

WIOA Planning Region 9 Regional and Local Plans

September 1, 2020 through June 30, 2024



Regional Plan

1. *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.*

MWA: The Workforce Innovation Opportunity Act (WIOA) workforce Region 9 is administered by the Southeast Michigan Consortium (dba Michigan Works! Southeast “MWSE”) and is comprised of Hillsdale, Jackson, Lenawee, Livingston, and Washtenaw counties. 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.

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.

Through the Workforce Intelligence Network (WIN), data on regional demographics, labor market information and economic trends were gathered and analyzed. The labor shed for the five counties of MWSE crosses into other planning regions. Using WIN as a central analyzing organization, several WIOA workforce regions are able to compare data to find trends and employer needs across all of southeast Michigan.

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, both within the five counties and with neighboring counties
- Collection of information from MWA leadership and WIOA required 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.

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. A new strategic planning process is scheduled to occur during PY 2020.

The MWA leadership in Region 9 are confident that this process, along with on-going partnerships and collaboration both within and outside MWSE, 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.

2. *An updated and thorough analysis of regional labor market data and economic conditions for the WIOA Planning Region. (Note: information and analysis provided by the Department of Technology, Management & Budget/Labor Market Information and Strategic Initiatives for the Prosperity Region may need to be augmented with other sources of data in cases where it does not align with the WIOA Planning Region.) 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. The analysis shall include:*
 - *The knowledge and skills necessary to meet the employment needs of the employers in the region, including employment needs of in-demand industry sectors and occupations.*
 - *An analysis of the current workforce in the region, including employment and unemployment data, labor market trends, and the educational and skill levels of the workforce, including individuals with barriers to employment.*
 - *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.*

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 Region 9 planning partners 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: Michigan Rehabilitation Services and Michigan Bureau of Services for Blind Persons.

Core partners were asked 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 that these plans were available for review and encouraged to access them to make comments on their organizations' behalf. No comments were received during the 30-day review period, Core partners who have representatives on the Michigan Works! Southeast Workforce Development Board had an opportunity to review, contribute input on the draft regional plan, and participate in the final approval of the 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 occupations depict high real-time demand through calendar year 2019, are projected to continue to grow in the short run (through 2021), require at least a high school diploma or equivalent, and offer wages above the state median of \$18.60.

Figure 1: WIOA Planning Region 9's Top 50 Existing/Currently In-Demand Occupations

SOC	Description	Postings 2019	2019 Jobs	2021 Jobs	2019 - 2021 Change	2019 - 2021 % Change	Annual Openings	Median Hourly Earnings	Typical Entry Level Education
13-2011	Accountants and Auditors	1336	2,584	2,662	78	3.0%	281.5	\$32.79	Bachelor's degree
11-3011	Administrative Services Managers	112	606	633	27	4.5%	64.5	\$48.75	Bachelor's degree
11-9041	Architectural and Engineering Managers	292	700	723	23	3.3%	62.5	\$59.92	Bachelor's degree
13-1199	Business Operations Specialists, All Other	552	3,324	3,461	137	4.1%	391	\$30.93	Bachelor's degree
47-2031	Carpenters	246	1,431	1,517	86	6.0%	192.5	\$24.21	High school diploma or equivalent
15-1111	Computer and Information Research Scientists	220	22	24	2	9.1%	Insf. Data	\$53.15	Master's degree
11-3021	Computer and Information Systems Managers	306	1,085	1,140	55	5.1%	113	\$60.19	Bachelor's degree
15-1199	Computer Occupations, All Other	1322	1,029	1,079	50	4.9%	101	\$34.40	Bachelor's degree
15-1121	Computer Systems Analysts	940	1,394	1,457	63	4.5%	133	\$41.29	Bachelor's degree
11-9021	Construction Managers	224	309	334	25	8.1%	35	\$49.14	Bachelor's degree
11-9033	Education Administrators, Postsecondary	218	985	1,038	53	5.4%	106	\$55.03	Master's degree
17-2071	Electrical Engineers	607	858	881	23	2.7%	68.5	\$44.87	Bachelor's degree
29-1062	Family and General Practitioners	547	267	281	14	5.2%	15.5	\$82.92	Doctoral or professional degree
13-2051	Financial Analysts	295	475	501	26	5.5%	54	\$36.49	Bachelor's degree
11-3031	Financial Managers	528	1,139	1,204	65	5.7%	121.5	\$56.41	Bachelor's degree
11-1021	General and Operations Managers	1178	4,857	5,031	174	3.6%	514	\$47.93	Bachelor's degree

SOC	Description	Postings 2019	2019 Jobs	2021 Jobs	2019 - 2021 Change	2019 - 2021 % Change	Annual Openings	Median Hourly Earnings	Typical Entry Level Education
11-3121	Human Resources Managers	376	273	287	14	5.1%	30.5	\$51.63	Bachelor's degree
17-2112	Industrial Engineers	1369	3,098	3,236	138	4.5%	282	\$42.82	Bachelor's degree
11-3051	Industrial Production Managers	268	1,029	1,058	29	2.8%	90.5	\$59.17	Bachelor's degree
15-1122	Information Security Analysts	292	136	150	14	10.3%	17	\$42.16	Bachelor's degree
23-1011	Lawyers	244	712	740	28	3.9%	48.5	\$47.61	Doctoral or professional degree
29-2061	Licensed Practical and Licensed Vocational Nurses	771	1,333	1,412	79	5.9%	142.5	\$24.89	Postsecondary nondegree award
13-1111	Management Analysts	732	1,932	2,035	103	5.3%	236	\$36.53	Bachelor's degree
11-9199	Managers, All Other	1012	631	671	40	6.3%	68.5	\$45.16	Bachelor's degree
13-1161	Market Research Analysts and Marketing Specialists	791	1,780	1,912	131	7.4%	251	\$30.83	Bachelor's degree
11-2021	Marketing Managers	874	318	343	25	7.9%	41.5	\$60.27	Bachelor's degree
17-2141	Mechanical Engineers	1342	3,012	3,117	105	3.5%	259	\$41.52	Bachelor's degree
11-9111	Medical and Health Services Managers	962	1,682	1,752	70	4.2%	169.5	\$45.74	Bachelor's degree
15-1142	Network and Computer Systems Administrators	833	547	580	32	6.0%	55	\$35.12	Bachelor's degree
29-1171	Nurse Practitioners	239	604	645	41	6.8%	53.5	\$51.87	Master's degree
29-1122	Occupational Therapists	425	405	432	27	6.7%	36.5	\$37.42	Master's degree
15-2031	Operations Research Analysts	157	207	226	19	9.2%	23.5	\$42.30	Bachelor's degree
13-2052	Personal Financial Advisors	176	299	320	21	7.0%	33.5	\$37.18	Bachelor's degree
29-1123	Physical Therapists	883	701	760	60	8.4%	60	\$43.54	Doctoral or professional degree
29-1071	Physician Assistants	402	710	760	50	7.0%	66.5	\$54.76	Master's degree
29-1069	Physicians and Surgeons, All Other	598	1,849	1,910	61	3.3%	87	\$93.40	Doctoral or professional degree
25-1099	Postsecondary Teachers	2112	17,315	18,139	824	4.8%	1882.5	\$27.83	Doctoral or professional degree

SOC	Description	Postings 2019	2019 Jobs	2021 Jobs	2019 - 2021 Change	2019 - 2021 % Change	Annual Openings	Median Hourly Earnings	Typical Entry Level Education
11-2031	Public Relations and Fundraising Managers	260	186	197	11	5.9%	21.5	\$60.00	Bachelor's degree
11-3061	Purchasing Managers	112	114	124	10	8.8%	14.5	\$52.01	Bachelor's degree
29-1141	Registered Nurses	7919	10,336	10,823	487	4.7%	798.5	\$34.74	Bachelor's degree
11-2022	Sales Managers	893	608	637	29	4.8%	69	\$59.85	Bachelor's degree
41-4012	Sales Representatives, Wholesale and Manufacturing, Except Technical and Scientific Products	1026	3,122	3,258	136	4.4%	402	\$30.21	High school diploma or equivalent
41-4011	Sales Representatives, Wholesale and Manufacturing, Technical and Scientific Products	439	981	1,013	32	3.3%	122.5	\$40.16	Bachelor's degree
41-3031	Securities, Commodities, and Financial Services Sales Agents	566	607	631	24	4.0%	70.5	\$47.92	Bachelor's degree
15-1132	Software Developers, Applications	2916	2,042	2,207	166	8.1%	229	\$43.67	Bachelor's degree
15-1133	Software Developers, Systems Software	324	1,161	1,214	53	4.6%	109	\$42.19	Bachelor's degree
29-1127	Speech-Language Pathologists	842	304	334	30	9.9%	31.5	\$38.70	Master's degree
15-2041	Statisticians	114	272	292	20	7.4%	31.5	\$35.70	Master's degree
13-1151	Training and Development Specialists	273	482	510	28	5.8%	66.5	\$27.57	Bachelor's degree
15-1134	Web Developers	855	351	372	21	6.0%	37.5	\$28.09	Associate's degree

Source: Bureau of Labor Statistics, Economic Modeling Specialists, Intl (Emsi)

- All except two of the current most in-demand occupations in WIOA Planning Region 9 require advanced levels of education. All occupations require a bachelor's degree or higher, except for Sales Representatives, Wholesale and Manufacturing, Except Technical and Scientific Products and Carpenters, which both require only a high school diploma or equivalent and on-the-job training. The hourly pay range is between \$27.83 for Postsecondary Teachers and \$93.40 for Physicians and Surgeons, All Other (Figure 1).

Emerging In-Demand Occupations

Figure 2 presents occupations that are projected to have job expansion over the longer term (until 2029) along with high annual job openings and median wages well above the state median of \$18.60 (Figure 2).

Figure 2: WIOA Planning Region 9's Top 50 Emerging/Future In-Demand Occupations

SOC	Job Title	2019 Jobs	2029 Jobs	2019 - 2021 Change	2019 - 2029 % Change	Annual Openings	Median Hourly Earnings	Typical Entry Level Education
13-2011	Accountants and Auditors	2,584	2,822	238	9.2%	276.7	\$32.79	Bachelor's degree
11-3011	Administrative Services Managers	606	692	86	14.2%	62.9	\$48.75	Bachelor's degree
49-3011	Aircraft Mechanics and Service Technicians	303	387	84	27.7%	37.3	\$28.36	Postsecondary nondegree award
13-1199	Business Operations Specialists, All Other	3,324	3,743	419	12.6%	383.1	\$30.93	Bachelor's degree
47-2031	Carpenters	1,431	1,675	244	17.1%	186	\$24.21	High school diploma or equivalent
53-2012	Commercial Pilots	422	554	132	31.3%	64.1	\$34.40	High school diploma or equivalent
13-1041	Compliance Officers	382	450	68	17.8%	43.8	\$32.90	Bachelor's degree
11-3021	Computer and Information Systems Managers	1,085	1,254	169	15.6%	108.7	\$60.19	Bachelor's degree
15-1199	Computer Occupations, All Other	1,029	1,173	144	14.0%	95.5	\$34.40	Bachelor's degree
15-1121	Computer Systems Analysts	1,394	1,569	175	12.6%	125.5	\$41.29	Bachelor's degree
11-9021	Construction Managers	309	386	77	24.9%	32.9	\$49.14	Bachelor's degree
11-9033	Education Administrators, Postsecondary	985	1,162	177	18.0%	102.8	\$55.03	Master's degree
21-1012	Educational, Guidance, School, and Vocational Counselors	908	1,085	177	19.5%	120	\$23.65	Master's degree
29-1062	Family and General Practitioners	267	313	46	17.2%	13.3	\$82.92	Doctoral or professional degree
13-2051	Financial Analysts	475	555	80	16.8%	52.3	\$36.49	Bachelor's degree
11-3031	Financial Managers	1,139	1,359	220	19.3%	118.6	\$56.41	Bachelor's degree
11-1021	General and Operations Managers	4,857	5,386	529	10.9%	501.1	\$47.93	Bachelor's degree
11-3121	Human Resources Managers	273	320	47	17.2%	30.2	\$51.63	Bachelor's degree
17-2112	Industrial Engineers	3,098	3,491	393	12.7%	265.2	\$42.82	Bachelor's degree
15-1122	Information Security Analysts	136	190	54	39.7%	16.9	\$42.16	Bachelor's degree
23-1011	Lawyers	712	813	101	14.2%	46.8	\$47.61	Doctoral or professional degree
29-2061	Licensed Practical and Licensed Vocational Nurses	1,333	1,616	283	21.2%	140.6	\$24.89	Postsecondary nondegree award

