviewed at least once every three years.

Part VIII Procedure for Amendment or Assignment

This MOU may be modified at any time by written agreement of the parties. Such amendments will require the signature of all parties affected by such amendment. Assignment of responsibilities under this MOU by any of the parties shall be effective upon written notice to the other parties. Any assignee shall also commit in writing to the terms of this MOU.

Part IX Certification

The undersigned hereby agree to abide by all terms and conditions outlined in this agreement, or in any amended version of this agreement, for the duration of this agreement.

Approval on behalf of Partner: Michigan Department of Health and Human Services:

Suzanne Howell, Director, Michigan Rehabilitation Services

Print Name and Title

Date

Signature

Date

Jeanette Hensler
Printed Name and Title

Date

Signature

Date

Approval on behalf of the WDB:

Print Name of WDB Board Chair

Date

Signature of WDB Board Chair

Date

Approval on behalf of Chief Elected Official:

Print Name and Title of Chief Elected Official

Date

Signature of Chief Elected Official

Date