SOC	Job Title	2019 Jobs	2029 Jobs	2019 - 2021 Change	2019 - 2029 % Change	Annual Openings	Median Hourly Earnings	Typical Entry Level Education
13-1111	Management Analysts	1,932	2,241	309	16.0%	228.5	\$36.53	Bachelor's degree
11-9199	Managers, All Other	631	741	110	17.4%	63.8	\$45.16	Bachelor's degree
13-1161	Market Research Analysts and Marketing Specialists	1,780	2,233	453	25.4%	251.1	\$30.83	Bachelor's degree
11-2021	Marketing Managers	318	393	75	23.6%	39.6	\$60.27	Bachelor's degree
17-2141	Mechanical Engineers	3,012	3,287	275	9.1%	243.4	\$41.52	Bachelor's degree
11-9111	Medical and Health Services Managers	1,682	1,913	231	13.7%	165.7	\$45.74	Bachelor's degree
15-1142	Network and Computer Systems Administrators	547	640	93	17.0%	51.5	\$35.12	Bachelor's degree
29-1171	Nurse Practitioners	604	752	148	24.5%	50.9	\$51.87	Master's degree
29-1122	Occupational Therapists	405	490	85	21.0%	33.7	\$37.42	Master's degree
15-2031	Operations Research Analysts	207	271	64	30.9%	22.1	\$42.30	Bachelor's degree
13-2052	Personal Financial Advisors	299	365	66	22.1%	32	\$37.18	Bachelor's degree
31-2021	Physical Therapist Assistants	334	439	105	31.4%	58.6	\$26.30	Associate's degree
29-1123	Physical Therapists	701	904	203	29.0%	54.2	\$43.54	Doctoral or professional degree
29-1071	Physician Assistants	710	892	182	25.6%	64.1	\$54.76	Master's degree
29-1069	Physicians and Surgeons, All Other	1,849	2,038	189	10.2%	77.1	\$93.40	Doctoral or professional degree
47-2152	Plumbers, Pipefitters, and Steamfitters	745	846	101	13.6%	98.9	\$32.35	High school diploma or equivalent
25-1099	Postsecondary Teachers	17,315	20,134	2,819	16.3%	1850.2	\$27.83	Doctoral or professional degree
27-3031	Public Relations Specialists	564	649	85	15.1%	72	\$29.95	Bachelor's degree
29-1141	Registered Nurses	10,336	11,890	1,554	15.0%	747.6	\$34.74	Bachelor's degree
11-2022	Sales Managers	608	694	86	14.1%	67.1	\$59.85	Bachelor's degree
41-4012	Sales Representatives, Wholesale and Manufacturing, Except Technical and Scientific Products	3,122	3,560	438	14.0%	397.8	\$30.21	High school diploma or equivalent
41-4011	Sales Representatives, Wholesale and Manufacturing, Technical and Scientific Products	981	1,077	96	9.8%	119.5	\$40.16	Bachelor's degree
41-3031	Securities, Commodities, and Financial Services Sales Agents	607	674	67	11.0%	68.1	\$47.92	Bachelor's degree
15-1132	Software Developers, Applications	2,042	2,600	558	27.3%	219.5	\$43.67	Bachelor's degree
15-1133	Software Developers, Systems Software	1,161	1,320	159	13.7%	103.2	\$42.19	Bachelor's degree

SOC	Job Title	2019 Jobs	2029 Jobs	2019 - 2021 Change	2019 - 2029 % Change	Annual Openings	Median Hourly Earnings	Typical Entry Level Education
29-1127	Speech-Language Pathologists	304	411	107	35.2%	29.7	\$38.70	Master's degree
15-2041	Statisticians	272	344	72	26.5%	31.1	\$35.70	Master's degree
13-1151	Training and Development Specialists	482	569	87	18.0%	65.3	\$27.57	Bachelor's degree

Source: Economic Modeling Specialists, Intl (EMSI)

- Over half of the future in-demand occupations in WIOA Planning Region 9 require a bachelor's degree, while seven occupations require an advanced degree. Only four of the top occupations require a high school diploma or equivalent. These occupations include Commercial Pilots, Sales Representatives, Wholesale and Manufacturing, Except Technical and Scientific Products, Plumbers, Pipefitters, and Steamfitters, Carpenters.

In-Demand Middle Skills Occupations

- Figure 3 represents occupations that had both high demand in calendar year 2019 and projected ten-year growth, provide a wage over the state median, and require training or education of at least a high school diploma or equivalent yet less than a bachelor's degree. While the top current in-demand occupations generally require a bachelor's degree, many WIOA Planning Region 9 MWA customers seek short-term education or training or seek on-the-job training opportunities to find work. Figure 3 provides a snapshot of the middle skills occupations growing in WIOA Planning Region 9.

Figure 3: WIOA Planning Region 9's Top 50 Currently In-Demand Middle Skills Occupations

SOC	Description	2019 Jobs	2029 Jobs	2019 - 2021 Change	2019 - 2029 % Change	Annual Openings	Median Hourly Earnings	Typical Entry Level Education	Typical On-The-Job Training
49-3011	Aircraft Mechanics and Service Technicians	303	387	84	27.7%	37	\$28.36	Postsecondary nondegree award	None
43-3021	Billing and Posting Clerks	1087	1247	160	14.7%	144.2	\$18.70	High school diploma or equivalent	Moderate-term on-the-job training
47-2021	Brickmasons and Blockmasons	173	204	31	17.9%	22	\$26.36	High school diploma or equivalent	Apprenticeship
49-3031	Bus and Truck Mechanics and Diesel Engine Specialists	476	548	72	15.1%	55.2	\$21.97	High school diploma or equivalent	Long-term on-the-job training
43-5011	Cargo and Freight Agents	102	128	26	25.5%	13.7	\$26.59	High school diploma or equivalent	Short-term on-the-job training

SOC	Description	2019 Jobs	2029 Jobs	2019 - 2021 Change	2019 - 2029 % Change	Annual Openings	Median Hourly Earnings	Typical Entry Level Education	Typical On-The- Job Training
47-2031	Carpenters	1431	1675	244	17.1%	186	\$24.21	High school diploma or equivalent	Apprenticeship
53-2012	Commercial Pilots	422	554	132	31.3%	64	\$34.40	High school diploma or equivalent	Moderate-term on-the-job training
15-1152	Computer Network Support Specialists	427	493	66	15.5%	45	\$26.94	Associate's degree	None
51-4012	Computer Numerically Controlled Machine Tool Programmers, Metal and Plastic	168	202	34	20.2%	23	\$25.17	Postsecondary nondegree award	Moderate-term on-the-job training
15-1151	Computer User Support Specialists	2630	2964	334	12.7%	265	\$22.07	Some college, no degree	None
47-4011	Construction and Building Inspectors	211	240	29	13.7%	31.1	\$24.97	High school diploma or equivalent	Moderate-term on-the-job training
29-2021	Dental Hygienists	850	889	39	4.6%	63.7	\$33.56	Associate's degree	None
29-2032	Diagnostic Medical Sonographers	254	299	45	17.7%	20	\$28.50	Associate's degree	None
17-3023	Electrical and Electronics Engineering Technicians	173	196	23	13.3%	20.6	\$29.62	Associate's degree	None
49-2094	Electrical and Electronics Repairers, Commercial and Industrial Equipment	95	109	14	14.7%	10.4	\$27.75	Postsecondary nondegree award	Long-term on-the-job training
49-9051	Electrical Power-Line Installers and Repairers	300	350	50	16.7%	33	\$33.74	High school diploma or equivalent	Long-term on-the-job training
47-2111	Electricians	1216	1324	108	8.9%	159	\$29.32	High school diploma or equivalent	Apprenticeship
17-3029	Engineering Technicians, Except Drafters, All Other	249	279	30	12.0%	29	\$31.74	Associate's degree	None
33-1012	First-Line Supervisors of Police and Detectives	198	221	23	11.6%	15.3	\$38.86	High school diploma or equivalent	Moderate-term on-the-job training
53-2031	Flight Attendants	19	37	18	94.7%	5.1	\$27.98	High school diploma or equivalent	Moderate-term on-the-job training
47-4041	Hazardous Materials Removal Workers	65	85	20	30.8%	11.7	\$27.75	High school diploma or equivalent	Moderate-term on-the-job training

SOC	Description	2019 Jobs	2029 Jobs	2019 - 2021 Change	2019 - 2029 % Change	Annual Openings	Median Hourly Earnings	Typical Entry Level Education	Typical On-The- Job Training
29-2099	Health Technologists and Technicians, All Other	424	468	44	10.4%	35.1	\$25.28	Postsecondary nondegree award	None
49-9021	Heating, Air Conditioning, and Refrigeration Mechanics and Installers	721	803	82	11.4%	84	\$26.36	Postsecondary nondegree award	Long-term on-the-job training
17-3026	Industrial Engineering Technicians	316	351	35	11.1%	36.3	\$25.14	Associate's degree	None
49-9041	Industrial Machinery Mechanics	1536	1710	174	11.3%	169	\$24.25	High school diploma or equivalent	Long-term on-the-job training
49-9099	Installation, Maintenance, and Repair Workers, All Other	249	288	39	15.7%	32.9	\$22.63	High school diploma or equivalent	Moderate-term on-the-job training
41-3021	Insurance Sales Agents	1473	1576	103	7.0%	160.7	\$23.54	High school diploma or equivalent	Moderate-term on-the-job training
29-2061	Licensed Practical and Licensed Vocational Nurses	1333	1616	283	21.2%	141	\$24.89	Postsecondary nondegree award	None
29-2035	Magnetic Resonance Imaging Technologists	134	153	19	14.2%	9.8	\$32.51	Associate's degree	None
49-9062	Medical Equipment Repairers	110	131	21	19.1%	14.9	\$25.91	Associate's degree	Moderate-term on-the-job training
29-2071	Medical Records and Health Information Technicians	604	690	86	14.2%	50.4	\$21.74	Postsecondary nondegree award	None
49-9044	Millwrights	90	104	14	15.6%	9.8	\$30.73	High school diploma or equivalent	Apprenticeship
49-3042	Mobile Heavy Equipment Mechanics, Except Engines	131	158	27	20.6%	17.4	\$25.84	High school diploma or equivalent	Long-term on-the-job training
31-2011	Occupational Therapy Assistants	87	129	42	48.3%	16	\$26.72	Associate's degree	None
43-9199	Office and Administrative Support Workers, All Other	920	1060	140	15.2%	130	\$22.75	High school diploma or equivalent	Short-term on-the-job training
47-2073	Operating Engineers and Other Construction Equipment Operators	641	731	90	14.0%	89	\$25.50	High school diploma or equivalent	Moderate-term on-the-job training

SOC	Description	2019 Jobs	2029 Jobs	2019 - 2021 Change	2019 - 2029 % Change	Annual Openings	Median Hourly Earnings	Typical Entry Level Education	Typical On-The-Job Training
23-2011	Paralegals and Legal Assistants	454	518	64	14.1%	58.1	\$22.31	Associate's degree	None
51-8093	Petroleum Pump System Operators, Refinery Operators, and Gaugers	40	54	14	35.0%	6.6	\$31.48	High school diploma or equivalent	Moderate-term on-the-job training
31-2021	Physical Therapist Assistants	334	439	105	31.4%	59	\$26.30	Associate's degree	None
47-2152	Plumbers, Pipefitters, and Steamfitters	745	846	101	13.6%	99	\$32.35	High school diploma or equivalent	Apprenticeship
33-3051	Police and Sheriff's Patrol Officers	1558	1733	175	11.2%	134	\$29.15	High school diploma or equivalent	Moderate-term on-the-job training
43-5031	Police, Fire, and Ambulance Dispatchers	206	235	29	14.1%	23.9	\$23.13	High school diploma or equivalent	Moderate-term on-the-job training
43-5061	Production, Planning, and Expediting Clerks	857	943	86	10.0%	103.2	\$21.67	High school diploma or equivalent	Moderate-term on-the-job training
29-2034	Radiologic Technologists	637	707	70	11.0%	45	\$27.57	Associate's degree	None
41-9022	Real Estate Sales Agents	325	348	23	7.1%	35.9	\$29.52	High school diploma or equivalent	Moderate-term on-the-job training
29-1126	Respiratory Therapists	375	460	85	22.7%	31	\$27.75	Associate's degree	None
41-3099	Sales Representatives, Services, All Other	2055	2261	206	10.0%	302	\$29.48	High school diploma or equivalent	Moderate-term on-the-job training
41-4012	Sales Representatives, Wholesale and Manufacturing, Except Technical and Scientific Products	3122	3560	438	14.0%	398	\$30.21	High school diploma or equivalent	Moderate-term on-the-job training
51-9197	Tire Builders	26	36	10	38.5%	4.2	\$29.15	High school diploma or equivalent	Moderate-term on-the-job training
15-1134	Web Developers	351	415	64	18.2%	36	\$28.09	Associate's degree	None

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 WIOA Planning 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 specific 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

Medicine and Dentistry
Biology
Customer and Personal Service
English Language
Psychology

Skills

Active Listening
Reading Comprehension
Speaking
Critical Thinking
Monitoring

Abilities

Problem Sensitivity
Oral Comprehension
Oral Expression
Deductive Reasoning
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 specified areas of patient care.

Tools and Technologies

Quality Assurance

Certifications

Basic Life Support

Patient Electronic Medical Records
Microsoft Office
Time Management
Quality Control

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 multiple 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)

Certifications

Web Services

Project Management
Software Development
Oracle Java
Other Programming Languages

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 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, 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.
- Many certifications in this area are occupation specific, such as 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

Administration and Management
Customer and Personal Service
English Language
Personnel and Human Resources
Mathematics

Skills

Speaking
Active Listening
Critical Thinking
Reading Comprehension
Coordination

Abilities

Oral Expression
Oral Comprehension
Written Comprehension
Problem Sensitivity
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 WIOA Planning 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. Moreover, over half of the top 25 existing in-demand, high-wage occupations in the region require a bachelor's degree as a minimal level of education. Figure 4 shows the number of programs available in WIOA Planning Region 9 for each of the top 15 existing in-demand occupations.

The education and training availability were found via the Michigan Training Connect portal on the Pure Michigan Talent Connect website. If no programs were available according to the training portal information, it is noted in the table.

In addition to the programs available in the table below, there are additional large four-year universities and other educational providers in the region. All told, in 2018, 27,427 postsecondary completions were awarded in the five-county region according to IPEDS data. Some top jobs in particular have ample training available beyond the MITC-available data: Just over 13 percent were for Health Professions. About a third, or 32.7 percent, of health care completions were for a credential beyond a bachelor's degree, helpful for top jobs Physical Therapists, Speech-Language Pathologists, and Physician Assistants, all of which typically require at least a master's degree. In addition, 14.2 percent of all completions were for Business, Management, Marketing, and Related Support Services, indicating a wider variety of programs are available for these occupations beyond those in the table below.

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

**Figure 4: Education Opportunities for the Top 15 Existing In-Demand Occupations
in WIOA Planning Region 9**

SOC	Job Title	Postings 2019	2019 Jobs	2021 Jobs	2019 - 2021 Change	2019 - 2021 % Change	Annual Openings	Median Hourly Earnings	Typical Entry Level Education	Programs Available
11-3021	Computer and Information Systems Managers	306	1,085	1,140	55	5.1%	113	\$60.19	Bachelor's degree	3 Associate's 9 Bachelor's 11 Certificates
11-9033	Education Administrators, Postsecondary	218	985	1,038	53	5.4%	106	\$55.03	Master's degree	N/A
11-3031	Financial Managers	528	1,139	1,204	65	5.7%	122	\$56.41	Bachelor's degree	N/A
17-2112	Industrial Engineers	1369	3,098	3,236	138	4.5%	282	\$42.82	Bachelor's degree	N/A
13-1111	Management Analysts	732	1,932	2,035	103	5.3%	236	\$36.53	Bachelor's degree	2 Associate's 3 Bachelor's 3 Certificates
11-9199	Managers, All Other	1012	631	671	40	6.3%	69	\$45.16	Bachelor's degree	4 Associate's 4 Bachelor's 11 Certificates
13-1161	Market Research Analysts and Marketing Specialists	791	1,780	1,912	131	7.4%	251	\$30.83	Bachelor's degree	1 Bachelor's 1 Certificate
11-2021	Marketing Managers	874	318	343	25	7.9%	42	\$60.27	Bachelor's degree	1 Bachelor's 1 Certificate
29-1171	Nurse Practitioners	239	604	645	41	6.8%	54	\$51.87	Master's degree	N/A
29-1123	Physical Therapists	883	701	760	60	8.4%	60	\$43.54	Doctoral or professional degree	N/A
29-1071	Physician Assistants	402	710	760	50	7.0%	67	\$54.76	Master's degree	N/A
29-1141	Registered Nurses	7919	10,336	10,823	487	4.7%	799	\$34.74	Bachelor's degree	4 Associate's 3 Bachelor's
11-2022	Sales Managers	893	608	637	29	4.8%	69	\$59.85	Bachelor's degree	2 Associate's 4 Bachelor's 4 Certificates

SOC	Job Title	Postings 2019	2019 Jobs	2021 Jobs	2019 - 2021 Change	2019 - 2021 % Change	Annual Openings	Median Hourly Earnings	Typical Entry Level Education	Programs Available
15-1132	Software Developers, Applications	2916	2,042	2,207	166	8.1%	229	\$43.67	Bachelor's degree	4 Associate's 2 Bachelor's 9 Certificates
29-1127	Speech-Language Pathologists	842	304	334	30	9.9%	32	\$38.70	Master's degree	N/A

*Source: Economic Modeling Specialists, Intl (Emsi), Pure Michigan Training Connect
(Data accessed in PMTC April 2020)*

- Over half the top existing in-demand occupations in WIOA Planning Region 9 have some form of education or training available in the region according to MITC table.
- The in-demand computer and information systems manager position in the table above has a strong number of education and training opportunities available in WIOA Planning Region 9.
- Overall, WIOA Planning 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.

While it should be noted that the labor force data presented here is pre-COVID, there is no evidence that the broad trends identified by this data have changed. If anything, all indications are that the COVID recession disproportionately impacts youth, minorities, those without a post-secondary credential, and others with barriers to employment. These are the same groups that were struggling in the pre-COVID economy.

Individuals living in WIOA Planning Region 9 typically possess at least a high school diploma or equivalent in each county. Washtenaw County has the highest rate of advanced educational attainment, with 55.2% of the adult population holding a bachelor's degree or higher. This is nearly twice the state average of 28.6%. Hillsdale, Jackson, and Lenawee counties in WIOA Planning Region 9 are below the state average by at least seven points.

Figure 5a: Educational Attainment

	Hillsdale County	Jackson County	Lenawee County
Population 25 years and over	31,258	109,811	68,044
High school graduate or higher, number of persons, age 25 years+	27,609	99,507	61,766
High school graduate or higher, percent of persons, age 25 years+	88.3%	90.6%	90.8%
Bachelor's degree or higher, number of persons, age 25 years+	5,319	23,483	14,199
Bachelor's degree or higher, percent of persons, age 25 years+	17.0%	21.4%	20.9%

Figure 5b: Educational Attainment

	Livingston County	Washtenaw County	WIOA Planning Region 9	State of Michigan
Population 25 years and over	131,147	227,170	567,430	6,772,215
High school graduate or higher, number of persons, age 25 years+	125,107	216,370	530,359	6,130,679
High school graduate or higher, percent of persons, age 25 years+	95.4%	95.2%	93.5%	90.5%
Bachelor's degree or higher, number of persons, age 25 years+	45,639	125,423	214,063	1,937,052
Bachelor's degree or higher, percent of persons, age 25 years+	34.8%	55.2%	37.7%	28.6%

Source: 2014-2018 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 61.3 percent. The remaining counties of Lenawee, Hillsdale, and Jackson have participation rates below 60 percent. Figure 6 displays these values.

Figure 6: Labor Force Participation Rates

	Hillsdale County	Jackson County	Lenawee County
Total Population 16 years +	36,957	128,750	80,013
In civilian labor force, age 16 years+	20,393	72,782	46,739
In civilian labor force, percent of population age 16 years+	55.2%	56.5%	58.4%

	Livingston County	Washtenaw County	WIOA Planning Region 9	State of Michigan
Total Population 16 years +	152,617	304,911	703,248	8,027,949
In civilian labor force, age 16 years+	100,618	196,929	437,461	4,919,495
In civilian labor force, percent of population age 16 years+	65.9%	64.6%	62.2%	61.3%

Source: 2014-2018 ACS Five-Year Estimates

The unemployment rate for youth in WIOA Planning Region 9 is significantly larger than the overall unemployment rate in WIOA Planning Region 9. The unemployment rate in the region is lowest for individuals that are White or of Asian descent. Figure 7 displays this data.

Figure 7: Civilian Labor Force by Demographic Group – 2014-2018- WIOA Planning Region 9

Demographic Group	Civilian Labor Force	Total Employment	Total Unemployment	Unemployment Rate
Total Population 16+	437,461	415,553	21,908	5.0%
Sex				
Male 16+	231,119	219,354	11,765	5.1%
16-19	11,424	9,347	2,077	18.2%
20-24	28,342	25,916	2,426	8.6%
25-54	139,781	134,038	5,743	4.1%
55-64	39,070	37,890	1,180	3.0%
65 Plus	12,502	12,163	339	2.7%
Female 16+	206,342	196,199	10,143	4.9%
16-19	12,660	10,781	1,879	14.8%
20-24	27,693	25,756	1,937	7.0%
25-54	121,122	116,229	4,893	4.0%
55-64	35,126	34,027	1,099	3.1%
65 Plus	9,741	9,406	335	3.4%
Race				
White	323,756	308,050	15,496	4.8%
Black / African American	27,798	25,116	2,618	9.4%
Native American	1,185	1100	86	7.2%
Asian	18,110	17432	683	3.8%
Native Hawaiian / Pacific Islander	142.941	120	23	16.0%
Some Other Race	2,969	2646	323	10.9%
Two or More Races	9,911	9025	868	8.8%
Ethnicity				
Hispanic	18,371	17,251	1,118	6.1%

Source: 2014-2018 ACS Five-Year Estimates

Figure 8: Labor Force Trends - 2013 – 2019- WIOA Planning Region 9

Geography	2013	2015	2017	2019	2013–2019 NUMERIC CHANGE	2013–2019 PERCENT CHANGE
WIOA Planning Region 9	418,716	426,433	437,658	443,400	24,684	5.9%
Hillsdale County	20,505	21,016	21,046	20,400	-105	-0.5%
Jackson County	72,095	73,003	74,114	74,100	2,005	2.8%
Lenawee County	47,581	47,451	47,223	46,500	-1,081	-2.3%
Livingston County	94,808	96,623	101,791	104,200	9,392	9.9%
Washtenaw County	183,727	188,340	193,484	198,200	14,473	7.9%
State of Michigan	4,724,000	4,759,000	4,884,000	4,937,000	213,000	4.5%
United States	155,389,000	157,130,000	160,320,000	163,539,000	8,150,000	5.2%

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

Figure 9: Employment Trends - 2013 – 2019- WIOA Planning Region 9

Geography	2013	2015	2017	2019	2013–2019 NUMERIC CHANGE	2013–2019 PERCENT CHANGE
WIOA Planning Region 9	389,465	407,588	420,786	428,900	39,435	10.1%
Hillsdale County	18,680	19,910	20,024	19,600	920	4.9%
Jackson County	66,139	69,131	70,715	71,300	5,161	7.8%
Lenawee County	43,858	45,067	45,016	44,700	842	1.9%
Livingston County	87,770	92,159	98,327	100,800	13,030	14.8%
Washtenaw County	173,018	181,321	186,704	192,500	19,482	11.3%
State of Michigan	4,308,000	4,500,000	4,659,000	4,736,000	428,000	9.9%
United States	143,929,000	148,834,000	153,337,000	157,538,000	13,609,000	9.5%

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

Figure 10: Unemployment Rates (Percent) – 2013-2019- WIOA Planning Region 9

Geography	2013	2015	2017	2019	2013–2019 Rate Change
WIOA Planning Region 9	7.0%	4.4%	3.9%	3.3%	-3.7%
Hillsdale County	8.9%	5.3%	4.9%	4.2%	-4.7%
Jackson County	8.3%	5.3%	4.6%	3.8%	-4.5%
Lenawee County	7.8%	5.0%	4.7%	3.9%	-3.9%

Livingston County	7.4%	4.6%	3.4%	3.3%	-4.1%
Washtenaw County	5.8%	3.7%	3.5%	2.9%	-2.9%
State of Michigan	8.8%	5.4%	4.6%	4.1%	-4.7%
United States	7.4%	5.3%	4.4%	3.7%	-3.3%

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.

Prior to COVID, the region's economy was strong, but many critical workforce issues still needed to be addressed. The current recession has exacerbated these problems and 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 WIOA Planning 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 and working conditions: MWSE, the other MWAs in WIOA Planning 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. COVID has accelerated trends such as automation and remote work, and changed the way most business operates. Without additional training, both workers and employers will be at a competitive disadvantage.

Strengths and Weaknesses

To help inform this plan, core partners from WIOA Planning 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. 	<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.

Regional Strengths	Regional Weaknesses
<ul style="list-style-type: none"> • 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 create protocols for working with employers. • 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"> • 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. • 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. • 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"> • 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. • 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 planning 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 11 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 2021, and a high annual wage (over \$38,700). The top twelve in-demand industries in this region all feature wages above this level. This average wage aligns with what is used in the regional in-demand and emerging industries in 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. Wages depending on tenure and many other factors. While the industry average is an important wage consideration, the wages paid to workers in each occupation provide a more relevant metric for workforce development. See Figures 11, 12, and 13 for more detail on occupations. Also shown are the 2018 employment levels for these industries in the region.

Figure 11: WIOA Planning Region 9's Top 12 In-Demand Industries

NAICS	Description	Postings 2019	2019 Jobs	2021 Jobs	2019 - 2021 Change	2019 - 2021 % Change	Avg. Earnings Per Job
54	Professional, Scientific, and Technical Services	14,012	24,588	25,727	1,139	4.6%	\$99,686.03
42	Wholesale Trade	2,503	10,935	11,547	612	5.6%	\$85,636.22
62	Health Care and Social Assistance	15,242	44,856	47,173	2,317	5.2%	\$63,187.27
55	Management of Companies and Enterprises	445	2,378	2,497	119	5.0%	\$143,396.18
31	Manufacturing	8,731	44,170	45,313	1,143	2.6%	\$81,340.98
48	Transportation and Warehousing	24,907	6,923	7,233	310	4.5%	\$77,924.54
23	Construction	2,582	11,678	12,208	530	4.5%	\$69,596.49
51	Information	4,940	5,891	6,095	204	3.5%	\$106,797.56
90	Government	0	120,245	123,236	2,991	2.5%	\$75,517.48
99	Unclassified Industry	0	729	906	177	24.3%	\$53,437.91
72	Accommodation and Food Services	10,300	30,310	31,402	1,092	3.6%	\$21,510.45
22	Utilities	781	2,920	2,960	40	1.4%	\$181,806.73

Source: Economic Modeling Specialists, Intl (Emsi)

Figure 12 highlights the top emerging industries in WIOA Planning Region 9. Emerging industries, shown in Figure 12, are those with a high growth (numeric and percent) expected over the next ten years, through 2029, as well as a high number of annual openings through 2029.

Figure 12: WIOA Planning Region 9 Top Emerging Industries

NAICS	Description	2019 Jobs	2029 Jobs	2019 - 2029 Change	2019 - 2029 % Change	Avg. Earnings Per Job
54	Professional, Scientific, and Technical Services	24,588	27,921	3,333	13.6%	\$99,686.03
42	Wholesale Trade	10,935	12,698	1,763	16.1%	\$85,636.22
62	Health Care and Social Assistance	44,856	53,050	8,194	18.3%	\$63,187.27
23	Construction	11,678	13,287	1,609	13.8%	\$69,596.49
55	Management of Companies and Enterprises	2,378	2,686	308	13.0%	\$143,396.18
90	Government	120,245	129,480	9,235	7.7%	\$75,517.48
51	Information	5,891	6,433	542	9.2%	\$106,797.56
99	Unclassified Industry	729	1,293	564	77.4%	\$53,437.91
48	Transportation and Warehousing	6,923	7,604	681	9.8%	\$77,924.54
31	Manufacturing	44,170	45,881	1,711	3.9%	\$81,340.98
72	Accommodation and Food Services	30,310	33,807	3,497	11.5%	\$21,510.45
61	Educational Services	8,065	8,754	689	8.5%	\$42,522.54

Source: Economic Modeling Specialists, Intl (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 3,400 square miles. The most recent Census estimate puts the region's population at 862,162, 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 250 individuals per square mile, compared to the state average of 171 individuals per square mile.

Most workers in the region commute to at least some degree. 58.3 percent of workers travel more than ten miles to their jobs each direction and 31.6 percent travel more than 25 miles each direction, according to data from the LODES 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. Jobs available for individuals with lower than average education are located far from where many individuals live. According to OnTheMap data, 31.6 percent of residents in WIOA Planning Region 9 commute outside of the region for their primary job, and 12.3 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. The vast differences in 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 minorities than the state total. Other counties in the region are primarily white with a higher concentration of white residents than the state on average. Figures 13 a and b highlight this data.

Figure 13a: Population Demographics

	Hillsdale County	Jackson County	Lenawee County
Total Population	45,830	158,913	98,474
White	44,312	138,852	91,413
White Percent of Total	96.7%	87.4%	92.8%
Black or African American	349	12,687	2,640
Black or African American Percent of Total	0.8%	8.0%	2.7%
American Indian and Alaska Native	179	694	492

	Hillsdale County	Jackson County	Lenawee County
American Indian and Alaska Native Percent of Total	0.4%	0.4%	0.5%
Asian	173	1,352	284
Asian Percent of Total	0.4%	0.9%	0.3%
Native Hawaiian and Other Pacific Islander	0	41	15
Native Hawaiian and Other Pacific Islander, Percent of Total	0.0%	0.0%	0.0%
Two or more races	657	4,341	2,627
Two or more races, Percent of Total	1.4%	2.7%	2.7%
Hispanic or Latino, of any race*	1034	5,523	7,784
Hispanic or Latino Percent of Total*	2.3%	3.5%	7.9%

Figure 13b: Population Demographics

	Livingston County	Washtenaw County	WIOA Planning Region 9	State of Michigan
Total Population	188,482	365,961	857,660	9,957,488
White	181,591	269,777	725,945	7,818,588
White Percent of Total	96.3%	73.7%	84.6%	78.5%
Black or African American	1114	43,099	59,889	1,375,424
Black or African American Percent of Total	0.6%	11.8%	7.0%	13.8%
American Indian and Alaska Native	534	1,202	3,101	53,235
American Indian and Alaska Native Percent of Total	0.3%	0.3%	0.4%	0.5%
Asian	1,730	33,165	36,704	304,403
Asian Percent of Total	0.9%	9.1%	4.3%	3.1%
Native Hawaiian and Other Pacific Islander	124	189	369	2,979
Native Hawaiian and Other Pacific Islander, Percent of Total	0.1%	0.1%	0.0%	0.0%
Two or more races	2,800	15,894	26,319	283,718
Two or more races, Percent of Total	1.5%	4.3%	3.1%	2.8%
Hispanic or Latino, of any race*	4,468	16,999	35,808	497,897
Hispanic or Latino Percent of Total*	2.4%	4.6%	4.2%	5.0%

Source: 2014-2018 ACS Five-Year Estimates

WIOA Planning Region 9 is also home to 7.9 percent of the state's veteran population, with the majority in Washtenaw and Livingston counties.

Figure 14a: Veteran Population

	Hillsdale County	Jackson County	Lenawee County
Civilian Population 18 Years and Over	35,668	124,108	77,275
Veterans, 2014-2018	3,173	10,573	6,330
Share of Veterans in the State	0.6%	1.9%	1.1%

Figure 14b: Veteran Population

	Livingston County	Washtenaw County	WIOA Planning Region 9	State of Michigan
Civilian Population 18 Years and Over	146,672	296,280	680,003	7,757,578
Veterans, 2014-2018	11,075	13,497	44,648	564,783
Share of Veterans in the State	2.0%	2.4%	7.9%	100.0%

Source: 2014-2018 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 15a: Age Distribution

	Hillsdale County	Jackson County	Lenawee County
Total Population	45,830	158,913	98,474
Persons under 5 years	2,702	8,981	5,283
Persons under 5 years, Percent	5.9%	5.7%	5.4%
Persons under 18 years	10,150	34,714	21,128
Persons under 18 years, Percent	22.1%	21.8%	21.5%
Persons 65 years and over	8,509	26,583	17,507
Persons 65 years and over, Percent	18.6%	16.7%	17.8%

Figure 15b: Age Distribution

	Livingston County	Washtenaw County	WIOA Planning Region 9	State of Michigan
Total Population	188,482	365,961	857,660	9,957,488
Persons under 5 years	9,574	18,283	44,823	572,374
Persons under 5 years, Percent	5.1%	5.0%	5.2%	5.7%
Persons under 18 years	41,755	69,558	177,305	2,196,098
Persons under 18 years, Percent	22.2%	19.0%	20.7%	22.1%
Persons 65 years and over	29,976	47,278	129,853	1,620,944
Persons 65 years and over, Percent	15.9%	12.9%	15.1%	16.3%

Source: 2014-2018 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; 12.4 percent of residents were born outside the U.S., compared to a 6.7 percent average in the state. 15.0 percent of residents speak a language other than English at home, compared to 9.6 percent in the state. For the other counties in WIOA Planning Region 9, the situation is different. The other 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 1.4 percent of households in the region have limited English proficiency.

Figure 16a: Foreign-born Population

	Hillsdale County	Jackson County	Lenawee County
Total Population	45,830	158,913	98,474
Foreign-born persons	526	2,822	2,087
Foreign-born persons, percent	1.1%	1.8%	2.1%
Population 5 Years and Over	43,128	149,932	93,191
Language other than English spoken at home, number of persons, age 5 years+	1,758	4,543	4,565
Language other than English spoken at home, percent of persons age 5 years+	4.1%	3.0%	4.9%

Figure 16b: Foreign-born Population

	Livingston County	Washtenaw County	WIOA Planning Region 9	State of Michigan
Total Population	188,482	365,961	857,660	9,957,488
Foreign-born persons	5,347	45,491	56,273	671,105
Foreign-born persons, percent	2.8%	12.4%	6.6%	6.7%
Population 5 Years and Over	178,908	347,678	812,837	9,385,114
Language other than English spoken at home, number of persons, age 5 years+	5,280	52,324	68,470	898,817
Language other than English spoken at home, percent of persons age 5 years+	3.0%	15.0%	8.4%	9.6%

Source: 2014-2018 ACS Five-Year Estimates

Figure 17a: Limited English-Speaking Households

	Hillsdale County	Jackson County	Lenawee County
Total Households	17,904	61,696	38,222
Limited English-speaking households	60	240	290
Limited English-speaking households, percent of total	0.3%	0.4%	0.8%

Figure 17b: Limited English-Speaking Households

	Livingston County	Washtenaw County	WIOA Planning Region 9	State of Michigan
Total Households	71,180	140,210	329,212	3,909,509
Limited English-speaking households	225	3,852	4,667	68,056
Limited English-speaking households, percent of total	0.3%	2.7%	1.4%	1.7%

Source: 2014-2018 ACS Five-Year Estimates

Hillsdale, Jackson, and Lenawee counties in WIOA Planning Region 9 have a higher share of working age individuals with disabilities than the state average, while others have under the state average of 14.3 percent.

Figure 18a: Disabled Population (Under 65)

	Hillsdale County	Jackson County	Lenawee County
Total civilian noninstitutionalized population	45,404	151,105	95,239
Persons with a disability	6,796	23,406	14,932
Persons with a disability, percent of total	15.0%	15.5%	15.7%

Figure 18b: Disabled Population (Under 65)

	Livingston County	Washtenaw County	WIOA Planning Region 9	State of Michigan
Total civilian noninstitutionalized population	187,540	361,155	840,443	9,847,464
Persons with a disability	19,506	32,757	97,397	1,403,640
Persons with a disability, percent of total	10.4%	9.1%	11.6%	14.3%

Source: 2014-2018 ACS Five-Year Estimates

Figure 19 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 19: Individuals with Disabilities in Michigan by County - 2014 – 2018

Geography	2012 – 2016 Estimate	2012 – 2016 Share of State
Hillsdale County	6,796	0.5%
Jackson County	23,406	1.7%
Lenawee County	14,932	1.1%
Livingston County	19,506	1.4%
Washtenaw County	32,757	2.3%

Region 9 Counties	97,397	6.9%
State of Michigan	1,403,640	100.0%

Source: 2014-2018 ACS Five-Year Estimates

Figure 20 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 20: WIOA Planning Region 9: Individuals with Disabilities by Demographic Group (2014-2018)

Demographic Group	Individuals	Percent Distribution
Total Population	97,397	100.0%
Sex		
Male	47,238	48.5%
Female	50,159	51.5%
Age		
Under 17	7,811	8.0%
18-64	49,920	51.3%
65 +	39,666	40.7%
Race		
White	85,537	87.8%
Black / African American	6,931	7.1%
Native American	398	0.4%
Asian	1,265	1.3%
Hawaiian / Pacific Islander	37	0.0%
Some Other Race	626	0.6%
Two or More Races	2,603	2.7%
Ethnicity		
Hispanic	3,030	3.1%

Source: 2014-2018 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 median of \$18.60, while other counties in the region are near or below the state average. Income levels are lowest in Hillsdale and Jackson counties.

Figure 21a: Households in Each Income Bracket

	Hillsdale County	Jackson County	Lenawee County
Total Households	17,904	61,696	38,222
Households with Income of \$0-\$9,999	1,192	3,948	1,816
Households with Income of \$0 - \$9,999, Percent	6.7%	6.4%	4.8%
Households with Income of \$10,000 - \$14,999	868	2,975	1,536
Households with Income of \$10,000 - \$14,999, Percent	4.8%	4.8%	4.0%
Households with Income of \$15,000 - \$24,999	2,405	7,192	4,197
Households with Income of \$15,000 - \$24,999, Percent	13.4%	11.7%	11.0%
Households with Income of \$25,000 - \$34,999	1,956	7,044	4,125
Households with Income of \$25,000 - \$34,999, Percent	10.9%	11.4%	10.8%
Households with Income of \$35,000 - \$49,999	2,805	8,942	6,087
Households with Income of \$35,000 - \$49,999, Percent	15.7%	14.5%	15.9%
Households with Income of \$50,000 - \$74,999	3,632	12,039	7,645
Households with Income of \$50,000 - \$74,999, Percent	20.3%	19.5%	20.0%
Households with Income of \$75,000 - \$99,999	2,145	7,818	5,473
Households with Income of \$75,000 - \$99,999, Percent	12.0%	12.7%	14.3%
Households with Income of \$100,000 - \$149,999	2,050	7,419	5,053
Households with Income of \$100,000 - \$149,999, Percent	11.4%	12.0%	13.2%
Households with Income of \$150,000 - \$199,999	478	2,556	1,438
Households with Income of \$150,000 - \$199,999, Percent	2.7%	4.1%	3.8%
Households with Income of \$200,000+	373	1,763	852
Households with Income of \$200,000+, Percent	2.1%	2.9%	2.2%
Average Household Income	\$61,956	\$67,112	\$67,885
Median Household Income	\$48,392	\$51,431	\$53,972
Per Capita Income	\$24,749	\$26,942	\$26,958

Figure 21b: Households in Each Income Bracket

	Livingston County	Washtenaw County	WIOA Planning Region 9	State of Michigan
Total Households	71,180	140,210	329,212	3,909,509
Households with Income of \$0-\$9,999	1,987	9,402	18,345	270,974
Households with Income of \$0 - \$9,999, Percent	2.8%	6.7%	5.6%	6.9%
Households with Income of \$10,000 - \$14,999	1,587	5,418	12,384	182,415
Households with Income of \$10,000 - \$14,999, Percent	2.2%	3.9%	3.8%	4.7%
Households with Income of \$15,000 - \$24,999	4,032	10,557	28,383	394,491

	Livingston County	Washtenaw County	WIOA Planning Region 9	State of Michigan
Households with Income of \$15,000 - \$24,999, Percent	5.7%	7.5%	8.6%	10.1%
Households with Income of \$25,000 - \$34,999	4,592	10,408	28,125	395,924
Households with Income of \$25,000 - \$34,999, Percent	6.5%	7.4%	8.5%	10.1%
Households with Income of \$35,000 - \$49,999	8,138	15,802	41,774	540,900
Households with Income of \$35,000 - \$49,999, Percent	11.4%	11.3%	12.7%	13.8%
Households with Income of \$50,000 - \$74,999	12,173	23,083	58,572	719,122
Households with Income of \$50,000 - \$74,999, Percent	17.1%	16.5%	17.8%	18.4%
Households with Income of \$75,000 - \$99,999	10,799	16,564	42,799	485,187
Households with Income of \$75,000 - \$99,999, Percent	15.2%	11.8%	13.0%	12.4%
Households with Income of \$100,000 - \$149,999	14,796	23,371	52,689	531,579
Households with Income of \$100,000 - \$149,999, Percent	20.8%	16.7%	16.0%	13.6%
Households with Income of \$150,000 - \$199,999	7,118	11,671	23,261	201,893
Households with Income of \$150,000 - \$199,999, Percent	10.0%	8.3%	7.1%	5.2%
Households with Income of \$200,000+	5,958	13,934	22,880	187,024
Households with Income of \$200,000+, Percent	8.4%	9.9%	6.9%	4.8%
Average Household Income	\$99,554	\$97,553	\$394,060	\$75,352
Median Household Income	\$80,897	\$69,434	\$304,126	\$54,938
Per Capita Income	\$38,399	\$39,486	\$156,534	\$30,336

Source: 2014-2018 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 2019, 5.1 percent of the state's public assistance registrants lived in the region. This share is low relative to the 8.5 percent of state's population in the region. The numbers are dropping, due to lifetime benefit limits in the State of Michigan and many individuals exiting 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 22: Public Assistance Recipients in Michigan by County – 2017-2019

Geography	2017	2019	2017-2019 Percent Change	2019 Share of the State
WIOA Planning Region 9	21,091	14,137	-33.0%	5.1%
Hillsdale County	1,665	1,276	-23.4%	0.5%
Jackson County	6,392	3,683	-42.4%	1.3%
Lenawee County	3,821	2,526	-33.9%	0.9%
Livingston County	2,631	1,716	-34.8%	0.6%
Washtenaw County	6,582	4,936	-25.0%	1.8%
State of Michigan	425,786	276,856	-35.0%	100.0%

Note: The sum of the areas does not add to the statewide total.

Source: Michigan Department of Health and Human Services

Figure 23 indicates that the 2019 population on public assistance in WIOA Planning Region 9 was primarily female and aged 22 to 44. This is similar to the state percentage and other surrounding regions. Compared to the general population demographics in the region, these groups are over-represented.

Figure 23: WIOA Planning Region 9 Public Assistance Registrants – June 2019

Demographic Group	Assistance Program Registrants	Percent of Total
Total	17,288	100.0%
Sex		
Male	7,313	42.3%
Female	9,973	57.7%
Age		
14-15	167	1.0%
16-19	1,205	7.0%
20-21	562	3.3%
22-44	10,966	63.4%
45-54	2,999	17.3%
55-64	1,388	8.0%
65+	1	0.0%
Race		
White	11,406	66.0%
Black / African American	2,939	17.0%
Native American	139	0.8%
Other	826	4.8%
Ethnicity		
Hispanic	815	4.7%

Source: Michigan Department of Health and Human Services

3. *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.*

MWA: 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. The MWAs collaborate on a variety for governmental and foundation grant opportunities which are implemented across MWAs in southeast Michigan. What follows are several examples regional collaboration:

Going Pro 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 Going Pro Training Fund (GPTF), 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 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.

MI Career Quest events: MI Career Quest Southeast is an annual event that requires massive collaboration from partners across southeast Michigan. This event is led by Oakland County Michigan Works! and Oakland County Economic Development, in conjunction with multiple 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.

MI Career Quest South, currently being postponed due to COVID-19 concerns, will be rescheduled for the spring of 2021 and will bring approximately 2,400 students from Lenawee, Jackson, Hillsdale, Monroe and Branch counties together for hands-on career exploration opportunities.

Strategies that Achieve Results (STAR) Program: Currently operative in Lenawee County, this program coordinates connections established with several human service agencies to provide necessary information and access to services that assist job seekers with barrier removal. This program will serve as a model to other Service Centers within the five counties of MWSE and has been discussed at meeting with Region 6 and 10 partners.

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): The CEAC 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 19-20 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.
- Identify and expand apprenticeship and pre-apprenticeship opportunities across the region.
- Developing and supporting career exploration events such as Manufacturing Day, MI Career Quest, Just Build It Construction Expo, etc.

Region 9 Regional Prosperity Initiative: The Region 2 Planning Commission led 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. Some of the funded Challenge Grants include:

- 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

The RPI program no longer receives state funding, so the initiative is now focused on completing their funded projects and issuing a final report.

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 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. Engaging job seekers safely and effectively after COVID-19 and preparing for the increase in job seeker traffic will be main topics for FY 2020.
- 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. They are currently working on supporting employers as they look to re-open and expand after COVID-19.
- Workforce Intelligence Network for Southeast Michigan (WIN): The Workforce Intelligence Network for Southeast Michigan (WIN) is a partnership of community colleges and Michigan Works! Agencies (MWAs) operating in WIOA Planning Regions 6, 9, and 10. SEMCA serves as WIN's fiduciary and employer of record and provides administrative services in support of WIN and its initiatives. WIN was established in 2011 to create a comprehensive and cohesive talent development system in the region to ensure workers are prepared for success. Accordingly, WIN serves three primary roles:
 - (1) Gathering, analyzing, and distributing real-time labor supply and demand intelligence on workforce characteristics specific to the southeast Michigan Region;
 - (2) Convening, facilitating, and engaging employers, and serving as the connection point for business, industry and other stakeholders as it relates to workforce development; and

(3) Developing strategies and funding proposals for the delivery of regional workforce development programs through its partners. What follows are descriptions of service strategies developed and – in most cases – managed by WIN:

- *Workforce-related Data Services:* WIN has an agreement with MWAs and community colleges throughout greater southeast Michigan to provide real-time data and other labor market information on a regular basis. Regional 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.
- *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 WIOA Planning 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. 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, as well as in Healthcare and Information Technology. 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. Michigan Works! Southeast (MWSE) was awarded \$440,000 to train 54 underemployed and unemployed individuals and 18 incumbent workers. To date, they have trained 53 under- and unemployed individuals and 8 incumbent workers. MWSE has partnered with Jackson College, Mott Community College, and Southern Michigan Center for Science and Industry to deliver relevant training. Currently, Jackson College has eight new participants awaiting the opportunity to begin training.
- *The Apprenticeship: Closing the Skills Gap Grant:* In February 2020, Oakland Community College was awarded a \$4 US DOL grant, known locally as MI-APPRENTICESHIP, to train 720 apprentices in advanced manufacturing careers across the state of Michigan. Six Michigan Works! Agencies (Detroit Employment

Solutions Corporation, GST Michigan Works!, Macomb/St. Clair Workforce Development Board, Michigan Works! Southeast, Southeast Michigan Community Alliance, and Oakland County Michigan Works!) were awarded a total of \$600,000 to support apprenticeship coordination activities, such as employer outreach, participant tracking, and case management. Additionally, seven community colleges (Henry Ford College, Macomb Community College, Monroe County Community College, Mott Community College, Schoolcraft College, Washtenaw Community College, and Wayne County Community College District) were awarded a total of \$700,000 to support apprenticeship coordination activities, including employer outreach, participant tracking, and case management. WIN was awarded \$1.6 million for project management and grant coordination and each community college and MWA partner will have access to training funds to help employers offset the cost of Related Technical Training for apprentices.

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 Board 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 and contractors to design and implement targeted strategies to reach this population, remove barriers and address needs. Extensive research has been done to “map” the locations where eligible youth are located and to adjust outreach and recruitment activities to these areas. During the summer of 2020, a virtual work experience will be developed to help with recruiting new youth and keeping current enrollees engaged. Stipends will be made available for satisfactory participation in the program.

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. MWSE also sponsors an in-school JMG program that currently serves students in Jackson County.

- *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 (PWE) opportunities. PWEs are a major focus of the WIOA Youth program along with the summer youth employment programs implemented by MWSE. For FY 2020, it is expected that the bulk of WIOA youth will be placed in a work experience. On-the-Job training opportunities are expected to expand greatly as businesses open up and job seeker traffic increases from expiration of the COVID-19 “Stay at home” orders.

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.

- *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.

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 People with Disabilities:* MWSE will continue to work with Michigan Rehabilitation Services (MRS), the Michigan Bureau of Services for Blind Persons (BSBP) 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. MWSE has a contract with SIGNificant, LLC (dba Alliance for Deaf Services) to provide sign language services for job seekers as needed and to provide training to staff on best practices to assist the deaf and hard of hearing.

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 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. MRS has moved their Jackson office staff completely into the Jackson Service Center to facilitate referrals and braiding of funds. MRS also plans to move staff to the Hillsdale Service Center, and has a staff person assigned to the Livingston Service Center. The Bureau of Service for Blind Persons (BSBP) attends the Job Seeker Services subcommittee of the Workforce Development Board.

- *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.

MWSE has implemented “Expungement Fairs” in Washtenaw and Jackson counties. 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.

4. *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.*

MWA: 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 Health Careers Alliance, the Advance Michigan Defense Collaborative and the Michigan Alliance for Greater Mobility Alliance (MAGMA).

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 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): The Michigan Alliance for Greater Mobility Advancement (MAGMA) is a consortium that includes original equipment manufacturers (OEMs), tier suppliers, educational institutions, workforce organizations, and state government, whose goal is to address the automotive industry's skills and training needs, particularly around mobility solutions, connected, and automated vehicles (CAV). MAGMA was established in 2009 by the State of Michigan's Workforce Development Agency (WDA), along with automotive manufacturing employers and educational institutions. Since 2013, the Workforce Intelligence Network for Southeast Michigan (WIN) has convened and facilitated MAGMA. MAGMA aims to better assist Michigan's rapidly changing automotive industry as it moves towards CAV, cybersecurity, embedded software systems, and other emerging technologies.

Through a proven partnership approach, MAGMA provides a neutral platform for industry to collectively assess their talent skills gaps across all vehicle systems, technologies, and processes. Those needs are then addressed through MAGMA-approved education and training programs, which have been vetted by industry partners. Through its partnerships with many workforce and economic development agencies, MAGMA has access to a variety of industry trend reports and experts that further assist industry in staying relevant.

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, Toyota, Nissan, Robert Bosch, BorgWarner, Roush, ZF and GKN Automotive. As of 2020, 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.

Health Careers Alliance for Southeast Michigan: The Health Careers Alliance for Southeast Michigan (HCA) is an employer-led healthcare collaborative for the entire WIN region. WIN and the State of Michigan Office of Labor and Economic Opportunity began co-convening this council in October 2019. The State of Michigan's long-term goal is to support the healthcare industry cluster with state, regional, and local employer-led collaboratives throughout Michigan. This proven collaborative model is designed to organize employers to identify strategies to address common talent needs. By working together, employers can meet workforce needs more effectively and efficiently. The program model follows the principles of the U.S. Chamber of Commerce Foundation's Talent Pipeline Management (TPM) Process. All MWAs in the region participate in the HCA collaborative. A primary goal of the HCA is to create a unified recruitment process across all MWAs to attract and pre-assess quality candidates for targeted occupations.

Apprenti: To address our tech workforce challenge in southeast Michigan, the Workforce Intelligence Network for Southeast Michigan (WIN) has partnered with Apprenti to bring a nationally recognized, US DOL approved, registered IT apprenticeship program into our region.

At a national level, as of 2019, Apprenti has close to 800 apprentices that are either currently in or have completed program in 13 states with expansions forthcoming in NJ, NY, IL, and DE. Specifically focused on diversifying the current talent pool in tech, apprentices with Apprenti have a wide variety of backgrounds and levels of education. Currently, 57% of apprentices are people of color, 23% are women, and 61% are veterans, which are all above the national average. In addition, 56% of the candidates of a four-year degree. Coupled with an 80% retention rate, Apprenti is proving to be a viable talent solution for industries struggling to meet demand.

Here in Michigan, 2019 brought the graduation of the state's first two "Apprenti" apprentices. Studying software development and systems administration, the two apprentices were retained by the employer and have been selected to act as mentors for an upcoming cohort. There were three other apprentices that began their training in software development and cyber security in 2019 as well.

Michigan has cohorts slated to begin in 2020 with the launch of two new in-demand occupations: Salesforce Developer and Adobe Campaign Developer.

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.

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.

5. *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.*

MWA: 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 nine 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 16-county WIN service region.
- Researching and publishing reports on innovation and disruption in the workforce and understanding jobs and talent in southeast Michigan, including skills gap analyses related to connected and automated vehicles and cybersecurity, regional employee turnover studies, and more.
- Researching and writing regional grant proposals and convening grant initiatives. Currently, WIN is convening and/or providing staffing for MAGMA, Apprenti, America's Promise grant (locally branded as Advance Michigan Catalyst), American Apprenticeship Initiative grant (locally branded as Advance Michigan

Center for Apprenticeship Innovation), Apprenticeship: Closing the Skills Gap grant, Health Careers Alliance for Southeast Michigan, Opportunity Detroit Tech, and others.

- 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 6 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.

- 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. A similar model of having a "lead" MWA is still in place for any related NEG or regional grants.

- *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 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 LEO to house on-site Migrant and Seasonal Farmworkers staff.
6. *A description of how transportation and other supportive services, as appropriate, currently are coordinated or will be coordinated within the region.*

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. Another program, known as the Lenawee Transportation Job Access Readiness Reverse Commute, assists people with transportation to and from work.
- 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.
- Transportation taskforce of Lenawee County has been around for several years. It is comprised of approximately 12 members stemming from local human service agencies, private & public transportation companies, as well as local government,

economic developers and educational institutions. The focus of the taskforce is to improve transportation options for those in need throughout the Lenawee County area.

- Hillsdale Transportation Task Force includes MWSE, DHHS, Community Action Agency, Key Opportunities and Dial-A-Ride (City of Hillsdale). This group is working with the state to form a Regional Transit Authority, with Key Opportunities being the central hub. A Mobility Manager has already been identified, but the actual approval for the transit authority is still pending.
- Jackson's City Cab service provides transportation 24/7 for jobs and training.

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 multiple active and growing Business Resource Networks (BRN) throughout the Agency's counties. 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.

7. *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.*

MWA: 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. Working with ALIGN Lenawee, Michigan Works! and several local employers, LEDC coordinates delivery of essential soft skills training to high school students.

- 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.

8. *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.*

MWA: N/A- MWSE is its own workforce region and regional performance standards would be the same as local performance standards.

Local Plan

1. *An analysis of regional labor market data and economic conditions including:*
 - *The regional analysis prepared as part of the regional plan.*

MWA: The analysis of regional labor marked 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), including goals relating to performance accountability measures based on primary indicators of performance as described in the WIOA Section 116(b)(2)(A) in order to support regional economic growth and economic self-sufficiency. Expected performance levels may be used to evaluate outcomes until such time as formal performance goals are established. Performance measures are designated as baseline where it is unlikely that adequate data exists to make a reasonable determination of an expected level of performance.

MWA: The current Michigan Works! Southeast Workforce Development Board (WDB) strategic plan reads as follows:

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.

- A description of the local board's strategy to align local resources, required partners, and entities that carry out core programs to achieve the strategic vision and goals.

MWA: 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, as needed. 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.

2. 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).

MWA: The local workforce development system has a goal to 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 Southeast Michigan Consortium (SEMC) currently has five One-Stop Service Centers, one in each County:

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:



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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 – In-school and Out of School Youth program
Reemployment Services and Eligibility Assessment (RESEA)

Other programs that are offered in the Consortium are TANF Refugee Program (TANF-TRP) and Title II Adult Education (in Jackson, Lenawee and Hillsdale counties).

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

The WDB 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 (CEAC) 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.

3. 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 post-secondary 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 by MWSE staff.

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 Going Pro Talent Fund program to enhance skills and provide credentials

The Consortium also promotes programs and services that support career pathways in the K-12 system. The Consortium is 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. With the utilization of the 50% waiver allowed for the Youth program, we have enrolled some In-school youth onto the caseloads of direct staff. This has helped form a closer connection with many local K-12 school districts.

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.

4. *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.*

MWA: 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 successfully used the Going Pro Talent Fund (GPTF), 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. GPTF, 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. In response to the stress businesses face due to COVID, the MWSE Business Services team is working with partners to expand layoff aversion services and provide access to experts who can help businesses stabilized and grow.

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 Consortium contracts with several local economic developers (The Greater Ann Arbor Region which includes Ann Arbor SPARK, Lenawee Now, Enterprise Group and The Economic Development Partnership of Hillsdale County) to help with referrals and support to the Business Services team.

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.

Over the years, Michigan Works! agencies have developed strong partnerships with the state Unemployment Insurance Agency, and those relationships became stronger as a result of the COVID pandemic. More than three dozen MWSE employees offered to help with the backlog of issues resulting from the unprecedented volume of claims. They received training on resolving common issues and they had access to the UIA databases. MWSE staff handled up to 3,000 UIA calls per week during the peak months, and resolved more than 10,000 issues for claimants. These experiences will help us provide a higher level of services to claimants once register-to-work and work search waivers are lifted. When that time comes, UI claimants will again visit or contact MWSE for help with their job search. Staff will help them register on MiTalent Connect and will be able answer basic questions about unemployment insurance. They will also be able to refer more complicated questions to UIA. Michigan Works! and UIA also

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.

To meet the anticipated increased demand for re-employment services due to the current recession, and to provide a safe environment for staff and customers, most MWSE services will be provided virtually, to reduce and control traffic in our centers. In-person appointments are available when a virtual service is not feasible. UI applicants will be encouraged to attend orientation, meet with a career advisor, and attend workshops to help them define their career goals and prepare for their job search. Our priority will be to help not just with job placement, but identification of career pathways as well.

5. *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.*

MWA: In addition to the efforts previously described, SEMC has a contract 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.

6. *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 job seekers.*
 - *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.*

MWA: The WDB staff monitors outcomes of eligible providers of services on a regular basis and transmits information to the board 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 expand the use of technology to serve job seekers. In response to COVID nearly all services can be provided virtually, including orientations, intake, workshops, and career counseling. We are implementing virtual hiring events and working with our education partners to expand virtual training opportunities. While we hope to return to in-person services when community transmission of COVID is under control, we expect to continue to offer a variety of virtual services, especially for customers like those in the rural and more remote areas of the region who have difficulty coming to a service center. We are also offering enhanced features on our website, such as live chats, and increasing our social media presence. Staff now has

access to tools that will let them text customers from their computer, and nearly all staff are now set up to work remotely when necessary. 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. Due to physical distancing requirements, it is not practical to use MOC 1 currently, but we hope to greatly expand its use when health conditions improve in our communities. The Consortium will also seek out partner organizations, such as libraries and other public, centralized locations, where in-person 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.

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

MWA: The intake/eligibility process begins with either an Orientation workshop in which all interested participants will be directed or a one-on-one discussion with a Career Advisor for all new customers. At these workshops or discussions, 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 (all can be provided virtually or in-person):

- 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.

In the current recession, at-risk populations are disproportionately impacted and face significant challenges in finding and keeping employment. 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 Eligibility 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 developed and reviewed as an opportunity for expanding the partnerships.

8. *A description of the design framework for youth programs in the local area, and how the 14 program elements required in 20 CFR Section 681.460 are to be made available within that framework.*

MWA: The WIOA youth program is implemented by both direct staff and contracted staff. In general, contractor staff and organizations focus on In-School Youth (ISY) while direct staff focus on Out-of-School Youth (OSY). Direct staff and contract staff have various methods of outreach. ISY enrollments usually are from outreach done at local

alternative high schools or academies. Customers who are potential OSY are screened to assess their needs and determine if WIOA Adult or the OSY program is best for their needs.

As with WIOA Adult and DW, Youth are assessed for eligibility and suitability for the WIOA program. Self-sufficient employment or enrollment in post-secondary training is always the goal for Youth participants. Activities are agreed upon through discussion between the participant and Career Advisor. Work-experience opportunities, especially for those with little to no work history, are strongly encouraged. Support Services needed for active program participation are also assessed and provided, as appropriate.

At the time of each enrollment, career advisors review the 14 available elements through the Youth program. Elements needed at that time are identified and appropriate activities selected. The elements are provided by both in-house and outside organizations. When possible, MOUs or contracts are made with outside organizations to provide one of the elements. Some partners, while open to referrals from MWSE for needed elements, have chosen not to sign formal agreements. Referrals to outside partners are rare as most youth participants are assessed to be in need of MWSE provided services.

9. *A local definition of Part B of Basic Skills Deficiency, which reads “a youth who is unable to compute or solve problems, or read, write, or speak English at a level necessary to function on the job, in the individual's family, or in society.”*

MWA: Please see Attachment B: WIOA Eligibility Policy for this definition.

10. *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.*

MWA: 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. Many are dual enrolled in the WIOA youth program but all receive the full range of WIOA youth services.

“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. In addition, a JMG in-school program is offered in Jackson County, and may be expanded to other communities if funding is available.

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.

“Requires additional assistance” is defined in Attachment B: WIOA Eligibility Policy.

- 11. Information regarding any waivers being utilized by the local area, in accordance with any Michigan Department of Labor and Economic Opportunity-Workforce Development (LEO-WD) communicated guidelines or requirements regarding the use of the waiver(s).*

MWA: 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%.

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

MWA: The SEMC has a history in working with local secondary and post-secondary partners. The Career Education Advisory Council (CEAC) 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.

13. *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.*

MWA: 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. In response to COVID, services which help customers access remote learning and virtual services will be a priority. 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. See Attachment E: Needs related payments for details.

14. 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.

MWA: 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 virtual services and partner-agency locations to provide workshops, resume reviews and even employer events will be explored as ways to help alleviate the barrier of accessing the Consortium's services.

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

MWA: 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. MWSE does have an unofficial target of \$5,000/per exit to employment for the WIOA program

16. 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.

MWA: 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. AS of 7/1/2020, Wagner-Peyser staff will be direct staff of the Consortium (All Consortium employees are considered “Merit-based staff”). The SEMC One-Stop Operator works with all partners to reinforce these values and to provide technical support, training and guidance to ensure that services are provided in a seamless manner.

17. 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.

MWA:

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

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Michigan Works! Southeast
304 Harriet St.
Ypsilanti, MI 48197
Telephone Number: 517-715-3823
E-mail address: jalogoe@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*

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unit of government, special purpose unit of government, school district, intermediate school district, public community college, public university, or other.

Employment Services will be provided by direct staff in all five Service Centers.

- *A description of 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.

- *An explanation of how labor exchange services will be provided using the three tiers of services: self-services, facilitated services, and staff-assisted services.*

Each Service Center has a fully equipped resource room for job seekers. 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 a service plan will be developed.

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 are currently available on an appointment basis, but walk-in services will be renewed as soon as health conditions improve. Staff are available to provide services via phone or Zoom. Basic information regarding general employment services is also available on our website. The following services will be provided at our Service Centers:

- 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 (also available virtually).
- C. Facilitated services with staff for those who need more intensive staff assistance to obtain jobs or employees (also available virtually).

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.

Whether on site or virtually, the job seeker or employer will receive 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. Many of these materials are also available on our website

Self-Service- After completing 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 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. Both virtual and in-person workshops will be offered.

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. These services can be provided in-person or virtually.

- *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. These services can be provided in-person or virtually.

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

Below is a listing of FTEs at each site assigned to Employment Services. Service levels are flexible and can be adjusted depending on need.

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.*

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.

- *A description of how the Reemployment Service Eligibility Assessment requirements will be administered.*

Following 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, 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. These services can be provided in-person or virtually.

- *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.*

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.

- *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.*

Please see Attachment F: Veterans Preference and DVOP Referral Policy

- *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.*

MSWs 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 basis. 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.

- *A description of any other planned services or activities for which Wagner-Peyser funds will be utilized.*

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.

- 18. A description of any navigators being utilized in the local area to provide targeted support and resources to specific groups of individuals with barriers to employment.*

MWA: There are currently no navigators for specific groups in any of the five Service Centers.

- 19. 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.*

MWA: 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.

20. *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.*

MWA: The Consortium Board and Workforce Development Board have jointly executed more than 20 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.

In addition to the MOUs, the SEMC has also executed contracts with entities to deliver some services funded by WIOA Title I and TANF (Refugee program). 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.

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

MWA: As of October 1, 2019, The Southeast Michigan Consortium has served as its fiscal agent (previously contracting with another entity to handle this). Under the Public Act 7 agreement that created the Southeast Michigan Consortium, the Consortium is now the employer of record for all direct staff. The Consortium has been its own official grant recipient since its founding. It is a merit based, public employer.

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

MWA: 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.

23. 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 the U.S. Department of Labor (USDOL) as baseline measures as described in Section II.

MWA: For FY 2020, local Performance measures for WIOA have not been negotiated. MWSE has met all WIOA performance measures since its founding. Negotiations will be

based on data of outcomes the previous year, funding levels and economic projections for the region.

24. *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.*

MWA: 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 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 has 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.

Roles and contributions of one-stop required partners have been negotiated and executed.

25. *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.*

MWA: The SEMC plans to utilize Individual Training Accounts (ITAs) to pay for training for eligible participants. An authorization process will be used. Authorizations 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.

26. *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.*

MWA: The Board held a public comment that commenced on June 1 and ended August 26 and encouraged the community to provide feedback on the aspects,

direction and planned activities of the SEMC for this new Four-year WIOA Regional and Local Plan. The Plan was available on the MWSE notices were posted in local newspapers. Partner organizations were surveyed to get their feedback on the plan, and their input was incorporated into the plan. As of August 26, no comments were received.

27. *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.*

MWA: The SEMC uses the G*Stars system to help track job seekers upon intake. This log-in system keeps accurate records of what activities job seekers are using at the Service Centers. The state's OSMIS system is used to track all participant activities. The new "Re-vamped" WIOA system will be fully utilized to enhance case management and participant tracking.

28. *A description of the local priority of service requirements.*

MWA: The Local Veteran's priority of service can be found in Attachment F and the WIOA Adult Priority of Service can be found in Attachment B.

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

MWA: 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 LEO to make the full range of workforce development activities available to affected workers as quickly as possible.

As part of "retention" visits completed by the Business Services team and Specialized Business Services partners, fact-finding visits will be conducted to find the Talent needs or issues with employers. If needed, Going-Pro or Incumbent Worker applications will be submitted to help the company with avoiding layoffs. The State of Michigan and other partners will be contacted if a more customized strategy is needed.

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 or virtually 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.

Layoff aversion will be largely addressed through the Incumbent Worker program. While not the sole criteria, layoff aversion is a focus of Incumbent Worker as it aims to re-train employees and keep them working. When massive layoffs (or several layoffs in a short time) occur, a SAG grant may be requested to help cover the additional Dislocated Workers. Generally, SAG grants are used to help cover a time period of mass layoffs as well as specific companies. If layoff version is provided, partners such as local economic developers and Chambers of Commerce will be contacted to assist with the situation.

The Policy and Planning Manager will be the contact for all NEG and SAG grants. The Business Service Manager will be the contact for JACs.

30.A description of RR activities.

MWA: Please see Attachment G: Rapid Response Policy



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ATTACHMENTS A-G:

ATTACHMENT A-STRATEGIC PLAN VISION ELEMENTS AND GOALS

Vision Element 1: Establish MWSE as the local leader in workforce development so that partners come to us first when there are workforce issues.	
Strategic Intent	3-5 Year Goals
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	<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
Strategic Intent 1.2 Effectively promote Michigan Works! Southeast's role and services to the community	<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
Strategic Intent 1.3 Identify and advocate for needed community resources and infrastructure improvements to prepare all jobseekers for employment opportunities in the region	<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
Vision Element 2: Cultivate employer relationships by active outreach and quality, consistent, data-driven services.	
Strategic Intent	3-5 Year Goals



<p>Strategic Intent 2.1</p> <p>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:</p> <p>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</p> <p>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 • MWSE meets or exceeds all State and Federal mandated performance metrics and fiscal metrics.
<p>Vision Element 4:</p> <p>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
<p>Strategic Intent 4.1</p>	<ul style="list-style-type: none"> • Develop and implement a strategy for staff professional development that



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Develop staff to ensure successful outcomes for jobseekers and employers	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





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ATTACHMENT B:

To: WIOA staff

Subject: WIOA eligibility Policy

References: The WIOA of 2014
2 CFR 200 Super Circular

Original Policy: July 1, 2016

Last Modification: August 27, 2019

Background: The WIOA of 2014 will have full implementation beginning July 1, 2016. This policy will provide an overview of the WIOA eligibility for Adult, Dislocated Worker and Youth.

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 Department of Labor and Economic Development-Workforce Development (LEO).

To the greatest extent possible, forms provided by the USDOL or LEO 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.

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.

Self-Sufficiency wage- 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. The Workforce Development Board has decided to use the United Way’s ALICE report as a

measure of “self-sufficiency.” A chart will be developed for each County showing the “living wage” for “single” and “family” sized households. This chart will take into account ALICE report data and poverty level data. 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. They should consult and be knowledgeable on various labor market information and other data for their workforce area to make this determination.

OSMIS case notes should be extensively utilized to help document the applicant’s/participant’s situation and communicate to other programs the criteria for approval/denial/funding decisions for the applicant/participant.

“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 Department of Labor and Economic Development-Workforce Development (LEO) or U.S. Department of Labor.

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.

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. There is no required “sequence” of services. So if an applicant is assessed, deemed to be in need of training in order to find gainful employment and meets all required eligibility, they may be enrolled directly into training.

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. The TABE test must be completed and results entered into OSMIS before training begins.

Youth/PATH/FAE&T participants- Per program rules, all Youth, PATH and FAE&T participants will be required to take the TABE test. For WIOA Youth that are determined to be “Basic Skills Deficient” on their initial TABE, the TABE must be re-administered each year (“year” begins on the day of first Youth activity).



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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

Please note that for WIOA Adult who are eligible due to "basic skills deficiency," they must be re-tested with the TABE. Career advisors 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. Career advisors 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

<u>Type of Test</u>	<u>Test name</u>
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 file contents

The following are required in WIOA files for all enrolled applicants:

- A signed and dated copy of the WIOA Registration Form.
- Copies of documentation of eligibility and criteria used for verification of eligibility, unless the information can be retrieved electronically. Any acceptable documentation per LEO data validation requirements are acceptable for eligibility criteria. Registrant/applicant statements should only be used when absolutely necessary for documentation purposes.
- A copy of Educational Functioning Level test scoring sheets that show the date, total score, and grade level equivalent for each test, if applicable
- Written notice of exit for an ineligible participant (if appropriate)
- Equal Opportunity is the Law statement signed by the participant or a signed acknowledgement that the participant received a copy of the statement

****Note:** The Individual Service Strategy (ISS), which is required for all enrolled participants, is not required to be in the participant's file in hard copy, but should be regularly reviewed and updated on OSMIS. Any changes should be case noted.

WIOA activities and Individual Service Strategy- For Adult, Dislocated Worker and Youth enrollees, a particular activity should not be open for more than 90 days without justification provided in the participant's case notes for the increased time needed in the activity. The individual Service Strategy should also be updated as needed to reflect current, accurate information regarding the participant's engagement with WIOA. It is the responsibility of Career Advisors to keep all information in OSMIS up-to-date and confirm its accuracy.

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 Recipient
- 2) Job Seekers with basic skills deficiencies
 - a. 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. 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.

“Secondary” eligibility groups- 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

Returning citizens

Homeless or facing foreclosure

Older individuals (ages 55 or older)

Applicants who are unemployed*

Applicants making less than \$12/hour

Applicants whose projected, annualized income is less

than \$25,000**

* “Unemployed” is defined as someone who stops working, establishes a “reference week” (calendar week) where they earn no wages and states they were actively looking for work within a four-week time period ending with that reference week.

** Annualizing the income will be calculated by multiplying the hours per week, their current wage and 52 (number of weeks per year).

*** “Limited” funding determination will be made by the Director.

Career Advisors, in either OSMIS Case Notes or the ISS, must describe the need for training in order to become employed.

Proper documentation should be collected and case noted for all eligibility criteria.

WIOA Dislocated Worker

Eligibility for Dislocated Worker will follow the USDOL and LEO directed requirements. “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, career advisors 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.

Applicants may still qualify for Dislocated Worker if they can document that they had “Insufficient Earnings” to qualify for unemployment compensation or they were employed with an organization that was “not covered under unemployment compensation law.” Instances of this should be rare and can be difficult to document, so other programs/funding sources should be explored before trying to enroll these applicants as Dislocated Workers. A letter from the employer (that they are not covered by UI compensation law) or proof of insufficient earnings from the Unemployment Insurance Agency would be the best documentation for these instances.

Like with WIOA Adult applicants, Career Advisors, in either OSMIS Case Notes or the ISS, must describe the need for training in order to become employed.

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

“Unlikely to return to priority industry or occupation” - 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 in any of the following ways:

- Worked in a declining industry or occupation, as documented on state or locally-developed lists of such industries or occupations.

- Has a lack of job offers as documented by the local board or Unemployment Insurance staff, rejection letters from employers in the area, or other documentation of unsuccessful efforts to obtain employment in the prior industry or occupation.
- Worked in an industry or occupation for which there are limited job orders in the Pure Michigan [Talent Connect](#) system at the time of eligibility determination, as certified by the Michigan Works! Agency staff with access to Talent Connect.
 - The interpretation of when there are “Limited Job Orders” will be left up to Career Advisors. A detailed case note regarding # of jobs at time of application on PMTC and taking into account other local economic factors will be needed to document when job orders are considered to be “limited.”
- Is insufficiently educated and/or does not have the necessary skills for re-entry into the former industry or occupation, as documented through the assessment of the individual’s educational achievement, testing, or other suitable means.
- Has physical or other problems which would preclude re-entry into the former industry or occupation, as documented by a physician or other professional (e.g., psychiatrist, psychiatric social worker, chiropractor, etc.).
- Military spouses due to Permanent Change of Station or services member’s honorable discharge from the military.
- Additional family, personal, or financial circumstances that may affect the likelihood of the individual’s returning to his or her previous occupation or industry for employment may be considered, but need justification.

Staff should provide a detailed case note and any necessary documentation to justify “unlikely to return to prior industry or occupation.”

“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. Career Advisors may also document attachment to the workforce by 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.

“Long-term unemployed” - Unemployed for at least 27 consecutive weeks. The eligible participant does not have to have received/exhausted UI benefits. Documenting weeks of being unemployed may be satisfied through UI documentation, participant self-attestation, or a detailed case note.

“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.”

Temporary or part-time jobs will not remove dislocated worker status; only full-time, permanent employment will. Applicants who are working “temporary” or “part-time” jobs that pay less than the layoff employment wage can still qualify as dislocated workers since they are underemployed.

WIOA Youth

Eligibility for Youth will follow the USDOL and LEO 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, any participants being enrolled with the “5% Income Exemption rule” need Director, Deputy Director or the Policy and Operations Manager approval before enrollment.

Program applicants may be enrolled as an “In-School Youth” through age 25 if they have a valid Individual Education Plan (IEP) and are attend k-12 education.

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, participants who “Requires additional assistance” is to be documented by 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. Locally, “Requires Additional Assistance” will be defined as:

- Have repeated at least one secondary grade level or are one year over age for their grade.
- Have a core grade point average of less than 1.5.
- For each year of secondary education, are at least two semester credits behind the rate required to graduate from high school.
- Are emancipated youth.
- Have aged out of foster care.
- Are previous dropouts, have been suspended five or more times, or have been expelled.
- Have court/agency referrals mandating school attendance.
- Are deemed at risk of dropping out of school by a school official.
- Have been referred to or are being treated by an agency for a substance abuse related problem.
- Have experienced recent traumatic events, are victims of abuse, or reside in an abusive environment as documented by a school official or other qualified professional.
- Have serious emotional, medical, or psychological problems as documented by a qualified professional.
- Have never held a job.
- Have been fired from a job within the 12 months prior to application.
- Have never held a full-time job for more than 13 consecutive weeks.

WIOA allows for local areas to define “Youth who is unable to compute or solve problems, or read, write or speak English at a level necessary to function on the job, in the individual’s family, or in society.”

Locally, it will be defined as “The individual computes or solves problems, reads, writes, or speaks English **at or below the eighth grade level**. 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. Career Advisor must adequately explain and document, if possible.

For the purpose of authorizing a minor to participate in WIOA, the strong preference is for the parent or guardian to provide approval. WIOA allows for “Other responsible adults” to enroll minors. This should be rare but the following people may enroll a minor into WIOA:

- A relative who has knowledge and can attest to the information provided by the applicant;
- An adult who has been delegated custodial or administrative responsibilities in writing, either temporarily or permanently, by parents or by an appropriate agency
- An agency or organization representative who is in a position to know the individual's circumstances (i.e., that they could not get a parent's or guardian's signature authorizing participation), for example, a clergy person, a school teacher or other school official, a probation or other officer of the court, a foster parent
- A representative of an agency which provided support services to the individual and who is aware of the individual's circumstances (i.e., that they cannot get a parent's or guardian's signature authorizing participation), for example, a social worker, a homeless shelter official, a child protective worker, a health clinic official.
- In rare circumstances, with approval of the Policy and Operations Manager and when none of the other options for “Other Responsible Adult” are available, the applicant’s Career Advisor may sign and authorize participation in WIOA. The Career Advisor should have reviewed documentation and assessed the applicant’s need and suitability for services before signing on their behalf.

The Department of Labor and Economic Opportunity-Workforce Development has determined that both Title II Adult Education participants and Sec. 107 Adult Education participants may be considered “Out-of-School Youth” if all other eligibility requirements apply (age, barrier, etc...). Service Center Managers are encouraged to reach out to these programs and recruit eligible participants who may be in need of workforce development services.

In-School Youth with Individual Education Plan (IEP)- In general, WIOA In-school youth participants must be 21 or younger. However, if they have an IEP and are still in the K-12 secondary school system, they can enroll into ISY through age 25.

All participants enrolled into the WIOA Youth program will have the 14 required Youth Elements made available to them, either through direct staff services or referrals to partner agencies. Career Advisors should work with their local Service Center Manager if assistance providing one of the elements is needed.



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

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



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ATTACHMENT C:

To: Career Advisors

Subject: **TABE TEST REQUIREMENTS**

Original Policy: January 1, 2017

Refer to Policy: MWSE WIOA Eligibility policy

TEMPORARY UPDATE

During Service Center Closures due to COVID-19, TABE testing for all WIOA Adult and DW applicants/participants is waived until Service Centers are re-opened.

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.

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

Youth/PATH/TAA participants- Per program rules, all Youth and PATH participants will be required to take the TABE test. For WIOA Youth that are determined to be "Basic Skills Deficient" on their initial TABE, the TABE must be re-administered each year ("year" begins on the day of first Youth activity), unless a Measurable Skill Gain is obtained during that year.

If a TAA participant is interested in training (classroom or work-based), they must take the TABE test.

Adult/DW/NEG/FAE&T 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

Please note that for WIOA Adults who are eligible due to "basic skills deficiency," they must be re-tested with the TABE each year ("year" begins on the day of enrollment), unless a Measurable Skill Gain is obtained during that year.

Actions: Career Advisors will implement the directives of this letter.

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



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ATTACHMENT D:

Original Date: July 1, 2016

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

Subject: **Supportive Services Policy**

Programs affected: PATH, TAA, WIOA and Community Ventures

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

Policy: 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. MWSE, where applicable and reasonable, will work with local partners to coordinate support services.

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. Follow-up Support Services (support services provided after exit) are allowable per Department of Labor and Economic Development-Workforce Development (LEO) and U.S. Department of Labor (USDOL) guidelines.

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

Information Technology items for training (when allowed by program)

Includes computers, printers, internet service

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 Department of Labor and Economic Development-Workforce Development (LEO) or U.S. Department of Labor (USDOL) will be followed. When LEO or USDOL does not institute caps, MWSE will set caps by local policy.

Currently, there are no caps on support services when and where local policy discretion is required.

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.



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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 Justin Al-lgoe at jaligoe@mwse.org



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ATTACHMENT E:

Date: October 12, 2016

To: WIOA Adult and Dislocated Worker Career Advisors

Subject: **Needs Related Payment Policy**

References: The WIOA of 2014

Original Policy: October 12, 2016

Rescissions: None

Background: The Needs Related Payments (NRPs) are a stipend-form of assistance to adults or dislocated workers who are unemployed and do not qualify for (or have ceased to qualify for) unemployment compensation so they can participate in training. NRPs are only to be used in exceptional circumstances for WIOA Adult and Dislocated Worker (DW) participants. Decisions on the approval of NRPs are considered on a case-by-case basis by the local Service Center Manager.

POLICY: Needs related payments can be provided to WIOA Adult, Dislocated Worker and Youth participants who qualify, to enable the individual to participate in training.

To receive NRPs, WIOA Adults must:

- 1) Be unemployed,
- 2) Not qualify for, or have ceased qualifying for, unemployment compensation; and
- 3) Be enrolled in training.

To receive NRPs, WIOA Youth must:

- 1) Be unemployed,
- 2) Not qualify for, or have ceased qualifying for, unemployment compensation; and
- 3) Have clear, demonstrated need for NRPs to continue participation in the WIOA Youth programs

To receive needs-related payments, WIOA dislocated workers must:

- 1) Be unemployed,
 - a. Have ceased to qualify for unemployment compensation or Trade Readjustment Allowances (TRA) under Trade Adjustment Assistance (TAA), and
- 2) Be enrolled in training by the end of the 13th week after the most recent layoff that resulted in determination of eligibility as a dislocated worker, or if later, by the end of the 8th week after the worker is informed that a short-term layoff will exceed six months, or

- a. Be unemployed and did not qualify for unemployment compensation or TRA under TAA or North America Free Trade Agreement (NAFTA) TAA.

THE MAXIMUM AMOUNT OF PAYMENT IS AS FOLLOWS:

- The payment amount must not exceed the greater of the following:
 - For Dislocated Workers- The applicable weekly level of the unemployment compensation, as verified by documentation from the Unemployment Insurance Agency
 - For Adults/Youth- the weekly payment may not exceed the poverty level for their family size for the equivalent period. The weekly payment level must be adjusted to reflect changes in total family income.
- In all cases, the Career Advisor should take into account all family income when requesting NRPs. In the rarest of circumstances should the maximum amount stated above be requested.
- Career advisors should collect registrant statements, bills or other documentation to support the request

NOTE: SUPPORTING DOCUMENTATION FOR UNEMPLOYMENT INSURANCE OR THE CALCULATION OF THE WEEKLY PAYMENT MUST BE IN THE PARTICIPANT'S FILE.

Action: Staff shall implement this directive.

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



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ATTACHMENT F:

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 veteran's 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.

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- 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



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

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



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ATTACHMENT G:

Date: July 1, 2016

To: Rapid Response staff

Subject: **Rapid Response Policy**

References: The Workforce Innovation and Opportunity Act (WIOA) of 2014
2 CFR 200 Super Circular

Original Policy: July 1, 2016

Background: The central purpose of Rapid Response is to help laid-off workers quickly transition to new employment. Rapid Response acts as both a provider of direct reemployment services and as a facilitator of additional services and resources. Rapid Response is a primary gateway to the workforce system for both dislocated workers and employers and is a component of a demand driven system.

The WIOA holds States responsible for the provision of Rapid Response services. The Department of Labor and Economic Development-Workforce Development (LEO) maintains responsibility for ensuring compliance with federal and state requirements, implementation of program initiatives, and providing support, guidance, technical assistance and financial resources to the local service delivery areas. As such, the LEO WIOA Section will remain the State's designated recipient of a WARN (Worker Adjustment Retraining Notification) Act notice to fulfill its statutory requirements. However, it is the expectation that the

LEO and MWAs, along with other key partners, act in coordination during all layoffs in a particular region regardless of the size of the event.

Policy: Rapid Response contact:

Tom Robinson, Business Service Manager

209 E. Washington Ave

Jackson, MI 49201

trobinson@mwse.org

Phone 517-841-5627 ext. 64222

Rapid Response must take an ongoing, comprehensive approach to planning, identifying, and responding to layoffs, and preventing or minimizing their impacts whenever possible. Early warning systems are necessary to ensure a timely response to worker dislocations. Layoffs can be identified in a variety of ways, including but not limited to:

- discussions with employer representatives or employees
- meetings with organized labor
- increased Unemployment Insurance claims
- press attention
- a WARN Act notice
- Trade Act petition

The Business Service Coordinators, overseen by the Business Services Manager, will be active in discussing layoff aversion strategies with employers. Options such as Incumbent Worker training and customized training will be discussed. Business Service Coordinators will be active in working with businesses they express potential layoffs.

Process:

- 1) Receipt of Notification: If the LEO WIOA staff is in receipt of a WARN and/or receives a notice of a mass layoff or plant closing via the Unemployment Insurance Agency (UIA), Union Official, Company, the Michigan Economic Development Corporation, or employee; they shall contact the designated MWA Rapid Response partner, making them aware of the notification and what information has been obtained thus far, including, but not limited to:
 - a. Company Name (including address and telephone number)
 - b. Company Contact Name and Title
 - i. Description of the business, including North American Industry Classification System (NAICS)
 - c. Type of dislocation (Mass Layoff or Plant Closure)
 - d. Notification type (WARN, News Article, Letter, Phone Call, Other)
 - e. Number of impacted workers and total workers at the facility
 - i. Brief description of impacted employee skill sets and corresponding occupations that can be linked to a Standardized Occupational Classification code.
 - f. Identification of potential days and times for a Rapid Response Meeting and/or Worker Orientation.

Likewise, if the designated MWA Rapid Response staff is in receipt of a dislocation via Union Official, Company, Local Economic Development Corporation, local newspaper, or employee, they shall contact the designated WIOA Rapid Response staff person and make them aware of the notification and what information has been obtained thus far, including but not limited to items a. through f. above.

- 2) Upon exchange of the aforementioned information, the MWA and LEO WIOA Rapid Response staff will mutually decide who will contact the employer, the MWA or the LEO. The lead contact will be responsible for the timely dissemination of information to other partners and key stakeholders to ensure accurate and up-to-date information is available and communicated. The local / regional Trade Adjustment Assistance (TAA) representative will be contacted and included in any employer meetings to determine if there is just cause for submitting a Trade Act Petition. Once that has been determined the MWA, TAA Representative or LEOSOM will decide who will submit the request.
- 3) The MWA as Lead Staff, with the designated MWA Rapid Response staff as the lead contact, they will make initial contact with a company official; obtain additional information about the dislocation event, as well as two preferable dates for a Rapid Response Meeting and/or a Worker Orientation. Within 24-48 hours, the MWA Rapid Response staff will contact the LEO WIOA Rapid Response staff and other key partners to confirm the Rapid Response Meeting date and to share information about the event. If employees are covered by a collective bargaining agreement, the local union officials will also be contacted by the MWA regarding organized labor's participation in the Rapid Response Meeting and/or Worker Orientation. The LEO WIOA staff will remain responsible for arranging UIA representation at the Rapid Response Meeting and Worker Orientation. If UIA staff are not physically available to participate, the LEOSOM will try to make arrangements for their participation via a webinar, conference call or through other technological means. If UIA staff is unable to participate, MWA Rapid Response staff should direct Rapid Response and Worker Orientation participants to UIA's website, including the on-line claim filing kit (UIA Form 1251) and the on-line service Claimant Web Account Manager.
- 4) The LEOSOM as Lead Staff, with the designated LEO WIOA Rapid Response staff as the lead contact, they will make initial contact with a company official; obtain additional information about the dislocation event, as well as two preferable dates for a Rapid Response Meeting and/or a Worker Orientation. Within 24-48 hours, the LEO WIOA Rapid Response staff will contact the MWA and other key partners to confirm the Rapid Response Meeting date and to share information about the event.

If employees are covered by a collective bargaining agreement, the local union officials will also be contacted by the LEO regarding organized labor's participation in the Rapid Response Meeting and/or Worker Orientation. The LEO WIOA staff will contact the UIA to arrange for representation at the Rapid Response Meeting and Worker Orientation as described in step number three above.

- 5) Rapid Response and Worker Orientation Meetings

Rapid Response Meeting

The initial Rapid Response (Company and Union, if applicable, Leadership) Meeting shall include MWA and WIOA Rapid Response staff and other local partners as necessary, such as the UIA, United Way, and the Department of Human Service. The LEO WIOA Rapid Response staff will provide overall information from a state perspective, as well as gathering demographic information about the impacted workforce. MWA Rapid Response staff will provide information on employment services (including Michigan Talent Connect), dislocated worker services and other services available at

the local One-Stop Service Center(s). MWA representatives will provide copies of marketing brochures, or other printed materials regarding participant services.

UIA presentations at Rapid Response meetings will include information on filing for unemployment benefits, eligibility requirements and training waivers. The UIA representatives will provide appropriate fact sheets and unemployment benefit booklets.

During a Rapid Response Meeting, if possible, priority should be placed on averting or lessening the impact of the layoff.

Key questions to ask include:

- What is the reason for the closing or downsizing?
- Are there any specific resources that can be provided to prevent or lesson the closing or downsizing?
- What other departments or divisions within the business may be impacted by the closing or downsizing? What other companies may be impacted by the closing or downsizing?
- Are layoffs occurring in other locations or states?
- Confidentiality is key. When will the information be made public? When will impacted employees be notified?

Worker Orientation Meeting

At the conclusion of a Rapid Response meeting and upon agreement by the company, a Worker Orientation meeting(s) will be scheduled to provide information on available services to the impacted employees. The MWA Rapid Response staff will have responsibility for the following items:

- i. Confirming the date(s) and time(s) of the Worker Orientation meeting(s);
- ii. Arranging for the participation of partners from the local One-Stop Service Centers and other community agencies to present information; and
- iii. Providing informational materials on available services at the One-Stop Service Centers.
- iv. If the company does not agree to an on-site Worker

Orientation meeting(s), MWA Rapid Response staff should attempt to arrange for an alternative date and location to meet with impacted workers as a group or individually as necessary and/or provide informational packets that can be distributed to impacted workers.

If the parties agree to schedule a Worker Orientation meeting(s) at a later date, the local MWA Rapid Response staff will serve as the contact for the parties involved and organize the meeting(s) as specified above. The LEO WIOA staff will transmit the request to the UIA with the meeting date, time, and location. Upon receipt of confirmation that a UIA representative will attend, the LEO WIOA staff will notify the MWA Rapid Response staff. When UIA cannot support a worker orientation with a speaker, either in person, via a webinar, or conference call, MWA staff should direct impacted workers to the UIA's website, including the on-line claim filing kit (UIA Form 1251) and the on-line service Claimant Web Account Manager. MWA staff should not answer Unemployment Insurance (UI)-related questions; rather those are to

be referred to the UIA Employee Hotline at (800) 500-0017 or to the Claimant Web Account Manager online services page at www.michigan.gov/uia.

Inability to Schedule a Rapid Response or Worker Orientation Meeting

If it is not feasible to schedule a Rapid Response or Worker Orientation Meeting or the employer does not agree to on-site meetings, the MWA Rapid Response staff should arrange for printed information to be distributed to the impacted employees. Information can be left at the worksite, with local union officials, given to the employer for inclusion with paychecks, etc. In situations where Worker Orientation meetings are not feasible due to the lack of employer cooperation, or where layoffs have already occurred, designated MWA Rapid Response staff is encouraged to organize Worker Orientation meetings, as detailed above, at an offsite location. The MWA shall provide written notice of the Worker Orientation meeting(s) if a mailing list of the employees is available from the employer. The LEO WIOA staff will transmit the request to the UIA with the meeting date, time, and location. Upon receipt of confirmation that a UIA representative will attend, the LEO WIOA staff will notify the MWA Rapid Response staff. When UIA cannot support a worker orientation with a speaker, either in person, via a webinar, or conference call, MWA staff should direct impacted workers to the UIA's website, including the on-line claim filing kit (UIA Form 1251) and the on-line service Claimant Web Account Manager. MWA staff should not answer Unemployment Insurance (UI)-related questions; rather those are to be referred to the UIA Employee Hotline at (800) 500-0017 or to the Claimant Web Account Manager online services page at www.michigan.gov/uia.

1. Non-WARN Events and Lack of Notification

Rapid Response and Worker Orientation meetings may be held in situations involving fewer than 50 employees at the discretion of the MWA and the employer. MWA and LEO staff will mutually agree if WIOA Rapid Response staff participation is necessary for meetings involving non-WARN events.

The information from the Data Sheets will be used to:

- a. Keep the Governor fully informed of dislocation events and their potential impact on local communities;
- b. Respond to Legislative and other inquiries;
- c. Enable the LEO to make informed budgetary decisions with respect to allocation of State Adjustment Grants (SAGs) and WIOA discretionary funding. In general, SAG grants will be requested in layoffs of over 100 employees; and
- d. Comply with federal reporting requirements to include the maintenance of layoff information in the LEO WARN database

Actions: All pertinent staff associated with Rapid Response activities will follow and adhere to the guidance in this policy.

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